The Impact of E-Customer Relationship Management Strategy Upon Sustainable Competitive Advantage: An Empirical Investigation In Jordanian Banks

Taiyseer. M.R. Mugdadi
tmugdadi@yahoo.com & 00057961@uj.edu.sa KSA –University of Jeddah Faculty of business in Alkamil – Department of Management Information Systems P.O.Box: 110 Alkamil 21931

Abstract

This study aims at examining the impact of e-customer relationship management strategy in Jordanian banks, on sustainable competitive advantage. To achieve the objective of this study, self-administrated questionnaire was used to collect the data. It was developed and distributed to (among) 300 respondents from the (13) Jordanian banks. Out of the 300 responds, 220 were found valid for analysis. The Statistical Package for Social Sciences (SPSS) was used to analyze the data, and the most important findings were as follows: There is an impact of e-customer relationship strategy on sustainable competitive advantage the studied banks. The study recommended the need for: Both the staff of information technology and business units needs to understand the nature of work of each other. Banks philosophy must focus on customer satisfaction, this require cooperation and coordination of different units, working as teams.

Introduction

The ever increasing use of the internet and its related technologies in banking industry, increasing the intense of competitiveness, and allow organizations to achieve
and sustain competitive advantage. Therefore, the main goal of this study is to investigate the existence of sustainable advantage in Jordanian banks, and how it can be improved by the Banks that use e-customer relationship strategy, which addresses how IT deployed to support in configuring, and implementing e-customer relationship strategy to achieve sustainable competitive advantage. The researchers introduces e-customer relationship management strategy in order to achieve sustainable competitive advantage in Jordanian banking industry, especially in the new economy which characterize with IT that called digital economy. In this context theoretical and empirical studies will be done to achieve the main goal of the study.

Materials and Methods

Problem Statement
Important IT resources are applicable in different aspects of Jordanian banks strategies. They also persist on gaining SCA through increasing competitiveness in banking sector. As a result, the banks paid much attention to know which of their marketing strategies goals will be enhanced by the e-customer relationship strategy, which of the SCA constructs banks has.

The research study investigates the impact of e-customer relationship strategy on creating sustainable competitive advantage in Selected 11 Jordanian banks. In this context several challenges face the firms which operate in a dynamic environment characterized by new technologies, strategic alliances, entrepreneurial ideas, information security, and regulatory changes. Besides, the lack of preplanned application or ad hock IT investments in banks marketing activities, are considered as reasons for missing opportunities, increasing waste, increasing costs, and do not protect CA. marketing

Research Objectives
Based on the background of the problem statement, analyzing the effect of e-customer relationship strategy upon sustainable competitive advantage (SCA) is the main goal of the study. The following are other main goals:

1. Analyzing the impact of e-customer relationship strategy on SCA.
2. Reaching to relevant study recommendations based on the results obtained that may help improve the SCA in Jordanian Banks.
Research Model and Hypotheses

Based on previous goals, this study proposes the following key hypothesis:

H1: There is a significant positive impact of E-Customer Relationship management strategy upon sustainable competitive advantage Jordanian banks.

H2: There is a significant positive impact of E-Customer Relationship management strategy upon banking innovation.

H3: There is a significant positive impact of E-Customer Relationship management strategy upon banking flexibility.

H4: There is a significant positive impact of E-Customer Relationship management strategy upon banking value creation.

H5: There is a significant positive impact of E-Customer Relationship management strategy upon banking branding.

E-Customer Relationship Management Strategy (E-CRMS)
The environment recently is characterized with the customer control, in addition to offering various types of products, services and information, by so many competitors. So, the firm's ability to make and maintain relationships with customers, suppliers, and partners may be more important than firms land, property, and financial assets. It is the relationship capital that provides the foundation of future business. Any sustainable business needs for building long-term relationship with customers. The application of technology to achieve customer relationship management (CRM). In addition, A lot of industries profitably applied (CRM) depending on internet and its related technologies. Nevertheless, many studies like the research summarized by Reicheld and Schefier (1) have explained that acquiring online customers is so expensive (20-30-percent higher than for traditional business), that starting up companies may need at least two to three years to become profitable. The research has
also shown that online companies can increase their profits by 25 percent to 95 percent if they retain 5 percent more customers. They say:

But if you can keep customer loyal, their profitability accelerates much faster than in traditional businesses it costs you less to service them. Note that the relationship between customer loyalty and profitability has been questioned, notably by Werner Reinartz and V. Kumar (2), who discovered through analysis of four company databases that: There was little or no evidence to suggest that customers who purchase steadily from a company over time are necessarily cheaper to serve, less price sensitive, or particularly effective a bringing in in new business.

They have suggested that companies make a big mistake when they focus in their marketing on considering only the legal customers as the most profitable; they will miss opportunities in targeting other potentially profitable customers. They CRM approach represents a major shift in marketing practice, from mass marketing to individualized marketing, and from focusing on acquiring lots of new customers, to retaining and building more business, from a smaller base of legal high value customers.

**Sustainable competitive advantage**

Achieving the competitive advantage is the objective of strategy (3) (4), because the success of businesses depends on possessing some advantages relative to their competitors. In order to achieve this goal, corporations which gain competitive advantage in their industries usually adopt specific strategies including innovation, improved processes, higher quality, lower cost, and marketing. However, even if businesses are able to gain competitive advantage and achieve higher level of profitability, their strategies are usually copied quickly or their initiatives are improved by rivals. As a result, they lose competitive advantage.

Prahalad and Hamel (5) report that Western and Japanese companies are converging on "similar formidable" standards for product cost and quality (6). These are more important as qualifying criteria for continued competition, and less important as sources of CA. They further suggest that the real source of CA is related to company's ability to consolidate technologies, and production skills in competencies that empower business to adapt quickly to changing opportunities. Kanter (7) propose that, to be successful, companies must remain focused on their core competencies and invest in their development, and de-emphasize activities that do not add value. She further suggests that, defining the core competencies and organizing to support and augment them will ensure continuing success in changing conditions.

Porter (3) considers that companies in the past decades have been invested in becoming lean and flexible, in order to respond rapidly to environment and market changes, benchmarking continuously to achieve the best practice and outsourcing aggressively to achieve efficiencies. The Japanese are famous for deriving CA through operational effectiveness. Although these investments have succeeded in achieving operational improvements, and efficiency and CA, they have failed in securing sustainable advantage (6). In addition, Porter explains that both strategy and operational effectiveness are essential for superior performances, which are the
The Impact of E-Customer Relationship Management Strategy Upon et.al.

The ultimate goal of any enterprise. In fact, the more benchmarking companies do, the more they look alike, and the more rivals outsource activities, the more generic those activities become. Rivals imitate the improvements of each other in quality, cycle times or supplier partnerships. Therefore, their strategies converge and they become a series of races down identical paths that no one can win, and the result is a mutually destructive competition (3).

In differentiation strategy, a firm selects one or more attributes that many buyers in an industry perceive as important, and uniquely positions itself to meet the customer needs. For its uniqueness it is rewarded by being able to charge a premium price. A firm must truly be unique at something, or be perceived as unique if it is to expect a premium price (8) (9) the next section will explain the SCA into four main constructs (innovation, flexibility, value creation and branding) that materialized (SCA).

Innovation
Organizational theorists and managers alike have long shown more of an interest in the role of innovation in organizations; primarily espouse of the crucial role innovation plays in securing sustained competitive advantage (10). Organizations try to develop or adopt new products, processes, techniques or procedures, in order to distinguish and distance themselves from competitors. In pursuit of these innovations the organization incurs significant costs, which the firm seeks to recoup in the form of prices, fees, memberships and grants. The process is further complicated because as the firm seeks to innovate, other organizations compete directly or indirectly by engaging in innovation themselves (11).

Value creation
Value is defined by Porter as “what buyers are willing to pay”. Firms can create value for their customers by adopting either a cost leadership (lowering cost) or differentiation strategy and razing their performance. Naumann (11) defined value as meeting or exceeding customer’s expectations in product quality, service quality and value-based prices. All three components of this customer value triad need to be in harmony for value to be delivered. Quality, cost (monetary and non-monetary) and schedule (delivery: quantity time and place) are three characteristics of customer value that are identified by Band and Wiledy (12).

Distinguishing brands from commodities was the traditional role of value creation. Later, more competitive framework has emerged, and stressed superior customer value through operational excellence, customer intimacy or product leadership (13). So, organizations have shifted their focus to the processes that help them deliver superior customer value (14). Accordingly, value creation has no longer been a means for differentiating an offer as it is abases for choice by means of cues that enable customers to recognize superior value and be more confident in their choice (15).

Flexibility
There is an essential need for organizational flexibility, which helps to accommodate the changing world, to adapt rapidly with today's high-velocity and added pressure and perform at high levels. Thus, management theory and management practice today
consider organizational flexibility as one of the hot issues. Technology is opening up new ways of competition, while making old way obsolete. These trends were recognized and they gained attention in strategic management theories.

Responsiveness and flexibility as the two qualities to organizational success. According to Dunning (16) retaining the strategic flexibility is essential for a firm to be able to respond to changing demand resource, and competitive condition in international market. Flexibility can be used both as an adaptive response to environment uncertainty, and to proactively create market uncertainties for competition. There are two interdependent dimensions of flexibility: time dimension that focuses on speed of response to customer needs, and arrange dimension that focuses on the ability to meet customization, and volume requirement defined by customer in efficient and cost – effective manner.

**Branding**

Branding is market strategy for creating, nurturing and fostering continual development of relevant and appropriate brand value propositions. It consists of “the development and maintenance of sets of product attributes and values which are coherent, appropriate, distinctive, protective and appealing to customers”, (17). Branding emphasizes the entrenched continuity, and crookedness of the firm with its external environment. It enables firms to build reputation among its customers and other stakeholders. Besides, it helps to create, nurture and innovate on their market – based assets, in turn market-based assets enable firms to nurture customer perceived brand, value equity and enhances its reputation. In this context an existing strong brand presents an opportunity for comparative assessment of any new offerings with firms’ previous competence and capability and customers trust in the offerings. This enables consumers to make confident purchase decisions about the latter. A strong brand can also create attributes which are difficult for competitors to copy, providing a key source of immutable assets for the firm. Immutable association represents strong source of sustainable advantage

Kapferer (18) argues that branding means more than just giving a brand name to a product or products: “brands are a direct consequence of the strategy of market segmentation and product differentiation”. In order to meet the expectations of specific customers in various economic conditions, firms utilize a combination of brand attributes. Numerous corporate and product brands are actively competing in the world markets. Corporate branding refers to the strategy in which brand and corporate name are the same product branding builds separate brand identities for different products. In spite of the single company may own multiple product brands, the imagery varies from one brand to another in product branding (19).

The research model consists of two variables as follows:
The Impact of E-Customer Relationship Management Strategy Upon et.al.

<table>
<thead>
<tr>
<th>Variable</th>
<th>description</th>
<th>source</th>
</tr>
</thead>
<tbody>
<tr>
<td>E-CRMS</td>
<td>The process of targeting, acquiring, transacting, servicing, retaining and building long-term relationships with customers is grounded in customer data and facilitated by technology.</td>
<td>(1)</td>
</tr>
<tr>
<td>Innovation</td>
<td>The extent to which banks apply innovation as perceived by managers within the researched banks. Innovation means adapting newly developed ideas that can be manifested in new products or services, improved quality; new ways of production, packaging, marketing or distribution; new markets; new supply sources and new organizations or systems.</td>
<td>(20)</td>
</tr>
<tr>
<td>Flexibility</td>
<td>The extent to which banks apply flexibility as perceived by managers within the researched banks. Flexibility means the organizational ability to be adaptive response to environmental uncertainty and to proactively create market uncertainties for competitors.</td>
<td>(16)</td>
</tr>
<tr>
<td>Value creation</td>
<td>The extent to which banks create value as perceived by managers within the researched banks. Value creation means: meeting or exceeding customer's expectations in product quality, service quality and value-based prices.</td>
<td>(11)</td>
</tr>
<tr>
<td>Branding</td>
<td>The extent to which banks apply branding as perceived by managers within the researched banks. Branding means the development and maintenance of sets of product attributes and values which are coherent, appropriate, distinctive, protectable and appealing to customers.</td>
<td>(17)</td>
</tr>
</tbody>
</table>

Dependent Variable: Sustainable competitive advantage: This variable presents the organizational ability to protect its competitive advantage from erosion, and continually distinguishes itself from its competitors through innovation, flexibility, value creation and branding.

The population and sample of the study
The population of this study is the banking sector in Jordan, which is made up of 23 banks. This study uses a non-probability purposive technique. It enables the researcher to select a number of banks that are leading in the Jordanian banking industry, and have complete application of IT capabilities in banking services. The purposive sample of this research includes, choosing 48 % of the banking sector by selecting the leading banks in the industry, which make up (11) banks.

The data was collected by means of a self administrated questionnaire, which was distributed to staff at all managerial levels in a number of selected Jordanian banks. Average of (27) copies of the questionnaire were sent to each bank. The total size of
the research sample was (300) participants, all managerial levels with (11) selected Jordanian banks. (240) questionnaires were returned with one month period and subsequently checked for quality of completion and comprehensiveness.

(12) Copies were excluded from the study due to missing data; while (8) others were excluded because of incompatible responses. The remaining (220) questionnaires were used in the statistical analysis.

The respondent rate was (73.3%) and acceptable for the research purposes. This percentage can be considered reasonable when we take into account the fact that the survey response was voluntary and as was mentioned by some respondents. At the processing and analyzing stage, the researcher carried out the coding of the questionnaires.

**Questionnaire Development**

To collect quantitative data, the researcher developed a questionnaire. The questionnaire was validated through a pre-test using twelve doctoral students and pilot test with a sample of (20) respondents from Jordanian banks that are not included in the study. The five likert scale will be employed in order to obtain the required data. Each attribute reflects number from the scale, and each number represents a predetermined meaning.

To test the clarity of the questionnaire and its suitability for the purpose, it will be appraised by academic reviews from three Jordanian universities. The reviewers are specialists in various fields: management information systems, strategic management and marketing to provide rich recommendations which could be applied to the research constructs as a whole, and the questionnaire in particular, to maximize the effectiveness of the instrument.

**Construct reliability**

Construct reliability can be evaluated by Cronbach's Alpha in order to estimate construct reliability. Cronbach's Alpha is one of the most widely applied coefficients in evaluating reliability. In addition, Cronbach's Alpha will used by the researcher to construct reliability of this study.

**Table 1:** illustrates internal consistency of the constructs

<table>
<thead>
<tr>
<th>Constructs</th>
<th>Number of items</th>
<th>Cronbach's Alpha</th>
</tr>
</thead>
<tbody>
<tr>
<td>E-Customer Relationship Management Strategy</td>
<td>25-30</td>
<td>0.85</td>
</tr>
<tr>
<td>E-Supply Chain Management Strategy</td>
<td>31- 35</td>
<td>0.86</td>
</tr>
<tr>
<td>Innovation</td>
<td>36-41</td>
<td>0.89</td>
</tr>
<tr>
<td>Flexibility</td>
<td>42-47</td>
<td>0.89</td>
</tr>
<tr>
<td>Value Creation</td>
<td>48-53</td>
<td>0.88</td>
</tr>
<tr>
<td>Branding</td>
<td>54-58</td>
<td>0.85</td>
</tr>
</tbody>
</table>
Hypotheses Testing

**H1:** There is a significant impact of E-Customer Relationship Management Strategy upon sustainable competitive advantage.

**Table 4:** Linear Regression Test of the First Main Hypothesis

<table>
<thead>
<tr>
<th>Model</th>
<th>Beta</th>
<th>T</th>
<th>R Square</th>
<th>F</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>Predictors: (constant)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>E-Customer relationship Strategy</td>
<td>0.58</td>
<td>10.46</td>
<td>0.334</td>
<td>109.45</td>
<td>0.000</td>
</tr>
<tr>
<td>Dependent Variable: Sustainable Competitive Advantage</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

As outlined in Table (7.6) above, R square=(0.33) which means that approximately (33%) of the variance in Sustainable Competitive Advantage (SCA) is accounted by e-customer relationship management Strategy, T value equal (10.46) with significance equal (0.000), which is less than (0.05). Therefore, the result confirms the main hypothesis, which indicates that there is an impact of e-customer relationship management Strategy upon Sustainable Competitive Advantage (SCA). Consequently, the independent variable has a significant impact on SCA. The value of Beta equal (0.58) (T equal 10.46, sig equal (0.000), enhance the impact of independent factor (E-CRM) upon dependent factor SCA.

**H2:** There is a significant statistical impact of e-customer relationship management Strategy upon Innovation.

**Table 5:** Linear Regression Test of second Hypothesis

<table>
<thead>
<tr>
<th>Model</th>
<th>Beta</th>
<th>T</th>
<th>R Square</th>
<th>F</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>Predictors: (constant)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>E-Customer relationship Management Strategy</td>
<td>0.587</td>
<td>10.701</td>
<td>0.334</td>
<td>114.506</td>
<td>0.000</td>
</tr>
<tr>
<td>Dependent Variable: Innovation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

As outlined in Table (7.8) above, R square= (0.33)which means that approximately (33 %)of the variance in Innovation is accounted by E-Customer Relationship Management Strategy, T value equal (10.701) with significance equal (0.000), which is less than (0.05). The result confirms the main hypothesis, which indicates that there is an effect of E-Customer Relationship Management Strategy on Innovation. Consequently, the independent variable has a significant effect on Innovation. The test shows there is a moderate relation between E-Customer Relationship Management Strategy Innovation, where Beta equal (0.587) (T equal 10.701, sig equal 0.000).
**H3:** There is a significant statistical impact of E-Customer Relationship Management Strategy upon Flexibility.

**Table 6: Linear Regression Test of Third Hypothesis**

<table>
<thead>
<tr>
<th>Model</th>
<th>Beta</th>
<th>T</th>
<th>R Square</th>
<th>F</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>Predictors: (constant)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>E-Customer Relationship Management Strategy</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dependent Variable: Flexibility</td>
<td>.496</td>
<td>8.426</td>
<td>.246</td>
<td>71.001</td>
<td>0.000</td>
</tr>
</tbody>
</table>

As outlined in Table (7.9) above, R square= (0.25) which means that approximately (25 %) of the variance in Flexibility is accounted by E-Customer Relationship Management Strategy, T value equal (8.43) with significance equal (0.000), which is less than (0.05). The result confirms the main hypothesis, which indicates that there is an effect of E-Customer Relationship Management Strategy on Flexibility. Consequently, the independent variable has a significant effect on Flexibility. The test shows there is a positive relation between E-Customer Relationship Management Strategy and Flexibility, where Beta equal (0.50) (T equal 8.43, sig equal 0.000).

**H4:** There is a significant statistical impact of E-Customer Relationship Management Strategy upon Value Creation.

**Table 7: Linear Regression Test of Fourth Sub Hypothesis**

<table>
<thead>
<tr>
<th>Model</th>
<th>Beta</th>
<th>T</th>
<th>R Square</th>
<th>F</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>Predictors: (constant)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>E-Customer Relationship Management Strategy</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dependent Variable: Value Creation</td>
<td>.492</td>
<td>8.339</td>
<td>.242</td>
<td>69.537</td>
<td>0.000</td>
</tr>
</tbody>
</table>

As outlined in Table (7.10) above, R square= (0.242) which means that approximately(24%)of the variance in Value creation is accounted by E-Customer Relationship Management Strategy, T value equal (8.34) with significance equal (0.000), which is less than (0.05). The result confirms the fourth hypothesis, which indicates that there is an impact of E-Customer Relationship Management Strategy upon Value Creation. Consequently the independent variable has a significant effect on Value Creation. The test shows there is a positive relationship between E-Customer Relationship Management Strategy) and Value Creation, where Beta equal (0.49) (T equal 8.34, sig equal 0.000).
**H5:** There is a significant statistical impact of E-Customer Relationship Management Strategy upon Branding.

**Table 8: Linear Regression Test of Fifth Hypothesis**

<table>
<thead>
<tr>
<th>Model</th>
<th>Beta</th>
<th>T</th>
<th>R Square</th>
<th>F</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>Predictors: (constant)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>E-Customer Relationship Management Strategy</td>
<td>0.492</td>
<td>8.343</td>
<td>0.242</td>
<td>69.599</td>
<td>0.000</td>
</tr>
<tr>
<td>Dependent Variable: Branding</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

As outlined in Table (7.11) above, R square = (0.24) which means that approximately (24 %) of the variance in Branding is accounted by E-Customer Relationship Management Strategy, T value equal (8.34) with significance equal (0.000), which is less than (0.05). The result confirms the fifth hypothesis, which indicates that there is an impact of E-Customer Relationship Management Strategy upon Branding. Consequently the independent variable has a significant effect on Branding. The test shows that there is positive relation between E-Customer Relationship Management Strategy and Branding, where Beta equal (0.49) ( T equal 8.34, sig equal 0.000).

**Results**

1. There is a significant impact of e-customer relationship management strategy on sustainable competitive advantage.
2. There is a significant positive impact of e-customer relationship management strategy on value creation.
3. There is a significant positive impact of e-customer relationship management strategy on innovation.
4. There is a significant positive impact of e-customer relationship management strategy on organizational flexibility.
5. There is a significant positive impact of e-customer relationship management strategy on branding.

**Discussion**

The first results indicates that there is intensive competition in business environment in general and in banking industry in particular, in order to achieve sustainable competitive advantage through successfully deploy IT infrastructure in supporting e-customer relationship strategy in banking industry. In addition, there is a consistency between this result and several studies such as Allen and Fjermestatad (21) findings that Nabisco rethink its strategies due to the changes that the internet brings, this include its 4ps; product, place, price, promotion, and customer centered strategies. Furthermore the deployment of e-customer relationship management Strategy in
Jordanian banks has important effect on sustainable competitive advantage, and become one of the important aspect of competition in the banking industry, it must be given suitable attention especially at the executive level through follow up the IT development and its marketing usable, and planning the requirement changes.

The second result can be interpreted due to the advancements of information technology and its adoption in Jordanian banking industry service, can facilitate catching, deployment and materialized new ideas into banking services, then appears in terms of innovative services that differentiate the service, to enhance banking sustainable competitive advantage.

The third result can be understood, as the Jordanian Banks continually developed their IT infrastructure, it can play vital role in enhancing the Bank flexibility, to be more responsive to the changing condition of banking industry, and then contributing significantly in supporting sustainable competitive advantage.

The fourth result can be explained depending on the important role of IT infrastructure in accomplishing Banking functions, that are depending on each other's in high levels of performance, which in turn saving time, cost, effort, and presented services in high quality, which contributing in sustaining competitive advantage to the Jordanian banks.

The fifth result can be explained, considering that large amount of banking services are intangible which necessarily need IT to deliver consistent messages, more responsive IT systems to building strong brand equity, as the competitiveness in Jordanian bank industry intensifies, the deployment of E-Customer Relationship Management Strategy, that impacted positively in Jordanian Banks branding which is construct of SCA.

**Conclusion**

Based on the clear result of the significant impact of e-customer relationship management strategy on sustainable competitive advantage, the researcher can Guide banks managers toward keep the level of their banks sustainable advantage caused by customer relationship management through continually revealing its IT application, and seeks to adopt emerging technology that is suitable for its industry development in order to receive business value of information technology. Both the staff of information technology and business units needs to understand the nature of work of each other. IT staff must understand the nature of e-customer relationship management strategy, and how can support and business employees must understand the technological issues which facilitate their ability to create innovativeness in banking environment. e-customer relationship management strategy is an integrated approach that affects banks strategic level, materialized banks philosophy focusing on customer satisfaction, this require cooperation and coordination of different units, working as teams.
References

