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MASTER OF BANKING AND FINANCE PROGRAMME**

**EFFECT OF CUSTOMER RELATIONSHIP MANAGEMENT
PRACTICES ON MARKETING PERFORMANCE
AT CB BANK PCL**

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AUGUST, 2023

**EFFECT OF CUSTOMER RELATIONSHIP MANAGEMENT
PRACTICES ON MARKETING PERFORMANCE
AT CB BANK PCL**

A thesis submitted as a partial fulfillment towards the requirements for the
degree of Master of Banking and Finance (MBF)

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ABSTRACT

This study aims to identify customer relationship management practices at CB Bank PCL and analyze their effect on marketing performance. The study utilized quantitative research design and employed the Yamane sampling method to collect primary data from 212 out of 449 employees working at CB Bank PCL's Head Office and branches in Yangon. Descriptive statistics and a multiple linear regression model were employed in this study. Secondary data were gathered from various sources, including previous research papers, journals, textbooks, websites, and relevant information from CB Bank's official website. The four dimensions of customer relationship management practices examined in this study include customer focus, knowledge management, technology-based CRM, and organizational efficiency. According to the regression analysis, all dimensions emerged as significant variables with positive effects on marketing performance. Among them, organization efficiency is the most significant. The study suggests that CB Bank PCL should prioritize the utilization of top-notch software because it can save time, costs, and optimize the workforce. Additionally, the bank should explore technology-based CRM to bolster its customer relationships and ensure more effective communication. The bank should also emphasize resolving customer issues promptly to achieve a customer-focus approach. Bank management can enhance its overall marketing performance by implementing suitable CRM software and providing comprehensive CRM training to its employees.

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CHAPTER I

INTRODUCTION

Banks are the most important financial intermediaries in an economy. The purpose of the banking business is "accepting deposits of money from the public for lending or investing, repayable on demand through cheque/draft or otherwise" Chauday & Sharma (2011). Since the early 1990s, the global business sectors entered the era of Information Technology; and the Banking industry was no exception to this. Since then, the banking sector has grown multifold. Consequently, competition in the banking sector has become inevitable. Under these circumstances, it became very difficult for banks to hold their aim of improving profitability. The relationship between a bank and its customers involves continuous two-way communication and interaction.

CRM plays a pivotal role in determining market performance within the banking sector. In an era of intense competition, where customer loyalty can be elusive, CRM systems offer banks a strategic edge. By harnessing the power of CRM, banks can gain a deep understanding of their customers' behaviors, preferences, and needs. This knowledge enables them to deliver highly personalized services and, resulting in improved customer satisfaction and loyalty. Consequently, as customer retention rates rise, banks can reduce the high costs associated with acquiring new customers. Moreover, CRM empowers banks to identify cross-selling and upselling opportunities, maximizing their revenue potential. Additionally, targeted marketing campaigns driven by CRM insights ensure that marketing resources are efficiently allocated, leading to cost savings and improved campaign performance. All these factors combined contribute significantly to a bank's market performance by fostering growth, enhancing profitability, and maintaining a competitive advantage in the financial industry.

The banking industry in Myanmar has witnessed significant transformations in recent years, driven by economic liberalization, increased foreign investment, and changing consumer expectations. Amidst these evolving dynamics, CRM has emerged as a crucial strategy for banks to navigate the competitive landscape and enhance their market performance. In this context, this research endeavors to explore the profound impact of CRM practices on the market performance of CB Bank Public Company Limited (CB Bank PCL), a prominent player in Myanmar's financial sector.

As Myanmar continues its path toward economic development and financial modernization, CB Bank PCL has assumed a pivotal role in delivering a diverse range of banking services to both individual and corporate clients. In the midst of intense competition and growing demand for financial products and services, the effective management of customer relationships becomes of paramount importance for any bank aiming to thrive in this burgeoning market. CRM practices encompass a comprehensive approach to comprehending, engaging, and satisfying customers. They entail the strategic utilization of data, technology, and organizational processes to cultivate enduring relationships, address customer needs, and ultimately stimulate business growth. Given the profound significance of CRM in today's banking landscape, this study endeavors to conduct an in-depth exploration of how CB Bank PCL deploys CRM strategies and tactics. This examination seeks to not only attract and retain customers but also enhance the institution's performance within the market.

This study represents a critical endeavor in the context of Myanmar's banking sector, offering a comprehensive analysis of CB Bank PCL's CRM practices and their direct and indirect effects on marketing performance. By examining the relationship between CRM implementation and key performance indicators, such as customer attraction, customer retention, and customer satisfaction, we aim to provide valuable insights that can inform strategic decisions within CB Bank PCL and contribute to the broader understanding of CRM's role in the banking industry. Moreover, as Myanmar's financial sector continues to evolve and modernize, the findings of this study may serve as a benchmark for other banks seeking to adopt effective CRM practices and enhance their marketing performance in this dynamic and promising market.

1.1 Rationale of the Study

The focus of this study shifts towards the non-financial aspects of marketing, particularly emphasizing customer attraction, customer retention, and customer satisfaction. These non-financial factors are recognized as instrumental in achieving favorable financial outcomes and overall performance, as highlighted by Srivastava in 1998. Furthermore, in the intensely competitive banking industry, where customers have an ever-expanding array of choices, customer retention and satisfaction take on paramount importance for sustained growth and success. Banks are compelled to move

beyond conventional marketing strategies and embrace innovative approaches to cultivate enduring relationships with their clientele.

Marketing performance is crucial for any bank's success. By evaluating the relationship between CRM practices and marketing performance, CB Bank can identify the most impactful strategies and allocate resources accordingly. Whether acquiring new customers or retaining existing customers, a comprehensive understanding of the link between CRM practices and marketing performance can help CB Bank optimize its marketing efforts and achieve its business objectives.

The banking landscape in Myanmar has undergone profound changes in recent years. The nation's transition to a market-oriented economy, coupled with increased foreign investment and growing consumer expectations, has presented both opportunities and challenges for banks operating within the country. In this dynamic environment, CRM has emerged as a critical strategy for banks to navigate competition, enhance customer satisfaction, and drive sustainable growth. Amidst these shifts, CB Bank PCL, one of the leading players in Myanmar's financial sector, finds itself at a pivotal juncture. The effectiveness of CB Bank's CRM practices has become a matter of strategic importance, as it seeks to maintain its market position and capitalize on the evolving financial landscape.

Myanmar's banking sector, which was previously relatively insulated from international markets, has entered a transformative phase by embracing foreign investment and competition. This shift has triggered a surge in demand for banking services, with both individual and corporate customers seeking a diverse range of financial products. In response to this evolving landscape, CB Bank PCL has assumed a significant role, offering a comprehensive suite of services encompassing retail and corporate banking, as well as cutting-edge digital banking solutions. However, the heightened competition within the banking sector and the escalating expectations of customers pose formidable challenges for CB Bank PCL. Key strategic objectives now include attracting new customers, exceeding customer satisfaction, and retaining customers. It is imperative to conduct a meticulous examination of how Customer Relationship Management practices impact CB Bank PCL's marketing performance.

The findings of the study hold significant implications for both CB Bank PCL and the broader banking industry in Myanmar. The findings of this study have the potential to shed light on the effectiveness of CRM as a strategic tool in a rapidly evolving market. Understanding the effect of CRM practices on CB Bank PCL's market performance can inform strategic decisions within the bank and potentially guide improvements in its CRM approach. Moreover, this study can serve as a benchmark for other banks in Myanmar, providing valuable insights into how CRM strategies can be leveraged to enhance competitiveness, drive revenue growth, and bolster customer satisfaction in a dynamic and promising financial market.

1.2 Objective of the Study

The main objectives of the study are as follows:

1. To identify the customer relationship management practices of CB Bank PCL
2. To analyze the effect of customer relationship management practices on the marketing performance at CB Bank PCL

1.3 Scope and Methods of the Study

The study aimed to investigate the relationship between Customer Relationship Management practices and the market performance of CB Bank Public Company Limited (CB Bank PCL). To address the research questions and objectives, a quantitative methods approach was employed. The population is employees who could be influenced by or have an influence on these CRM practices. Therefore, this study focuses on (449) managerial and supervisory levels of employees working at CB Bank's Yangon branches and Head Office. The sample size (212) respondents were determined using the Yamane sample size formula.

Data collection took place between July and August 2023. Both primary and secondary data were utilized to achieve the study's objectives. Primary data was collected through structured questionnaires using a 5-point Likert scale. The secondary data was sourced from relevant books, web-enabled sources, journals, and magazines, as well as official reports and websites from CB Bank PCL. The study employs multiple regression analysis to explore the relationship between CRM practices and marketing performance in CB Bank PCL.

1.4 Organization of the Study

This study comprises of five chapters. In chapter one, the study's introduction is presented, including a rationale for the study, the specific objectives, the scope of the study, and scope and method of the study. Chapter two focuses on the theoretical background, including relevant concepts and models related to customer relationship management and its implications on marketing performance. Chapter three presents a detailed profile of CB Bank PCL, offering insights into its history, structure, and operations, with a specific emphasis on its CRM practices and their impact on marketing performance. In chapter four, a comprehensive analysis is conducted to explore the effect of customer relationship management on marketing performance, specifically within CB Bank PCL. Finally, in chapter five, findings and discussions are summarized, and practical suggestions and recommendations are provided based on the study's results. Additionally, potential areas for future research and exploration are discussed.

CHAPTER II

THEORETICAL BACKGROUND OF THE STUDY

This chapter describes the theoretical concept of customer relationship management practices on marketing performance and related theories. Furthermore, a theoretical review of marketing performance and previous research on CRM Practices as well as the conceptual framework for the study has been explained in this chapter.

2.1 Concept of Customer Relationship Management

The literature on this subject suggests that the concept of Customer Relationship Management (CRM), emerging logically from the concept of "Relationship Marketing," CRM has garnered attention, especially among academics and practitioners, since the early 1990s (Zakaria, 2014). This concept is used in relation to customer relationship management, and customer relationship marketing. According to Chaffey, customer relationship management is an approach of marketing leading to build and sustain long term business with customer. The new concept of CRM has directed toward the various and different aspects such as direct relationship between the customers and market, maintaining relationship with current customers and building long-term relationship with customers in order to increase and maximize the profitability of the institution and firms within the competitive economy and environment.

CRM stands as a concept within the information industry, encompassing methodologies, software, and typically online capabilities, all designed to assist a company or enterprise in effectively managing customer relationships in an organized manner. The ultimate aim is to enhance customer satisfaction and retention (Francis Buttle, 2015). The CRM process involves the maintenance of relationships across distinct phases, each requiring different strategies, actions, and interactions between organizations and customers (Raymond Ling & David C. Yen (2001). CRM, as a comprehensive strategy and process, revolves around the acquisition and retention of customers to generate superior value for both the company and its customers. In practical terms, CRM integrates technology, procedures, and employees to ensure robust relationships between customers and the organization. The overarching goal is to increase the organization's

market share by maintaining and expanding the customer base, enhancing customer satisfaction, and ultimately boosting the organization's profitability (Kamrul Islam Shaon, 2015).

CRM entails the establishment and nurturing of long-term mutually beneficial relationships between the company and its key customers. It involves the management of business interactions with customers by combining business processes, resources, and technologies to effectively identify and understand the company's customer base (Gitonga, 2016). This computerized system aids in identifying, targeting, acquiring, retaining, and expanding the optimal mix of customers. It essentially revolves around profiling customers and comprehending their needs and desires, allowing for the creation of lasting relationships by offering products or services tailored to their specific interests. The processes inherent in CRM within any organization are intricately linked to the customer life cycle, influencing the quality and duration of customer relationships.

CRM is a combination of information systems and strategic management, its aim is to provide customer service (Wesley Chai, 2019). CRM facilitates collaboration and coordination among specific functional areas of the organization which is mostly affected by CRM such as sales, marketing, and customer to increase the departmental capabilities to enhance customer satisfaction, loyalty and retention and loyalty, as well as revenue of the company (Kanellakis, 2005). CRM, through the integration of IT technologies and suitable strategies, fosters enduring and financially rewarding connections with stakeholders and clients. This results in a mutually advantageous relationship between the company and its customers, ultimately culminating in customer loyalty and, consequently, increased profitability for the companies.

2.2 Theories - Related CRM

In modern business strategies, CRM has evolved into a fundamental component, with the objective of cultivating robust and mutually advantageous connections between companies and their clientele. Supporting the effectiveness of CRM are various theoretical frameworks that elucidate the intricacies of customer interactions and the strategic deployment of technology. In this extensive review of the existing literature, there are four principal theories associated with CRM, offering thorough insights into their concepts. This examination helps illuminate the theoretical underpinnings that inform CRM strategies.

2.2.1 Social Exchange Theory

This study explores the connections between service quality, the value customers expect, their satisfaction, and loyalty. It draws upon a theory called the Social Exchange Theory, first proposed by Homans in 1958. This theory suggests that all human relationships are built on a balance of costs and benefits. In simple terms, people tend to leave a relationship when they feel they're giving more than they're getting theory also suggests that when someone does something nice for another person, they expect something in return. This leads to a series of back-and-forth exchanges in relationships, where both parties understand they have responsibilities to each other. The theory also highlights that people are willing to keep relationships going because they hope to gain something from it, even if it means giving up something in the short term. This theory is relevant to the study because it aligns with the idea that interactions between service providers and customers can be seen as exchanges. These interactions are crucial for customer satisfaction and encourage both parties to continue the relationship. In simpler terms, the theory helps us understand how relationships develop, grow, or end. It's like people and businesses weighing the pros and cons before deciding whether to continue or end a relationship. These pros and cons can include things like how much they like each other, personal feelings, and practical factors related to the situation. In the context of services, where personal interactions are important, various psychological, relational, and financial factors can make people reluctant to switch to a different service provider.

2.2.2. Technology Acceptance Model (TAM)

The Technology Acceptance Model (TAM), created by Davis (1989), seeks to elucidate the factors that shape the acceptance of technology, particularly concerning the adoption of mobile banking. TAM is widely employed in studying the acceptance of information technology systems and focuses on perceived usefulness and perceived ease of use as pivotal elements influencing technology adoption. These measures can be valuable for system developers and businesses when assessing technology adoption and incorporating these aspects into their product offerings. TAM operates on the premise that technology adoption is typically voluntary, though it can be influenced by an individual's level of control over their environment. The model underscores that perceived usefulness reflects the extent to which a person believes using a system would enhance their job

performance, while perceived ease of use pertains to an individual's belief that using the new system will be hassle-free.

TAM has proven highly influential in various empirical studies and has demonstrated its superiority over other models, such as the theory of reasoned action and the theory of planned behavior, in predicting intentions and attitudes toward new technologies. Its reliability and effectiveness have been affirmed in numerous published studies, indicating that TAM is a robust and valuable predictive model suitable for various contexts. Researchers have also proposed additional factors to enhance TAM's predictive capabilities, further strengthening its utility in understanding technology acceptance.

2.2.3 Relationship Marketing Theory

Relationship Marketing Theory, championed by Grönroos (1994), advocates for a shift from transaction-focused marketing to a customer-centric approach that prioritizes the development and maintenance of long-term, mutually beneficial relationships with customers. In CRM, this theory emphasizes the significance of personalized interactions, continuous engagement, and the cultivation of customer loyalty through sustained, meaningful relationships.

2.2.4 Organizational Learning Theory

Organizational Learning Theory, exemplified by Argote and Miron-Spektor (2011), posits that organizations that effectively acquire, disseminate, and apply knowledge outperform their competitors. In the CRM context, this theory underscores the importance of knowledge management. CRM systems facilitate the collection, organization, and utilization of customer data and feedback, enabling organizations to learn from these insights and adapt their strategies, products, and services to better meet customer needs and preferences.

2.3 CRM Practices

CRM has assumed a paramount role in contemporary marketing, aimed at not only fostering customer loyalty but also enhancing customer retention rates, ultimately resulting in increased profitability, as emphasized by Wong and Sohal in their work dated 2006. In a study by Sin, Alan, and Yim in 2005, they identified four pivotal dimensions of CRM, namely, a primary focus on key customers, the organizational structure for CRM, effective knowledge management, and the integration of technology-driven CRM. These dimensions have consistently emerged as central in prior research due to their comprehensive coverage of a wide array of CRM activities.

The foundational concept of marketing underscores the imperative of prioritizing customer interests, with many scholars asserting that customer-centricity represents a cornerstone of successful customer relationship management. By aligning with the tenets of the marketing concept, an organization that places customers at the forefront of its operations is more inclined to seek sustainable long-term success, as opposed to pursuing short-term profit gains. In 2004, Kotler and Armstrong articulated that establishing a company-wide commitment to a customer-focused approach not only motivates the sales force but also empowers them to nurture enduring customer relationships through the provision of highly personalized services. Knowledge management is a means in which companies capture, organize, manipulate, and share implicit and explicit data with both internal and external users, as explored by Sin, Alan, & Yim (2005). As per Eid (2007), an organization can be considered to have knowledge when the information at its disposal has been thoroughly examined and efficiently employed to execute suitable strategic choices and measures.

While many authors such as Keramati et al. (2010) considered CRM as a customer orientation strategy, they all explain that core organizational IT capability is the basis of CRM and have described IT as —information-enabled relationship marketing. This can be the reason for this problem that many practitioners and managers have seen CRM as only a technology solution. This contention can be considered as a reason for the weak effect of CRM technology on a firm's efficient and sustainable relationship building with customers. Effective CRM practices are closely linked to improved organizational efficiency.

By centralizing customer data and streamlining processes, CRM systems empower organizations to optimize resource allocation (Alok Mishra, 2009). For instance, CRM facilitates better customer segmentation, allowing organizations to tailor their marketing efforts more precisely. Moreover, CRM enhances communication and collaboration within the organization, leading to faster response times and increased efficiency. The impact of CRM-driven organizational efficiency on market performance is profound and well-documented. Numerous studies have established a positive relationship between CRM implementation and key market performance indicators. For instance, Payne and Frow (2006) found that organizations with well-established CRM systems tend to achieve higher customer retention rates, translating into increased customer lifetime value. Moreover, effective CRM strategies create opportunities for cross-selling and upselling, leading to revenue growth (Parvatiyar, 2001).

2.3.1 Customer Focus

Client focus is a kind of relationship marketing that focuses on using customer service and service quality as benchmarks in a company's marketing strategy. The objective is to meet and retain clients to create long-term profitable relationships. Client focus, on the other hand, customer-centric marketing has benefits and positive results in terms of happier clients who have trust in the business, repeat purchase behavior, and acceptance of new business and thus, more profitable for business. The client focus can have client-provided feedback and thus the company can concentrate on improving quality insight. Relationship marketing can boost word-of-mouth referrals and recommendations (Silverstein, 2019). From that, more customers are willing to pay for the services. Client focus as part of customer relationship management has many other benefits. It can have more brand engagement and brand loyalty. However, if a marketer's focus is more than the optimal level, there may be potential drawbacks. Marketers should leverage the customer relationship because they must invest significant time and money attempting to retain a client who leaves (Laketa et al., 2015). This means no business activity could guarantee that the marketing effort will be successful. For that, successful relationship marketing needs consistent client focus and outreach with exceptional customer service.

2.3.2 Knowledge Management

Business organizations are increasingly recognizing the importance of focusing on customers and meeting their needs and desires to foster long-term relationships. This

customer-centric approach is reflected in the management of customer knowledge, as businesses consider customers to be valuable assets that need care, support, and development. Consequently, organizations should possess the knowledge necessary to identify and effectively invest in this asset. This involves acquiring various levels of customer knowledge and actively engaging in gathering, analyzing, and sharing insights within the organization (Al-Bakri & Taleb, 2014). Furthermore, customer knowledge encompasses information both about the customer and the knowledge possessed by the customer. Implementing Customer Relationship Management (CRM) systems is a key strategy, driven by the goal of tracking customer behavior to gain insights into their desires and needs. This valuable data aids in designing superior products and services, shifting the focus from mere efficiency and effectiveness to achieving organizational success (Al-Bakri & Taleb, 2014).

2.3.3 Technology-Based CRM

In CRM, the term "technology-based factors" refers to the specific technological components and abilities that support the efficacy, efficiency, and overall performance of the CRM system (Buttle, 2016). These considerations are focused on using technology to improve customer interactions, streamline operations connected to customers, and expedite data management inside the CRM framework. Technology is used by the CRM system to collect and organize client data from a variety of sources, including sales, marketing, and customer satisfaction. A single image of clients is possibly made by integrating data from several channels, allowing for improved decision-making and more individualized engagements. CRM systems built on technology allow for real-time interactions with customers through a variety of channels, including social media, chat, and email. CRM analytics and reporting offer insightful data that businesses may use to guide data-driven decisions that will enhance customer interaction and marketing plans. Technology-based CRM can be coupled with various corporate systems, including e-commerce platforms and ERP Operational CRM built on technology frequently provides cloud-based storage and mobile accessibility, allowing access to customer data and CRM features from any location, promoting remote work, and boosting cooperation. Overall, technology-based elements of operational CRM enable firms to enhance customer understanding, automate workflows, expedite operations, and make better decisions (Buttle, 2016).

2.3.4 Organization Efficiency

Organization efficiency, is defined by a Contributor in 2021, refers to an organization's capacity to carry out its plans while utilizing the least number of resources possible. In a broader sense, it involves measuring the inputs of resources and the outputs of goods and services within an organization. Various strategies are employed by organizations to enhance their relationships with customers, as noted by Schellhase and Sun in 2017. Even with the utilization of advanced equipment and cutting-edge software, technology alone cannot accomplish every aspect of this goal. This underscores the significance of organizational culture as a determining factor in the improvement of customer relationship practices. Businesses can assess their effectiveness by examining factors such as financial performance, operational efficiency, energy consumption, labor processes, and numerous other elements. Achieving cost-effective operations can stimulate innovation in the banking sector, enhance the delivery of products and services at lower costs, and ultimately result in increased profits.

2.4 Marketing Performance

In today's business landscape, successful companies are increasingly shifting from providing standardized services to focusing on individual customer relationship management. Marketing performance, as defined by Martin (2005), pertains to the enhancement of an organization's position in the market, encompassing aspects such as market share improvement, the enhancement of customer perceptions about the organization and its products, and the cultivation of customer loyalty towards the organization. Marketing performance comprises three key elements: attracting new customers, ensuring customer satisfaction, and retaining existing customers. According to observations by Liao et al. (2011), it mirrors an organization's capacity to create value through the effective execution of marketing activities. These activities involve critical factors like customer retention, which plays a pivotal role in achieving success, as well as driving sales growth and expanding market presence. Al-Basair (2013) provided another perspective, defining marketing performance as the tangible or intangible outcomes resulting from an organization's marketing endeavors. These outcomes are typically assessed using specific metrics or indicators. Piriyaikul (2011) suggested that marketing performance encapsulates not only an organization's ability to maintain its current market and customer base but also its capacity to acquire new customers, thereby sustaining and

expanding its business. Marketing performance is an evaluation of how effectively an organization's marketing functions contribute to its overarching goals and objectives.

2.4.1 Customer Attraction

Intense competition in the banking sector has prompted banks to significantly emphasize customer attraction as a pivotal determinant of their success. The reason behind this shift lies in the substantial estimated cost associated with acquiring customers through advertising, marketing, and promotions, as documented by Lam et al. (2004). To entice customers, various strategies have been implemented. These include the expansion of branch networks and the deployment of ATM facilities across the country, as well as the extension of Mobile and internet banking services to remote regions. These initiatives aim to not only draw in customers but also provide them with greater convenience, resulting in simplified and more cost-effective banking transactions. Furthermore, the literature has also identified other customer attraction strategies, such as offering credit cards, mortgages, and flexible loan rates (Lam et al., 2004).

2.4.2 Customer Satisfaction

Customer satisfaction is a crucial business metric that assesses how well a product or service meets and pleases customers. In today's highly competitive market, achieving customer satisfaction has become a vital element in business operations. To enhance customer satisfaction, businesses prioritize customer safety, assuring customers that their well-being is a top concern regardless of market fluctuations. This approach cultivates loyalty and satisfaction among customers. Some successful businesses are willing to incur losses to build a loyal customer base. Longer customer-business relationships typically result in higher expected satisfaction levels and fewer perceived losses during subsequent service interactions. Customer satisfaction also moderates the relationship between price increases and repurchase intentions (Christian,2005). Businesses must also pay close attention to how they handle customer complaints, as timely action can significantly boost customer satisfaction (Amin, 2016). Even with high-quality products, businesses may struggle if their offerings don't align with customer needs, underscoring the importance of collecting customer feedback. Businesses sometimes rely on intermediaries like retailers

and distributors to gauge customer satisfaction indirectly, particularly when direct manufacturer-customer interactions are limited (Cohen et al., 2006). Strategic changes and using updated technology are vital for attracting customers and enhancing satisfaction. Businesses can adapt and reshape their strategies to achieve greater customer satisfaction, which in turn can lead to a higher market share.

2.4.3 Customer Retention

Customer retention has various definitions that help us grasp the full scope of this concept. Peelen (2005) defined customer retention in a marketing context as the practice of keeping customers with a company. Recognizing customers who might be on the verge of ending their relationship allows a company to take preventive actions. Another definition of customer retention is aligning operational processes with positive customer perceptions and their willingness to make repeat purchases. Retention strategies are beneficial as they can increase profits from loyal customers and reduce the costs associated with acquiring new ones. From the customer's perspective, retention hinges on factors like satisfaction, loyalty, and constraints. Loyal customers are those who willingly stay with a company but have the freedom to switch to a different provider at any time. It's crucial to consider both the economic and emotional factors that influence customer loyalty. Customer satisfaction, particularly for emotional reasons, takes precedence because customers will only remain loyal if they are highly satisfied with the company.

Constraints on customer retention occur when customers have limited options or face significant barriers to changing their provider. This can happen in situations like monopolies, contractual obligations, or compatibility standards, where customers lack viable alternatives. In summary, customer retention encompasses strategies for keeping customers satisfied and engaged to build long-lasting relationships, increase profits, and reduce acquisition costs.

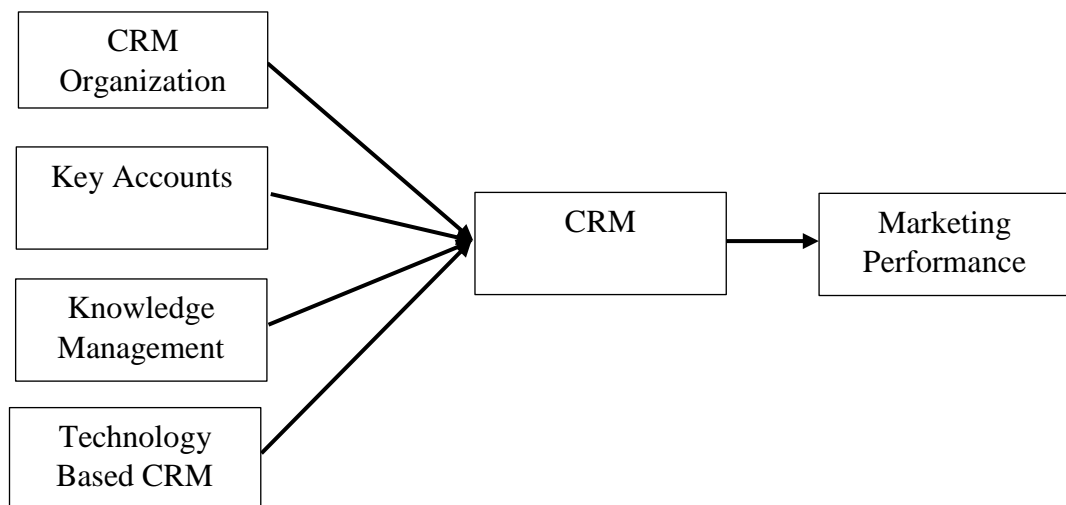
2.5 Previous Studies

Numerous academic studies have emphasized the importance of the interplay between marketing, customer satisfaction, and customer retention. Among these scholarly works are the following research papers: Mahsa Namjoyan conducted research studying the effects of CRM on the marketing performance (Isfahan Saderat Bank)in 2013.The

research aimed to examine the effects of customer relationship management on the marketing performance in Isfahan Saderat bank. The result of that concentration on the key accounts, technology-based CRM, Knowledge management organization have significant positive effects on the marketing performance. From a purpose standpoint, this research serves as a practical examination, while from a methodological perspective, it adopts a descriptive-survey approach. To assess the data and evaluate the hypotheses, a combination of descriptive and inferential statistics has been employed. Descriptive statistics are applied to summarize the demographic traits of the sample participants, while inferential statistics, specifically structural equation modeling, are utilized to test the research hypotheses.

To test the hypotheses and analyze the data, structural equation modeling has been used in Amos20. Conceptual framework of this study is shown in Figure (2.1).

Figure (2.1) Conceptual Framework of the Effects of Customer Relationship Management on the Marketing Performance

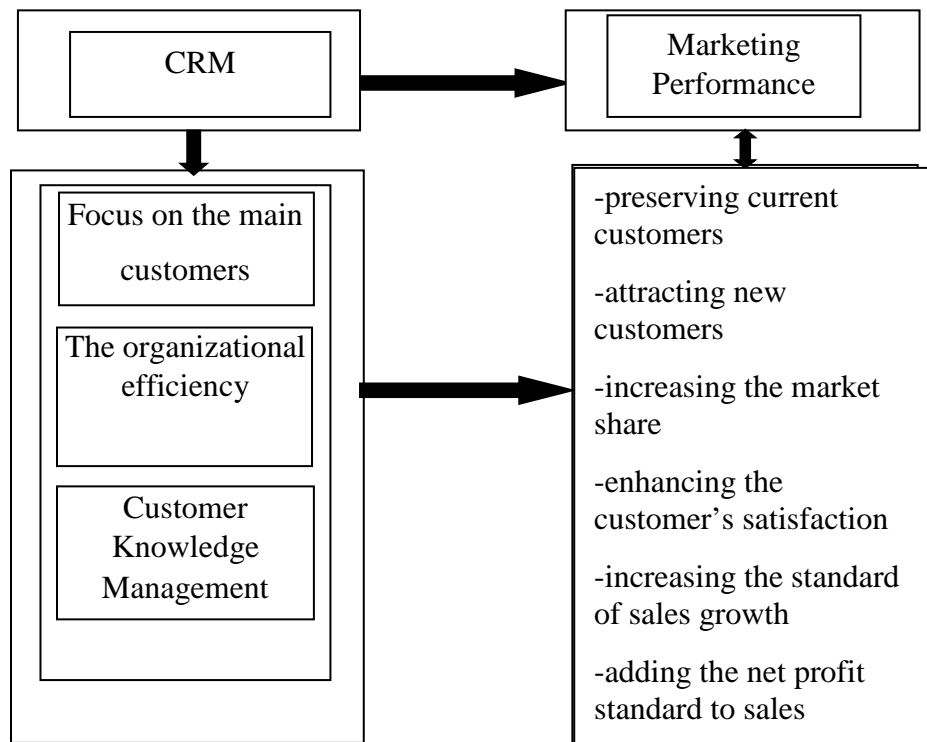


Source: Mahsa Namjoyan (2013)

According to the Figure (2.1), The results reveal that customer relationship management influences marketing performance (path coefficient: 0.79, t-value: 3.83). Also, the results show that concentration on the key accounts, technology-based CRM, knowledge management, customer relationship management organization have significant positive effects on marketing performance.

The second study is conducted by Hisham (2011) titled customer relationship management and its impact on marketing performance. He explored the theoretical underpinnings of CRM and its connection to marketing performance from various angles. The study encompassed the entire population of financial institutions operating within the Arab Republic of Egypt, amounting to 197 establishments. Among these, there were 39 banks, 20 insurance companies, and 138 brokerage companies. The researcher employed a stratified random sampling method to establish a representative sample, which constituted 50% of the total population. This translated to 20 banks, 10 insurance companies, and 69 brokerage companies, reflecting the proportional distribution. The conceptual framework of this study is shown in Figure (2.2).

Figure (2.2) Conceptual Framework of CRM and its Relationship to Marketing Performance



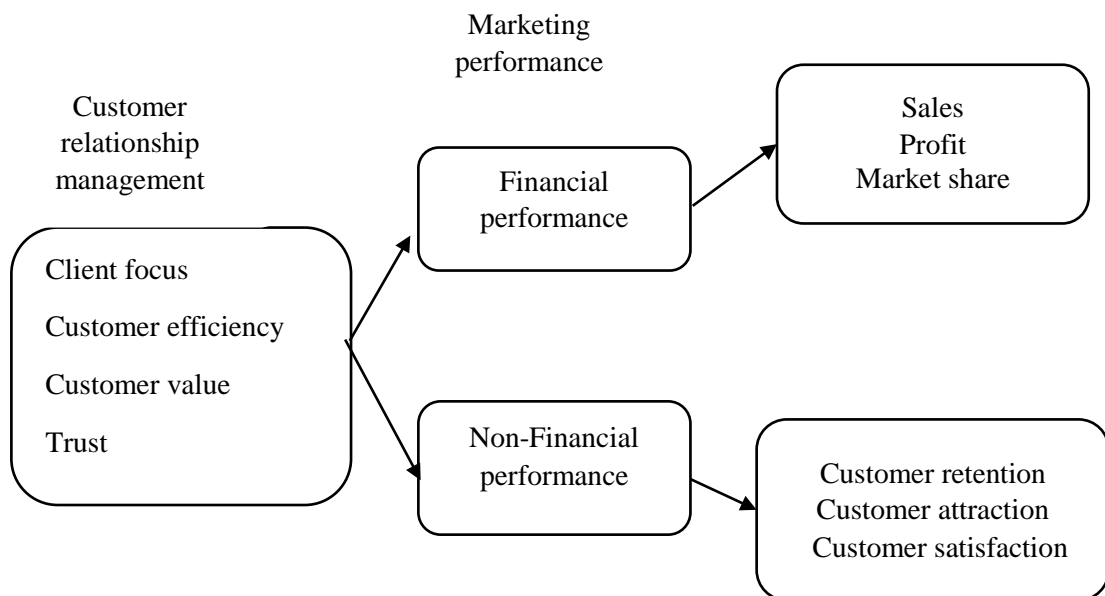
Source: Hisham Sayed Soliman (2011)

According to the study, findings concluded a positive relationship between CRM and marketing performance. Furthermore, the study explored into the impact of Customer Relationship Management (CRM) dimensions on marketing outcomes within the financial sector. It addresses the correlation between CRM and marketing performance, offering valuable insights to both marketing academics and industry practitioners. This research explores the structural connections among aspects such as prioritizing key

customers, enhancing organizational efficiency, managing customer knowledge, and their combined influence on marketing performance.

Aymen Alsanhan (2019) researched to investigate the impact of customer relationship management on the marketing performance of the Yemeni's commercial banks by focusing on selected dimensions: client focus, customer efficiency, customer value, and trust. Conceptual framework of this study is shown in Figure (2.3).

Figure (2.3) Research Framework of CRM and its Relationship to Marketing Performance (Financial and Non-financial Performance)



Source: Aymen Alsanhan (2019)

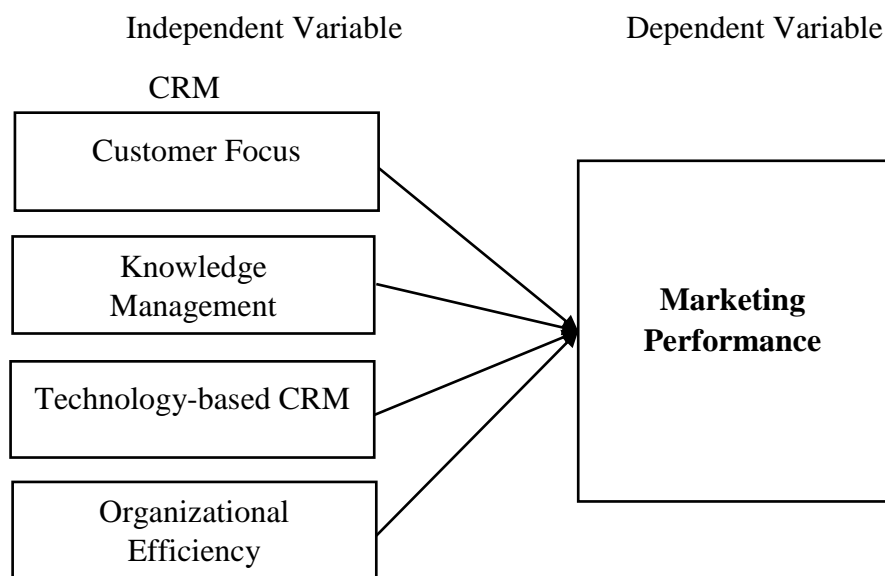
According to the Figure (2.3), the study concluded that the level of the practice of customer relationship management in the Yemeni commercial banks in question was high in most dimensions. In addition, the level of marketing performance of financial and non-financial performance in Yemeni commercial banks subject to research was high in most dimensions. Finally, the result shows there is a strong impact of the adoption of customer relationship management on marketing performance in Yemeni commercial banks.

2.6 Conceptual Framework of the Study

The conceptual framework is developed based on previous studies of Mahsa Namjoyan (2013) study, Hisham Sayed Soliman (2011), and Aymen Alsanhan (2019). In

the previous study (1), technology-based CRM and knowledge management are positively significant on marketing performance. In the previous study (2) Focus on the main customers, organizational efficiency and Customer knowledge management positively effect on marketing performance and in the previous study (3) client focus is the significant factor for marketing performance. According to previous studies, the conceptual framework of the study is shown in Figure (2.4).

Figure (2.4) Conceptual Framework of the Study



Source: Own Compilation (2023)

According to Figure (2.4), the conceptual framework proposes that CRM practices have an impact on marketing performance. The independent variables in this framework include CRM dimensions such as customer focus, knowledge management, technology-based CRM, and organization efficiency. The dependent variable is the marketing performance, namely customer attraction, customer satisfaction, and customer retention. Based on the study, the working definition of the CRM Practices variable and Marketing performance variables are defined as follow.

CRM Practices Variable

Customer focus means that the company's primary focus is on understanding and meeting the needs of its customers.

Knowledge management means collecting, organizing, and sharing information and expertise to help the company work more efficiently and make better decisions.

Technology-based CRM means utilization of digital tools and software to manage and enhance interactions with customers. It involves organizing customer data, automating tasks, analyzing customer behavior, and facilitating multichannel communication.

Organization Efficiency means achieving goals and objectives with minimal resources, time, and waste.

Marketing Performance Variable

Attracting new customers means gaining the interest and support of individuals or businesses who have not previously used the company's products or services.

Customer satisfaction means whether customers' expectations have been met or exceeded, influencing their willingness to do business with the organization and potentially recommend it to others.

Retention of existing customers means keeping current clients loyal and continuing to do business with the company.

CHAPTER III

PROFILE AND CRM PRACTICES OF CB BANK PCL

This chapter presents the effect of customer relationship management practices on marketing performance which is followed by an overview of CB Bank PCL. The profile of CB Bank PCL consists of the bank's background, banking structure, services provided by the bank, and the progress of the bank's activities.

3.1 Profile of CB Bank PCL

CB Bank PCL, established on August 21, 1992, with authorization from the Central Bank of Myanmar, embarked on its journey as a small bank and has since undergone remarkable growth. By 2004, it had transformed into a publicly traded company, with its headquarters situated in Botahtaung Township of Yangon. Notably, CB Bank has achieved several significant milestones in the Myanmar banking sector. In a historic move in May 2013, it became the country's pioneer in issuing debit cards and facilitating card-related financial transactions. The bank had previously inked an agreement with Mastercard in September 2012, allowing local merchants and ATMs to accept payment cards, thereby enhancing connectivity across its branch network. Further reinforcing its technological infrastructure, CB Bank transitioned to T24 from Temenos in 2013. Remarkably, CB Bank's ATM service, known as EASI Banking, boasts the most extensive network of ATMs and Foreign Exchange Counters in Myanmar

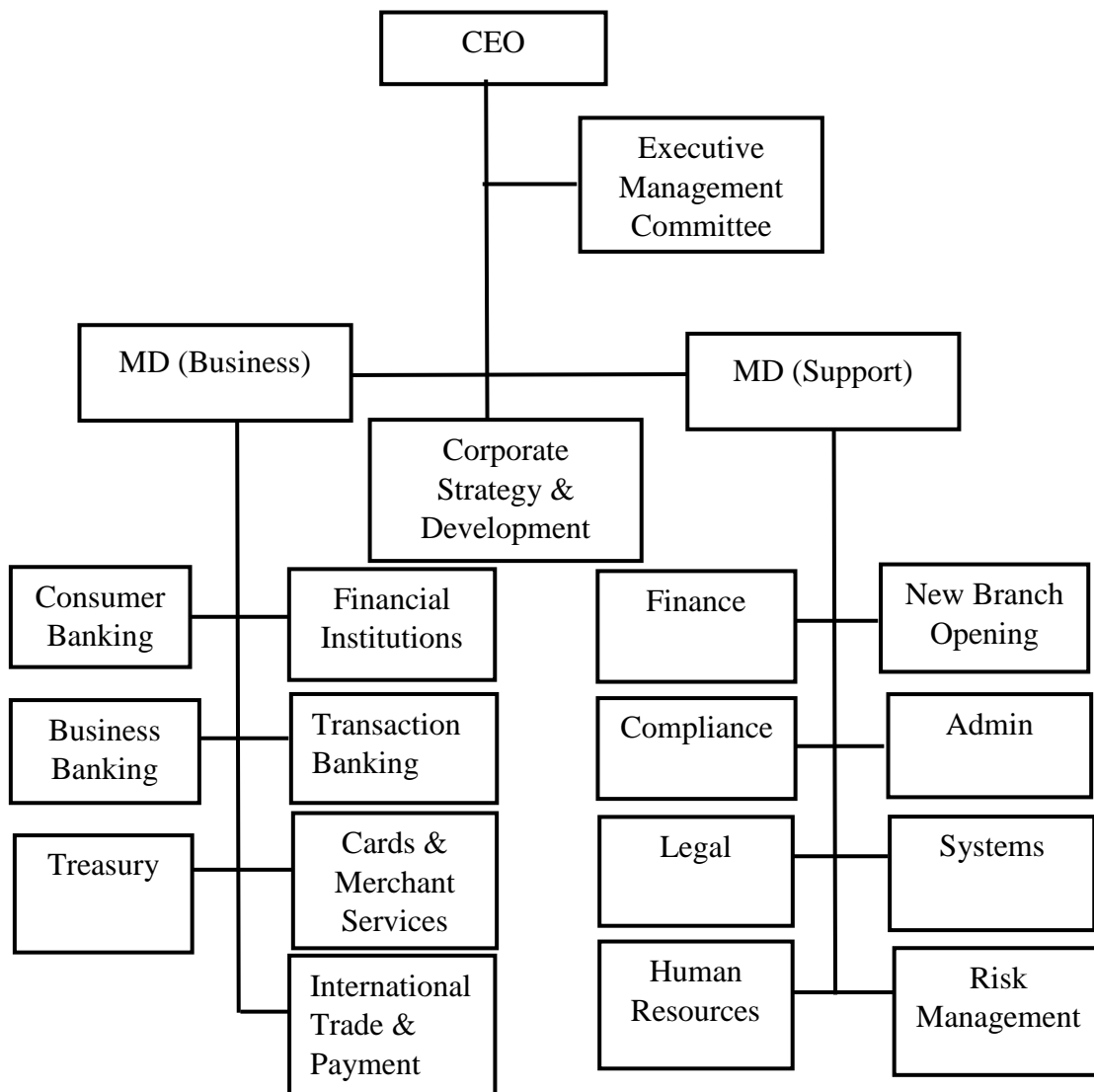
In October 2015, CB Bank signed a significant contract with the Asian Development Bank (ADB) as part of the Trade Finance Program, securing \$12 million in support of its trade financing program. This partnership enabled the bank to issue Letter of Credit agreements, greatly benefiting exporters by providing ADB-backed guarantees for shipping their products. Bank also expanded its services into the realm of mobile banking, catering to both individual and corporate clients. This included offering essential banking functions, remote access banking, and mobile airtime top-ups. In a strategic move to reach areas without branch coverage, the bank introduced the Easi Mobile Banking Agent, with these agents earning commissions for extending banking services to underserved regions. The bank actively sought collaborations with various entities to introduce innovative services. Notably, it partnered with the Japanese Government and

state-owned Myanmar Insurance to offer loans tailored for Small and Medium-sized Enterprises (SMEs).

In January 2017, CB Bank embarked on a pivotal agreement with Diebold Nixdorf, with the explicit aim of expanding its repertoire of services pertaining to cardless cash withdrawals and peer-to-peer (P2P) transactions within the self-service banking domain across Myanmar. Simultaneously, CB Bank forged a partnership with Grab, a prominent online ride-hailing service, to extend comprehensive banking services to Grab's drivers. This partnership granted them exclusive access to coveted ATM cards and full-fledged bank accounts. Furthermore, the bank solidified a strategic alliance with the distinguished telecom operator Ooredoo, leading to the introduction of M-Pitesan. This mobile wallet service, characterized by its far-reaching coverage, offers the convenience of nationwide money transfers and facilitates seamless bill payments. In September 2017, CB Bank made yet another significant stride by introducing a state-of-the-art contactless payment system in collaboration with industry giants Visa and Mastercard. This innovative system empowers users to complete their transactions expeditiously, all thanks to the utilization of cutting-edge contactless point-of-sale (POS) machines.

In May 2019, CB Bank, in partnership with Telenor Myanmar, collaborated with Visa to launch the CB-Telenor co-branded Visa credit card, aiming to bolster financial services in Myanmar and provide added benefits to Telenor Star Platinum users. A significant milestone was reached in October 2019 when CB Bank established its innovation lab on the APIX platform, marking the bank as the first in the ASEAN region to connect with an open architecture. Demonstrating its commitment to innovation and customer service, CB Bank inaugurated Myanmar's first smart branch at the Kantharyar Center in May 2020. This pioneering branch empowered customers to open bank accounts and acquire debit/prepaid cards with minimal staff interaction. Organization structure of CB Bank PCL is shown in Figure (3.1).

Figure 3.1 Organizational Structure of CB Bank



Source: CB Bank PCL (2023)

As illustrated in Figure (3.1), the organizational structure at the bank features two Managing Directors, both of whom report directly to the CEO. The CEO holds overall responsibility for overseeing all activities within the institution and reports directly to the Management Board. The bank's divisions are categorized into two main types, each with a distinct focus on revenue generation and expenditure handling. The Managing Director (Business) oversees various departments, including Consumer Banking, Business Banking, Treasury, International Trade and Payment Services, Card and Merchant Services, Financial Institutions, and Transaction Banking. On the other hand, the Managing Director (Support) supervises departments such as Finance, Compliance, Legal,

Human Resources, New Branch Opening, Admin, Systems, and Risk Management. These departments play crucial roles in supporting the bank's overall operations and compliance functions. In this hierarchical structure, effective communication and coordination between the Managing Directors and the CEO ensure smooth operations and strategic alignment across the bank's diverse departments and divisions.

Vision: CB Bank's vision is to excel as Myanmar's premier financial solutions provider, fostering employee pride, nurturing enduring customer relationships, leading in technological innovation, and upholding a strong foundation in risk management and corporate governance.

Mission: CB Bank's mission is to be the foremost financial solutions provider, dedicated to helping customers and partners achieve their aspirations. For individual customers, we serve as a trusted institution for savings and financial solutions, empowering them to realize their dreams. For business banking customers, we provide tailored financial solutions to support their operations and growth. We are committed to providing our employees with opportunities for learning and growth. To our shareholders, we offer a reliable platform for investments, delivering sustainable returns.

3.2 Products and Services of CB Bank PCL

CB Bank provides a wide range of Retail and Corporate Banking facilities for its customers. Products and Services of CB banks are classified in Table (3.1).

Table (3.1) Products and Services of CB Bank PCL

No.	Products	Services
1.	Accounts	Savings deposit, Call deposit Fixed Deposit, Special Accounts.
2.	Remittance	Local Remittance, Foreign Remittance
3.	Digital Banking	Online Banking (Business and individual), Mobile Banking (Business and individual). ATMs, CB Pay, Card Plus.
4.	Trade Services	Import/Export Services, Import/ Export Financing, Supply Chain Financing, Letter of Credit, Stand by Letter of Credit.
5.	Bank Guarantee	Performance Bank Guarantee, Bid Bond Guarantee.
6.	Loans	Demand Loan, Overdraft Loan, Project Loan, Revolving Loan, Syndicated Loan
7.	Cards, Merchant, and payments	Visa (Credit Card, Prepaid Card), Master (Credit Card, Prepaid Card), Corporate Credit Card, Corporate Debit Card, UPI Credit Card, MPU Credit Card, MPU-Atom credit card, MNA credit card, POS Machine.
8.	Cash Management Solutions	Payroll, Bill payments, Meter Bill Payments
9	Treasury	FX Online Transaction Platform

Source: CB Bank PCL 2023

3.2.1 Consumer Banking Service

For consumer banking, CB Bank PCL is continuously developing and enhancing banking products that can fulfill expectations and complement our customers' lifestyles. We are actively reimagining the banking experience to exceed the expectations of our loyal customers by providing digital banking at their fingertips. Customers will have the convenience of digitally performing the majority of their banking transactions without the need to physically visit a bank branch. Products are tailored for the young demographic,

making banking approachable and engaging. The future includes transforming the banking experience through digital touchpoints and omnichannel solutions.

3.2.2 Prestige Banking Service

For high-net-worth customers, CB Bank recognizes the diversity in their lifestyle and financial service needs. The bank caters to these requirements with utmost flexibility, providing personalized and sophisticated services and products. Exclusive banking services, such as concierge services and customized tools, are offered to align with the client's specific business and personal needs. Dedicated relationship managers are readily accessible to attend to banking needs, with 24/7 hotline services available. CB Bank ensures a unique banking experience for its high-net-worth customers, offering various perks and better pricing, encompassing personalized financial services that transcend traditional banking offerings.

3.2.3 SME Banking Service

As approximately 90 percent of businesses in Myanmar fall under the category of SMEs, CB Bank recognizes the significance of supporting these enterprises for the development of the country's economy. CB Bank has established an exclusive SME department, leading the way as the first bank in Myanmar to introduce SME Centers dedicated to offering loans and advisory services tailored for SME businesses. SMEs are a key focus area for CB Bank, and to bolster their growth, the bank has fostered collaborations with various local and international organizations, including JICA, KfW Bank, and Myanma Insurance, to provide loans with and without collateral. Remarkably, CB Bank holds the distinction of being the first bank in Myanmar to be selected by KfW Bank for the development of innovative models for SME loans. As part of this selection, the bank sought consulting expertise from the esteemed Frankfurt School of Finance and Management, subsequently introducing cash flow-based lending options for SMEs. Driven by a deep commitment to aiding SMEs in their journey towards becoming large corporates, CB Bank has ambitious plans to launch more tailored products and form strategic partnerships that will further empower and propel the growth of SMEs in Myanmar.

3.2.4 Corporate Banking Service

For corporate clients, the landscape spans diverse sectors, each with unique and specific requirements. Recognizing this, CB Bank prioritizes cultivating robust relationships and delivering tailored financial solutions to cater to the distinct needs of its corporate banking customers. As foreign companies contemplate entering Myanmar's market for the first time, they seek out banks that can meet their standards and business requirements, making CB Bank a sought-after choice for comprehensive financial solutions.

The local corporate landscape has also witnessed an upsurge in sophistication, prompting CB Bank to proactively adopt digital tools such as the Core Banking system, Mobile banking, and Internet banking. The bank's commitment to technological advancement is further strengthened through a strategic focus on talent acquisition, enhancing its technology and digital capabilities.

CB Bank takes immense pride in its ability to serve a majority of the prominent local and international companies in Myanmar. Through a diverse range of services, including cash management solutions, international trade services, and treasury services, the bank remains dedicated to supporting and empowering the growth of its corporate clientele.

3.3 CRM Practices in CB Bank PCL

Customer Relationship Management (CRM) practices in banks are critical for maintaining and growing a loyal customer base, improving customer satisfaction, and driving overall business success. While specific CRM practices can vary from one bank to another, here are some common CRM practices that effected on the marketing performance of CB Bank PCL:

3.3.1 Client Focus based CRM Practices

Bank is implementing a customer-focused approach through CRM involving several key steps to gather comprehensive customer data, encompassing demographics, preferences, behaviors, financial needs, consolidate and analyze this information, providing valuable insights. Segmenting the customer base is equally critical, categorizing clients based on shared characteristics like transaction history, account

balances, and banking behaviors. Because segmentation allows for tailored marketing efforts and personalized communication strategies. Banks can use these data to customize marketing messages, product recommendations, and customer support, ensuring that interactions resonate with individual customer preferences and financial goals. CRM tools also enable efficient multi-channel tracking, allowing banks to monitor customer interactions across various touchpoints such as email, phone, and online banking. Therefore, it can rapid and contextually relevant responses from bank representatives. Efficient customer support management is a priority in the banking sector. CRM systems help in documenting and resolving customer issues promptly and effectively, contributing to high levels of customer satisfaction. Banks create a visual sales pipeline within CRM to monitor leads and deals from initial contact to closure. This aids in prioritizing opportunities and improving conversion rates. Feedback collection through CRM, via surveys and reviews, offers valuable insights for banks to identify areas for improvement in their services. This continuous feedback loop enhances the overall banking experience. Furthermore, CRM assists banks in identifying opportunities for cross-selling and upselling based on customer financial behaviors and history, contributing to revenue growth.

Predictive analytics powered by CRM data helps banks anticipate customer needs and preferences, allowing them to offer proactive financial solutions. Regular evaluation of CRM processes and customer interactions is necessary, with CRM analytics providing metrics on customer satisfaction, sales performance, and marketing effectiveness. Banks must ensure that all employees understand the significance of prioritizing customer focus in their daily activities to foster a customer-centric culture. Safeguarding customer data and ensuring its responsible use are essential aspects of CRM implementation in the banking sector. Lastly, the bank can identify for improvement in their financial products, services, and operational processes, ultimately enhancing the customer experience and solidifying the bank's customer-focused approach through CRM practices.

3.3.2 Knowledge Management based CRM Practices

CB Bank underscores its unwavering commitment to safeguarding privacy and upholding the security of customer information. The bedrock of this business philosophy hinges on meticulously and respectfully managing data to foster trust. The scope of information gathered is contingent upon the specific products or services customers seek

or inquire about. Much of this data is channeled into our robust CRM system for comprehensive analysis. The data repository includes a secure data center in Yangon, Myanmar, which serves as a stronghold for preserving sensitive information. Additionally, the capabilities of data centers belonging to contracted service providers, including cloud storage facilities, are leveraged. It's noteworthy that some of these data centers may reside beyond Myanmar's borders. In certain instances, hard copies of information in paper files are maintained, enabling seamless verification and reconciliation of customer data as needed. This multifaceted approach to data management empowers the bank to develop innovative products and formulate targeted marketing strategies by drawing insights from past records. The commitment to privacy and information security underscores the bank's dedication to responsible and customer-centric banking practices.

3.3.3 Technology-Based CRM Practices

The success of CB Bank PCL heavily relies on technology, a pivotal element of the bank's core strengths, thus serving as a crucial pillar of its foundation. CB Bank PCL relies on Talisma CRM Software, a globally recognized system operating in more than 30 countries, including a direct presence in India, the UK, Brazil, and the United States. A CRM system, essentially software, plays an instrumental role in aiding businesses to effectively oversee, trace, and manage customer relationships. The employment of CRM serves to alleviate manual burdens and ensures precision, eliminating the need for employees to sift through antiquated records, culminating in an enhanced and more efficient customer experience. This system facilitates the storage of diverse customer data, encompassing user behavior, tenure with the business, purchase history, and notes detailing sales interactions. Consequently, a multitude of organizations employ various CRM software to record customer data while also overseeing staff performance. Additionally, this system grants instant access to product-related information, such as monthly deposits, new customer acquisitions, and top-selling products.

A CRM system functions as a dashboard, offering insights into operational efficacy and areas for workflow enhancement. It centralizes customer interactions to enhance overall satisfaction and experience. After successfully acquiring and converting leads, the crucial task of customer retention and loyalty promotion ensues. To address this, CRM's insights about customers can be employed to foster repeat business. The software's dashboard and reporting functionalities make it convenient for the bank to

collect and organize data concerning potential and existing customers. This, in turn, aids in pipeline management and process automation. Additionally, CRM aids team members in evaluating their performance and tracking targets, goals, and project progress briefly. Beyond enhancing communication between the bank and customers, CRM promotes smoother internal communication among employees. It offers transparency into how colleagues interact with potential customers, contributing to a coherent brand voice and minimizing internal conflicts.

3.3.4 Organization Efficiency Based CRM Practices

Banks utilize technology to facilitate seamless access across departments and branches, storing all customer-related information in a centralized database. This comprehensive database includes contact details, purchase history, communication history, and preferences. CRM practices are employed to reduce repetitive tasks and streamline lead assignment, resulting in significant time and manpower savings while minimizing conflict errors among employees. A visual sales pipeline is established within the CRM system to effectively track deals from initial contact to closure, aiding sales teams in prioritizing and managing opportunities efficiently. CRM system is integrated with other tools used by the organization, such as email marketing platforms, e-commerce systems, and accounting software, streamlining processes, and preventing data silos to enhance efficiency. Bank used CRM to manage customer support requests and meticulously track customer service interactions, ensuring that all customer issues are resolved promptly and efficiently. Team members are prioritized for training to ensure proficiency in using the CRM effectively. Adoption is encouraged, and all employees are well-versed in the benefits and features of the CRM system. Accessibility is a key consideration, with the CRM system designed to be accessible via mobile devices, allowing team members to access information and update records whether we're in the office or on the go. Thus, bank use CRM software for growing business needs, capable of handling increasing data volumes and user requirements, ensuring the CRM system remains effective as the organization expands its operations.

CHAPTER IV

ANALYSIS ON THE EFFECT OF CRM PRACTICES ON MARKETING PERFORMANCE

In this section, it presents an analysis of the relationship between CRM and the marketing performance of CB Bank. It reports the findings of the collected data and then analyzes and interprets the findings. First, it presents a report of respondents' demographic profiles, followed by an analysis of working behavior. Further, respondents' options on operational CRM practices are analyzed, and lastly, it explains the effect of CRM on marketing performance at CB Bank as follows:

4.1. Research Design

The objectives of the study are to identify the customer relationship management practices of CB Bank PCL and to analyze the effect of customer relationship management practices on marketing performance at CB Bank PCL. To carry out these objectives, primary and secondary data are used. The target population for this study is respondents from management and supervisor staff who are currently working at Head Office and Branches located in Yangon of CB Bank PCL. As a tool of research instrument, structured questionnaire has been used with 5-point Likert Scale to collect primary data. Google form is used to collect surveys online. Among total of 212 which are 47% out of 449 are selected by Yamane Sampling method to obtain the information and using quantitative and descriptive research method. Therefore, the sample size for this thesis is 212 respondents. The collected data are conducted through multiple linear regression method.

Sample Size (n) = $N / (1 + N(e^2))$ Where:

- n = sample size
- N = population size
- e = desired level of precision (expressed as a decimal, e.g., 0.05 for 5%)

Substitute number in formula:

$$n = 449 / (1 + 449(0.0025))$$

$$n = 211.46 \sim 212$$

4.2. Demographic Profiles of Respondents

Respondents' demographic profile analysis includes studying gender composition, age composition, and educational qualifications. Table (4.1) reports the demographic profile of the demographic profile analysis as follows:

Table (4.1) Demographic Profile of Respondents

Sr. No.	Demographic Profile	Frequency	Percentage
	Total	212	100
Gender of Respondents			
1	Male	68	32
2	Female	144	68
Age of Respondents(Years)			
1	21 to 30	74	35
2	31 to 40	79	37
3	41 to 50	49	23
4	Above 50	10	5
Academic Qualification			
1	Bachelor's degree	109	51
2	Post graduate diploma	40	19
3	Master degree	63	30
Working Experience Year(s)			
1	1 to 3	24	11
2	4 to 5	20	9
3	6 to 7	30	14
4	8 to 10	50	24
5	Above 10	88	42
Working Departments			
1	Branches	47	22
2	Corporate Banking Department	28	10
3	Loan Department	40	19
4	SME Banking Department	18	8
5	Sales and Marketing Department	31	15
6	Others	48	23

Source: Survey data, 2023

According to Table (4.1), 64 numbers of respondents are male, and 144 numbers of respondents are female. In terms of percentage, female respondents are a larger portion than male respondents in that of CRM practices study. In the analysis of the age of respondents, 74 numbers are in the age from 21 to 30 years, 79 respondents are from the age between 31 to 40 years, 49 respondents are from 41 to 50 years, and 10 are above 50

years. Age level analysis reports that (65%) of the total respondents are more than 31 years.

In the analysis of the education level of respondents, table (4.1) reports that 109 respondents of a total of 212 respondents are university graduate degree holders, 40 are post-graduate diploma, and 63 are Master degree holders. The study reports that all the respondents are educated people.

The working years analysis shows that 24 respondents are 1 to 3 years, 20 respondents are 4 to 5 years, 30 respondents are 6 to 7 years, 50 respondents are 8 to 10 years, and 88 respondents are above 10 years working experiences, respectively. In terms of percentage, majority or (89%) of respondents have working experience more than 4 years.

In studying the working department, survey reports indicate that the respondents participated in the survey, representing various departments within the organization. By the study, 47 respondents are from branches, 28 are from corporate banking department, 40 are from loan department, 18 from SME banking department, 31 from sales and marketing department, 48 from other departments.

4.3 Assessment of the Reliability of Variables

Before using CRM practices, it should be checked their reliability of each determinant. In this study, Cronbach's Alpha ranges between 0 and 1. The higher values or closed to 1 is indicating that the survey or questionnaire is more reliable (Zach, 2019). The interpretation of Cronbach's Alpha value is as follows: 0.0~0.20 is being less reliable; >0.20~0.40 is being rather reliable, >0.40~0.6 is being pretty reliable; >0.60~0.8 is being reliable, and >0.80~1.00 is very reliable (Wahyudi, 2019). The result of Cronbach's Alpha value is illustrated in table (4.2).

Table (4.2) Result of Cronbach's Alpha Value

Variable	Factor	Number of items	Cronbach's Alpha
CRM	Customer Focus	7	.877
	Knowledge Management	7	.723
	Technology based CRM	7	.839
	Organization efficiency	7	.915
Marketing Performance	Attracting New Customers	5	.802
	Customer Satisfaction	5	.737
	Retaining existing customers	5	.950

Source: Survey data, 2023

The result of the Cronbach's alpha value is above 0.8, suggesting very good internal consistency and reliability for the scale with this sample. In this study, constructs were tested for internal consistency reliability using Cronbach's alpha test as depicted in the above Table.

4.4 Employee Perception on CRM Practices of CB Bank PCL

In the analysis of the CRM practices and marketing performance, a descriptive analysis method was used. For measuring respondents' options on CRM practices of Client Focus, Knowledge Management, Organization Efficiency, and Technology-based CRM. In the study, respondents are rating based on Five-Point Likert scale (1=very low, 2=low, 3=moderate, 4= high, 5=very high). The mean rating scale is presented in Table (4.3).

Table (4.3) Scoring Range of Five-Point Likert Scale

Sr. No.	Mean Score	Interpretation
1	Very Low	1.00-1.80
2	Low	1.81-2.60
3	Moderate	2.61-3.40
4	High	3.41-4.20
5	Very High	4.21-5.00

Source: Best (1977)

Table (4.3) identified the mean rating scale including score range and mean rating to interpret the primary data collected by using structured questionnaire with 5-point Likert scale.

4.4.1 Employee Perception on Customer Focus

After the analysis of the reliability of question composition in each factor, descriptive analysis was conducted. In this analysis of customer-focus practices, total seven items which are related to customer focus CRM practices. The result of the analysis is as shown in Table (4.4), as follows.

Table (4.4) Mean Value of Customer Focus Practices

Sr. No.	Particular	Mean	St Dev
1	Prioritizing the resolution of customer issues and challenges	4.19	0.63
2	Utilization of the CRM software for accessing customer information and preferences before initiating interactions with them	3.95	0.69
3	The satisfaction or exceeding of customer expectations by the bank's customer service	3.72	0.76
4	The design of banking service quality aims to achieve customer expectations.	3.92	0.57
5	The timeliness of the bank's response to customer demands and needs meets their expectations.	3.77	0.63
6	Customized services are offered to our key customers.	3.79	0.66
7	Two-way communication is facilitated with our key customers	4.12	0.75
	Overall mean value	3.92	

Source: Survey data, 2023

As shown in Table (4.4), the overall mean value of 3.92 is a high mean value, which falls within the respondents' agreeable mean range, indicating CB Bank is practicing client-focused activities. In this study, the highest mean value of 4.19 for the statement of being interested in solving customer problems could be the most significant customer-focused activity of CB Bank. The second highest mean value of 4.12 indicates most respondents agree that the bank uses two-way communication with key customers to improve customer relationships and deliver effective products and services. The lowest

mean value of 3.72 indicates CB Bank is trying to improve customer service and exceed customer expectations.

4.4.2 Employee Perception on Knowledge Management

Knowledge management means collecting, organizing, and sharing information and expertise to help the bank work more efficiently and make better decisions. For that, the study measures knowledge management in CB Bank organization is measured, Table (4.5) reports on the results of the analysis on knowledge management practices status, as follows:

Table (4.5) Mean Value of Knowledge Management Practices

Sr. No.	Particular	Mean	St Dev
1	The maintenance of a comprehensive database of its customers by the bank.	4.17	0.59
2	The maintenance of accurate records of customer transactions by the bank.	4.20	0.54
3	The conducting of ongoing customer experience surveys to comprehend and predict customer needs and preferences by the bank	3.78	0.78
4	The possession of sufficient database storage for secure storage and management of records related to customers and offset transactions by the bank.	4.00	0.54
5	The ability of all branches to access and review customer's identifiable data and transaction history.	3.83	0.82
6	The enhancement of continuous progress for customer's transactions and personal information safety through the bank's knowledge management actions.	3.94	0.69
7	The thorough comprehension of the needs of our key customers through ongoing learning and knowledge acquisition by the bank.	3.98	0.65
	Overall mean	3.99	

Source: Survey data, 2023

According to Table 4.5, the overall mean value of 3.99 represents a high mean value, indicating that almost all respondents agreed with the use of knowledge management practices to improve the operation management system. The highest mean value, at 4.20, suggests that the bank maintains accurate records of customer transactions, which contributes to better knowledge management.

Moreover, the maintenance of a comprehensive database for the bank's customers is the second highest with 4.17. It indicates that the bank is using a sufficient database to record the customer's data. The lowest mean value, 3.78, indicates that the bank does not currently prepare knowledge management through ongoing customer experience surveys to comprehend and predict customer needs and preferences effectively. Based on these findings, it is evident that CB Bank has implemented knowledge management practices, particularly in accessing and updating the database within the banking system.

4.4.3 Employee Perception on Technology-Based CRM

In the banking sector, Technology-based CRM is used as digital tools to manage customer data, automate tasks, analyze behavior, and to improve customer relationships. In the analysis of technology-based CRM practices in the bank, respondents are asked to answer total seven questions related to technology-based CRM. Table (4.6) reports the results of the respondents' rating on the technology-based CRM, as follows:

Table (4.6) Mean Value of Technology-based CRM Practices

Sr. No.	Particular	Mean	St Dev
1	The support and strengthening of the bank's customer relationship management by appropriate software and hardware resources.	3.99	0.67
2	The utilization of CRM software aids in customer segmentation, cross-selling, and upselling.	3.98	0.74
3	Accessing identical information across all customer profiles through CRM software.	3.91	0.69
4	The support provided by the bank's CRM for tracking interactions with clients, automating tasks like data entry, and effective data analysis.	3.95	0.69
5	The capability to store customer information, schedule appointments, send personalized emails, and notifications via CRM software.	3.74	0.84
6	The deployment of technologies to communicate with our customers.	3.84	0.71
7	The employment of CRM software in call centers can get multichannel support for bank marketing strategies.	3.94	0.77
	Overall mean	3.91	

Source: Survey data, 2023

As shown in Table 4.6, the overall mean value of 3.91 indicates a high level of technology-based CRM for enhancing customer relationships and interactions in the bank. The highest mean value of 3.99 suggests that the bank's customer relationship management is effectively supported and strengthened by appropriate software and hardware resources. Followed by the second highest mean, utilization of CRM software supports customer segmentation, cross-selling, and up-selling. The lowest mean value, 3.74, indicates that however the bank employs technology-based CRM for storing customer information, there is room for improvement in areas such as scheduling appointments, sending emails, and notifications through CRM software.

4.4.4 Employee Perception on Organization Efficiency

Organization efficiency refers to the ability to attain desired goals and objectives using as few resources, time, and resources as possible while minimizing waste. For that, how CRM supports organization efficiency is analyzed. Table (4.7) reports on that of descriptive analysis on organization efficiency, as follows:

Table (4.7) Mean Value of Organization Efficiency

Sr. No.	Particular	Mean	St Dev
1	Recording customer data can enhance the bank's relationship with its customers	3.83	0.75
2	Utilizing top-notch software can lead to cost, time, and manpower reductions within an organization.	4.00	0.75
3	The ability of employees to deliver sufficient explanations of services to customers.	3.92	0.74
4	The provision of necessary training by the bank's management team to enhance the skills of employees at all levels.	3.89	0.76
5	Understanding the roles and responsibilities involved in dealing with bank clients by employees.	3.94	0.70
6	By implementing core banking and CRM software, businesses can achieve error-free transactions,	3.78	0.79
7	The utilization of CRM software provides employees with efficient tools for tracking and managing customer statuses, leading to a smoother follow-up process.	3.66	0.76
	Overall mean	3.86	

Source: Survey data, 2023

According to Table 4.7, the overall mean value of 3.86 reflects a high mean value, indicating that the respondents agree with the positive relationship between organization efficiency and CRM at CB Bank. Among the statements, the highest mean value, 4.00, indicating that the bank is using top-notch software to reduce operation cost, time and, manpower within an organization. Followed by the second-highest mean value of 3.94 is attributed to the statement, 'Understanding the roles and responsibilities involved in dealing with bank clients by employees' This indicates that employees are perceived as a significant contributor to organization efficiency. Conversely, the lowest mean value of 3.66 is associated with the statement suggesting that CRM software provides employees with efficient tools for tracking and managing customer statuses, leading to a smoother follow-up process. This implies that while respondents generally agree with the CRM's role in customer management, there is less practice in this aspect of internal communication. Regarding the overall mean value, the respondents perceive CB Bank as an efficient organization and there is a positive connection between the bank's CRM practices and its overall efficiency.

Table (4.8) Overall Mean Value of CRM Practices

Sr. No.	Particular	Mean
1	Knowledge Management	3.99
2	Customer focus	3.92
3	Technology-based CRM	3.91
4	Organization Efficiency	3.86

Source: Survey data, 2023

According to Table 4.8, the overall mean average value is 3.92, indicating that employees are highly perceived in CRM practices of customer focus activities, knowledge management, technology-based CRM, and organization efficiency. Among these four CRM practices, Knowledge Management practice is the most influencing factor in the organization.

4.5 Employee Perception of Marketing Performance

The analysis of marketing performance is measured on attracting new customers, customer satisfaction, and retention practices of existing customers, factors. The 212 numbers of respondents describe their options on the extent to which agree with each of the marketing performance factors, as follows:

Table (4.9) Overall Mean Value of Marketing Performance

Sr. No.	Particular	Mean
1	Attracting new customers	3.89
2	Customer Satisfaction	3.65
3	Retention of existing customers	3.92
	Overall Mean Value	3.82

Source: Survey data, 2023

According to Table 4.9, the overall mean average value for marketing performance is 3.82. The high mean value suggests that most respondents have a positive perception on CB Bank's marketing performance in terms of attracting new customers, retaining existing customers, and achieving customer satisfaction. Among these outcomes, the majority of respondents agree that customer retention practices are the most distinct .

4.6 Relationship Between CRM Practices and Marketing Performance

In this study, the relationship between these selected CRM practices and marketing performance variable is analyzed by the use of correlation method. It is a statistical tool. It finds out the relationship between each of the CRM dimensions and marketing performance. The interpretation of the correlation coefficient value which is ranging from -1 to +1. According to the research of Wee, et al., 2015, coefficient value from $\pm 0.91 - \pm 1.00$ is very strong, $\pm 0.71 - \pm 0.90$ is strong correlation, $\pm 0.41 - \pm 0.70$ is moderate level correlation, $\pm 0.21 - \pm 0.40$ is weak correlation, and $\pm 0.00 - \pm 0.20$ is very weak correlation. In this analysis, it examines the relationship between CRM practices and marketing performance towards CB Bank services by the use of correlation analysis. Table 4.10 presents the correlation analysis to find out the relationship between independent factors and dependent factor of marketing performance, as follows:

Table (4.10) Correlation between CRM and Marketing Performance

Sr. No.	Factor	Correlation Coefficient	P-Value
1	Customer Focus	.407**	.000
2	Knowledge Management	.505**	.000
3	Technology based CRM	.787**	.000
4	Organization Efficiency	.850**	.000

** . Correlation is significant at the 0.01 level (2-tailed).

Table 4.10 shows that there is a positive and significant relationship between customer-focus CRM practices (an independent variable) and marketing performance (a dependent variable). There are also significant and positive relationships between knowledge management and marketing performance, technology-based CRM and marketing performance, organization efficiency, and marketing performance, respectively. In the study, the correlation of customer focus and knowledge management towards marketing performance are positive and moderate level correlations while technology-based CRM and organizational efficiency towards marketing performance have strong and positive relationship. For every CRM practice could promote more effective performance of CB Bank.

This study aims to find out the customer relationship practices of CB Bank PCL. To analyze the effect of customer relationship management selected four factors on the marketing performance of CB Bank PCL, multiple regression analysis is applied. That can analyze the relationship between predictor variables (CRM practices) and a response variable (Marketing performance). The correlation coefficient value is a measure of the strength of the linear relationship (Zach, 2019). Table 4.11 reports on that of multiple regression analysis as follows:

Table (4.11) Effect of CRM Practices on Marketing Performance

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	.943	.152		6.219	.000		
Customer Focus	.174***	.044	.188	3.938	.000	.427	2.340
Knowledge Management	.099*	.056	.087	1.773	.078	.409	2.445
Technology-based CRM	.330***	.042	.366	7.936	.000	.459	2.180
Organization Efficiency	.487***	.038	.639	12.816	.000	.393	2.544
R Square	.798						
Adjusted R Square	.794						
F	204.435**						

***Significant at 1% level

Source: Survey data, 2023

By the ANOVA table, the F-test reveals statistical significance of the use of the whole model of CRM effects on marketing performance outcomes. In the above table, it presents that the significance of F-test value at significant at 1% level ($F=204.435$). This means the study is valid to conduct survey on the effect of the CRM practices on marketing performance of CB Bank in Yangon. The R-value is 0.893, and the R-square value is 0.798. It indicates the 79.8% variance of marketing performance (dependent variable) is predicted by the effect of CRM practices variables (independent variables) towards CB Bank.

As shown in Table 4.11, the relationship between the independent variable (customer focus) and marketing performance variable is slightly and positively correlated, and their relationship is significant at the 1% level ($r = 0.174$). Therefore, the one-unit increase in the influence of Customer focus on marketing performance increased by 17.4%.

The relationship between the independent variable (Knowledge Management) and marketing performance variable is also slightly and positively correlated, and their

relationship is significant at the 10% level ($r = 0.099$). Thus, the one-unit increase in the influence of Knowledge Management on marketing performance only increased by 9.9%.

The relationship between the independent variable (Technology-based CRM) and marketing performance variable is fairly and positively correlated, and their relationship is significant at the 1% level ($r = 0.330$). Thus, the one-unit increase in the influence of Technology-based CRM on marketing performance increased by 33%.

The relationship between the independent variable (Organization Efficiency) and the marketing performance variable is fairly and positively correlated, and their relationship is significant at the 1% level ($r = 0.487$). Thus, the one-unit increase in the influence of Organization Efficiency on marketing performance increased by 48.7%.

Based on the multiple regression analysis method, total chosen four CRM practices, namely customer focus activity, knowledge management, technology-based CRM and organization efficiency have significant effects on the marketing performance of CB Bank. In all of the CRM practices, the organization efficiency factor is the most significant influence on marketing performance.

The result of the study finds out that there will be more marketing performance of CB Bank when the management and employees of CB Bank more emphasis on organization efficiency and then to technology-based CRM.

CHAPTER V

CONCLUSION

This chapter presents the conclusion of research findings and discussions on the CRM practices effect on marketing performance of CB Bank. Based on the findings, recommendations and suggestions also needs of further studies are presented.

5.1 Findings and Discussions

The purpose of this study was to examine the customer relationship management practices of CB Bank PCL and to analyze the effect of customer relationship management practices on the marketing performance of the bank. The target population of this study was 449 employees from managers to supervisors of CB Bank working at Head Office and branches in Yangon. The respondents were asked about their demographic profile, customer relationship management practices of CB Bank, and marketing performance. The result showed that the majority of the respondents are female and at the age of over 31 to 40 years old. Most of the respondents have been employed at CB Bank for more than four years. This study includes four CRM practice variables, namely, customer focus, knowledge management, technology-based CRM, and organization efficiency.

According to the results, the majority of the respondents agreed that customer focus practice affects the marketing performance of the bank. The results showed that the bank prioritizes swift resolution of customer issues, encourages two-way communication with key customers, utilizes CRM software to access customer data and preferences, and offers customized services to ensure high levels of satisfaction and service quality. Thus, customer focus is an important practice for the marketing performance of the bank.

In accordance with the finding of knowledge management practices, a majority of respondents agreed that CB Bank emphasizes maintaining accurate records of customer transactions in a secure database and enables all branches to access customer data and transaction history. It means knowledge management practices are affecting the marketing performance of the bank.

Based on the survey finding, most of the employees agreed that technology-based CRM practices are crucial to improve the marketing performance of the bank. Among the activities of technology-based CRM, respondents strongly agreed that the bank enhances its customer relationship management by using suitable software and hardware resources.

CRM software facilitates customer segmentation, cross-selling, and upselling. It also supports tracking interaction and effective data analysis. CRM software in call centers provides multichannel support for bank marketing strategies and ensures consistent information.

According to the finding of the study, the majority of the staff agreed that organization efficiency practice is essential for the marketing performance of the bank. Utilizing top-notch software, including CRM software, reduces costs, saves time, and improves efficiency. Employees understand their roles and responsibilities when dealing with clients, delivering clear explanations of services. The management team provides necessary training to enhance employees' skills. CRM software supports efficient tools for tracking and managing customer statuses, streamlining the follow-up process. Based on the results of the survey, Among the CRM practices, organization efficiency is highly effective in the marketing performance of the bank.

The higher R-squared value signifies that the variation in the four selected CRM practices is a key factor influencing the bank's marketing performance. Correlation analysis reveals positive correlations between all CRM dimensions and marketing performance, although the strength of these correlations varies. Notably, organization efficiency practices display a positive correlation with marketing performance, followed by technology-based CRM, customer focus, and knowledge management practices.

By regression analysis, the study concludes that the various dimensions of CRM practices have a positive effect on the marketing performance of CB Bank PCL. Among these dimensions, organizational efficiency emerges as the most significant, due to the utilization of top-notch software that reduces costs, saves time, and optimizes the workforce. Technology-based CRM ranks as the second most significant factor, followed by customer focus as the third most significant. Knowledge management is found to be the least significant.

5.2 Suggestions and Recommendations

The study identifies which types of customer relationship management practices are essential for improving the bank's marketing performance. The selected four practices include customer focus, knowledge management, technology-based CRM, and organizational efficiency.

Based on the findings, it is recommended that CB Bank prioritizes customer focus by promptly addressing issues, exceeding customer expectations, and offering customized services to key customers. In terms of knowledge management, the study suggests that the bank should utilize an adequate database to maintain accurate customer data and transaction records. Additionally, for technology-based CRM, it is advisable that the bank leverages this approach to manage customer segmentation, cross-selling, and up-selling through CRM software, which can help foster customer loyalty. Lastly, in the case of organizational efficiency, it is recommended that the bank consider the implementation of high-quality software solutions to save time, reduce costs, and optimize the workforce.

In conclusion, CB Bank PCL should prioritize CRM practices, especially organizational efficiency, technology-based CRM, and customer focus. By investing in technology-based CRM and providing CRM training for employees, CB Bank's management can enhance organizational efficiency. Consequently, can drive the organization towards a customer-centric approach and ultimately lead to improved marketing performance for the bank.

5.3 Needs for Future Studies

This study is limited to the supervisory and manager levels of CB Bank PCL's Head Office and Yangon branches, with no inclusion of banks outside the Yangon region. Expanding the study to include employee and management levels in other regions of the country would provide a broader range of perspective on effect of CRM practices on marketing performance. There are various dimensions of CRM practices. further research is necessary to explore additional CRM dimensions. Furthermore, the study focuses exclusively on non-financial marketing performance metrics. Therefore, future research should explore the financial aspects of marketing performance. The research is only conducted within CB Bank, excluding all other private commercial banks in Myanmar.

By involving a larger number of employees and incorporating employees from other private commercial banks, the survey findings could offer more detailed insights, contributing to the previous studies of CRM practices and their effects on bank marketing performance. Additionally, exploring external factors in addition to internal bank factors would enhance the comprehensiveness of future studies.

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**QUESTIONNAIRE FOR ANALYSIS ON EFFECT OF CUSTOMER
RELATIONSHIP MANAGEMENT ON MARKETING PERFORMANCE
AT CB BANK PCL**

This questionnaire is designed to collect information required to explore the “Effect of Customer Relationship Practices on Marketing Performance at CB Bank”. It would be kind of you if you could please involve in the survey by answering the questions. This information is kept secret. It is used for academic purposes only and not for any other reason. Thank you for sharing the valuable time to fill out this questionnaire.

ZIN ME ME KYAW

ROLL NO. 80 MBF (Day 2nd Batch)

SECTION (A) DEMOGRAPHIC PROFILE OF RESPONDENTS

Gender of Respondents

Male

Female

Age of Respondents

21 to 30 years

31 to 40 years

41 to 50 years

Above 50 years

Academic Qualifications

- University students
- Bachelor’s degree
- Postgraduate diploma
- Master degree
- Doctorate level

Working Experience (Years)

- 1 t to years
- to 5 years
- to 7 years
- to 10 years
- Above 10 years

Which department are you presenting?

- Branch
- Corporate Banking Department
- Loan Department
- SME Banking Department
- Sales and Marketing Department
- Others

SECTION (B) ANALYSIS ON EFFECT OF CUSTOMER RELATIONSHIP MANAGEMENT ON MARKETING PERFORMANCE AT CB BANK PCL

(Please indicate your rating of your experience with the petrol station by giving a “√” depend on your evaluation on each question.)

1	2	3	4	5
Strongly dissatisfied	Dissatisfied	Neutral	Satisfied	Strongly satisfied

Sr. No.	Client Focus	Agreeableness				
		1	2	3	4	5
1	Prioritizing the resolution of customer issues and challenges	1	2	3	4	5
2	Consistent reliance on and utilization of the CRM system for accessing customer information and preferences before initiating interactions with them	1	2	3	4	5
3	The satisfaction or exceeding of customer expectations by the bank's customer service	1	2	3	4	5
4	The design of banking service quality aims to achieve customer expectations.	1	2	3	4	5
5	The timeliness of the bank's response to customer demands and needs meets their expectations.	1	2	3	4	5
6	Customized services are offered to our key customers.	1	2	3	4	5
7	Two-way communication is facilitated with our key customers					
Sr. No.	Knowledge Management	Agreeableness				
		1	2	3	4	5
1	The maintenance of a comprehensive database of its customers by the bank.	1	2	3	4	5
2	The maintenance of accurate records of customer transactions by the bank.	1	2	3	4	5
3	The conducting of ongoing customer experience surveys to comprehend and predict customer needs and preferences by the bank	1	2	3	4	5
4	The possession of sufficient database storage for secure storage and management of records related to customers and offset transactions by the bank.	1	2	3	4	5
5	The ability of all branches to access and review customer's identifiable data and transaction history.	1	2	3	4	5
6	The enhancement of continuous progress for customer's	1	2	3	4	5

	transactions and personal information safety through the bank's knowledge management actions.					
7	The thorough comprehension of the needs of our key customers through ongoing learning and knowledge acquisition by the bank.	1	2	3	4	5
Sr. No.	Technology-Based CRM	Agreeableness				
1	The support and strengthening of the bank's customer relationship management by appropriate software and hardware resources.	1	2	3	4	5
2	The utilization of CRM software aids in customer segmentation, cross-selling, and upselling.	1	2	3	4	5
3	Accessing identical information across all customer profiles through CRM software.	1	2	3	4	5
4	The support provided by the bank's CRM for tracking interactions with clients, automating tasks like data entry, and effective data analysis.	1	2	3	4	5
5	The capability to store customer information, schedule appointments, send personalized emails, and notifications via CRM software.	1	2	3	4	5
6	The deployment of technologies to communicate with our customers.	1	2	3	4	5
7	The employment of CRM software in call centers can get multichannel support for bank marketing strategies.	1	2	3	4	5
Sr. No.	Organizational Efficiency	Agreeableness				
1	Recording customer data can enhance the bank's relationship with its customers	1	2	3	4	5
2	Utilizing top-notch software can lead to cost, time, and manpower reductions within an organization.	1	2	3	4	5
3	The ability of employees to deliver sufficient explanations of services to customers.	1	2	3	4	5
4	The provision of necessary training by the bank's management team to enhance the skills of employees at all levels.	1	2	3	4	5
5	Understanding the roles and responsibilities involved in dealing	1	2	3	4	5

	with bank clients by employees.					
6	By implementing core banking and CRM software, businesses can achieve error-free transactions,	1	2	3	4	5
7	The utilization of CRM software provides employees with efficient tools for tracking and managing customer statuses, leading to a smoother follow-up process.	1	2	3	4	5

SECTION (C) MARKETING PERFORMANCE

Sr. No.	Attracting New Customers	Agreeableness				
1	The wallet application is designed to be easily accessible for both bank customers and the unbanked population.	1	2	3	4	5
2	New clients are attracted to our bank through the bank's social media platforms including Facebook, YouTube, banner ads, Viber, and the mobile app.	1	2	3	4	5
3	The bank attracts more customers by enhancing its customer engagement strategies.	1	2	3	4	5
4	The bank's management converts unnecessary services to align with the increasing expectations of a new generation of customers.	1	2	3	4	5
5	The purpose of utilizing CRM is to enhance the experience of new customers by offering streamlined analysis and efficient customer service to address their needs and inquiries.	1	2	3	4	5
Sr. No.	Retention Existing Customers	Agreeableness				
1	The bank can accurately identify the target group.	1	2	3	4	5
2	CRM system can be used to identify the best-performing clients of the bank.	1	2	3	4	5
3	Bank employees assist customers with their needs and provide nurturing and attentive care.	1	2	3	4	5
4	The bank offers personalized customer experiences to enhance the retention of existing customers	1	2	3	4	5
5	In the retention process, the bank tracks customer loyalty over	1	2	3	4	5

	time and assesses overall success.					
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Sr. No.	Customer Satisfaction	Agreeableness				
		1	2	3	4	5
1	Customers are satisfied with the banking responses provided by bank employees for their inquiries.	1	2	3	4	5
2	Customers are satisfied with the number of bank branches.	1	2	3	4	5
3	Customers are satisfied with the variety of banking services offered.	1	2	3	4	5
4	Customers are easy to neglect when bank employees make some mistakes.	1	2	3	4	5
5	Bank customers are willing to spread positive word-of-mouth to others.	1	2	3	4	5

Thank you for your kind participation