



A billboard advertisement for a research paper. The billboard is tilted and features a blue header with the title "Gaining Competitive Advantages On E-CRM In Iranian Financial Institutions In B2B Context" in white text. Below the title is a grid of various logos representing different Iranian financial institutions. The billboard is supported by a metal structure with a ladder. In the bottom left corner, the author's name "Rozita Shahbaz Keshvari" is listed, along with her affiliation "MBA Graduated From Sharif University Of Technology, I.C.". In the bottom right corner, the date "February 2012" is displayed. In the top right corner, there is a small logo and text: "Monetary and Banking Research Institute, Central Bank of the Islamic Republic of Iran".

Outline



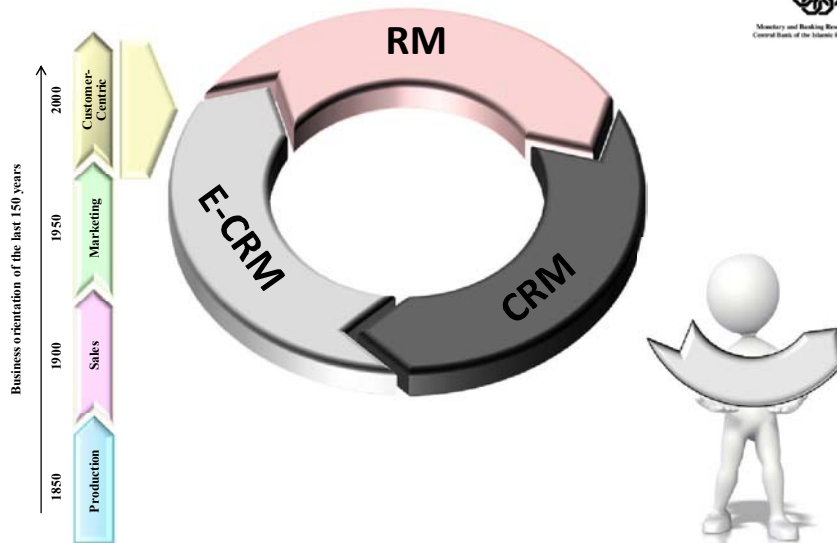
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- 1. Introduction
- 2. Literature Review
- 3. Research Problem
- 4. Research Purpose
- 5. Research Hypotheses
- 6. Research Methodology
- 7. Results
- 8. Conclusion
- 9. Future Of E-CRM In Iran

Introduction




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Source: (Bose, 2002)


Literature Review	E-CRM Benefits		Constructs of this research			
	General Benefits of E-CRM	<input type="checkbox"/> Create long-term relationship with customers with minimum cost <input type="checkbox"/> Reduce the customer defection rate <input type="checkbox"/> Increase the profitability from low-profit customers <input type="checkbox"/> Focuses on high-value customers <input type="checkbox"/> Increase customer loyalty	E-CRM Benefits Affecting customers' satisfaction	<input type="checkbox"/> Trust in E-CRM <input type="checkbox"/> Up to date of banks <input type="checkbox"/> Accessibility to site <input type="checkbox"/> Customer Interactivity and Knowledge <input type="checkbox"/> Decrease of technology preparation <input type="checkbox"/> Improve cash flow management <input type="checkbox"/> International customers' satisfaction <input type="checkbox"/> Transaction Security <input type="checkbox"/> Proliferation of channels <input type="checkbox"/> Increase of transaction process speed	<input type="checkbox"/> Increased control over bank <input type="checkbox"/> On-time order fulfillment <input type="checkbox"/> Personalized services or one to one services <input type="checkbox"/> Services quality <input type="checkbox"/> Search ability <input type="checkbox"/> Data Centralization <input type="checkbox"/> Increase of Safety	
	Specific Benefits of E-CRM	<input type="checkbox"/> Enhanced Customer Interaction and Relationship <input type="checkbox"/> Managing customer Touch Points <input type="checkbox"/> Personalization <input type="checkbox"/> E-Loyalty <input type="checkbox"/> Source of Competitive Advantage		E-CRM competitive advantages affecting on Customer satisfaction in choosing the banks to do their financial and business works	<input type="checkbox"/> Preparation of up to date technology <input type="checkbox"/> Create Organizational culture <input type="checkbox"/> Increase of price competition <input type="checkbox"/> Decrease of product and services' complexity <input type="checkbox"/> Improve response to customer activity <input type="checkbox"/> Drive down operating costs	<input type="checkbox"/> Innovation in banking services <input type="checkbox"/> Decrease of response time <input type="checkbox"/> Innovation in banking services <input type="checkbox"/> Create business structure <input type="checkbox"/> Utilization of Marketing and Strategic factors
	E-CRM Benefits to Bank	<input type="checkbox"/> Relationship with customers <input type="checkbox"/> Using e-mail for business communication <input type="checkbox"/> Personalized services or one to one services <input type="checkbox"/> Establishing a Web site to market products or services <input type="checkbox"/> Transaction Security				
	E-CRM Benefits to Customers	<input type="checkbox"/> Customer interaction and satisfaction <input type="checkbox"/> Convenience <input type="checkbox"/> Speed of processing the transaction through e-Response <input type="checkbox"/> Trust <input type="checkbox"/> Service quality				
<i>Gaining Competitive Advantages on e-CRM in Iranian Financial Institutions in B2B Context</i>		<i>R.Shahabaz Keshvari (Rozita.shk@GMX.com) February 2012</i>				

<h2><input type="checkbox"/> Research Problem</h2>		
<h3><input type="checkbox"/> Research Purpose</h3>	<h3><input type="checkbox"/> Research Hypotheses</h3>	
<ol style="list-style-type: none"> To understand the core attributes constructing the e-CRM in Financial Institution To understand the association between e-CRM benefits and competitive advantages in Financial Institution To compare the managers' perception and business customers' perception about e-CRM implementation 	<ol style="list-style-type: none"> H₁: E-CRM benefits have positive effect on customers' satisfaction H₂: E-CRM competitive advantages have positive effect on customers' satisfaction in choosing the banks to do their financial and business works H₃: Managers and business customers have the same perception about the implementation of e-CRM H₄: E-CRM technologies have effect on customers' attraction and banking system H₅: There are differences between perception of organizational customers and financial institutions' employee 	
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Research Methodology



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Research Purpose:

- Descriptive Research
- Exploratory Research

Research Approach:

- Qualitative approach
- Quantitative approach

Research Strategy:

- Survey
- Case study

Sampling:

- Convenience

Data Collection:


- Primary data-Interview
- Secondary data

Data Analysis:

- Excel
- SPSS

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E-CRM Benefits affecting customers' satisfaction



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Q.Nu.	E-CRM benefits	Cronbach's Alpha	KMO
17	Proliferation of channels (e.g. Internet)		
8	Up to date of banks		
14	Services quality		
15	International customers' satisfaction	.754	0.920
19	Improve cash flow management		
23	Increase of Safety implementation		
16	Transaction Security		

Validity:

- Construct
- Factor analysis

Reliability:

- Internal reliability (Cronbach's Alpha)

Normality:

- Kolmogorov-Smirno

Normality Test


E-CRM competitive advantages affecting on Customer satisfaction in choosing the banks to do their financial and business works

Q.Nu	E-CRM competitive advantages	Cronbach's Alpha	KMO
30	Improve integrated customer profitability		
33	Utilization of Marketing and Strategic factors		
34	Create business structure	.762	0.859
31	Decrease of response time		
32	Improve response to customer activity		

		Benefits of e-CRM	Competitive advantages of e-CRM
N		490	490
Normal Parameters ^{a,b}	Mean	4.2839	4.2261
	Std. Deviation	.60245	.65095
Most Extreme Differences	Absolute	.118	.133
	Positive	.117	.117
	Negative	-.118	-.133
Kolmogorov-Smirnov Z		2.601	2.954
Asymp. Sig. (2-tailed)		.000	.000

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Results



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Financial Institutions	Mellat Bank : 35000 personnel
	Dey Bank : 160 personnel

Male: 65.3%

Business Customers

Between 30-40 years: 42.0%

Private banks: 43.5%


More than 5 years participation with banks: 66.7%

Office employees: 38.4%

Between 400000-700000 Tomans monthly income: 45.9%


[Benefits of e-CRM for banks](#)


[Competitive advantages of e-CRM for banks](#)




[Benefits of e-CRM for customers](#)

[Competitive advantages of e-CRM for customers](#)






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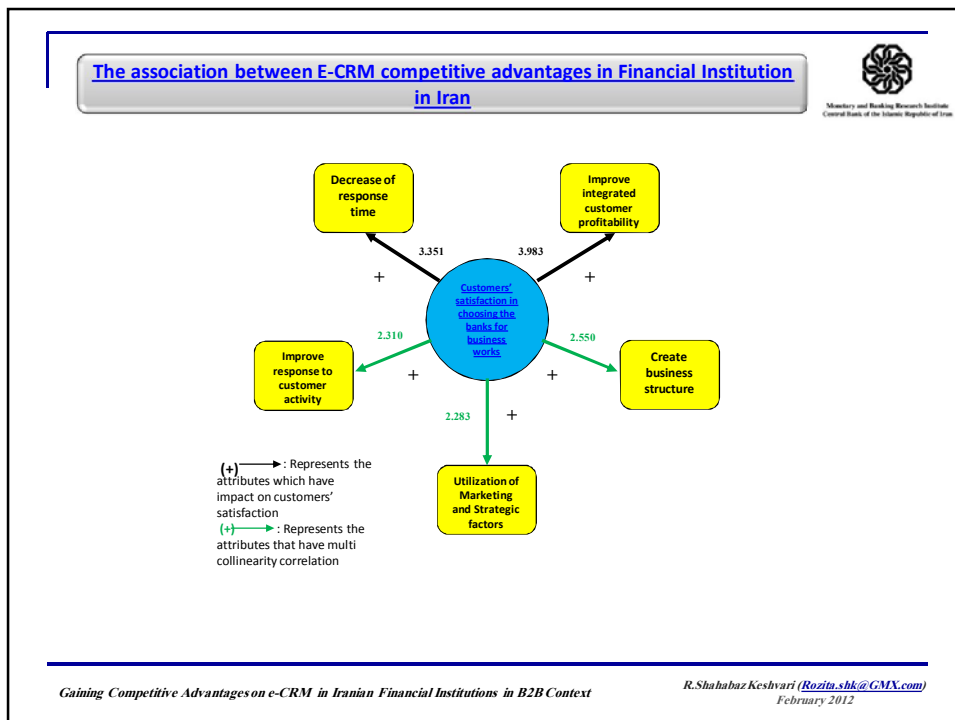
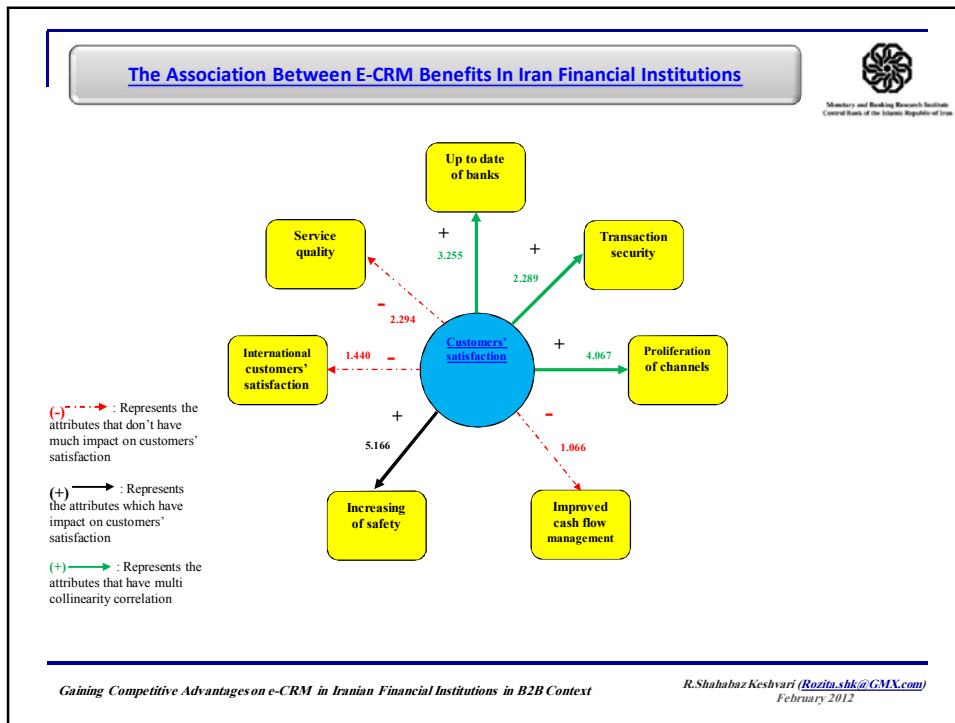
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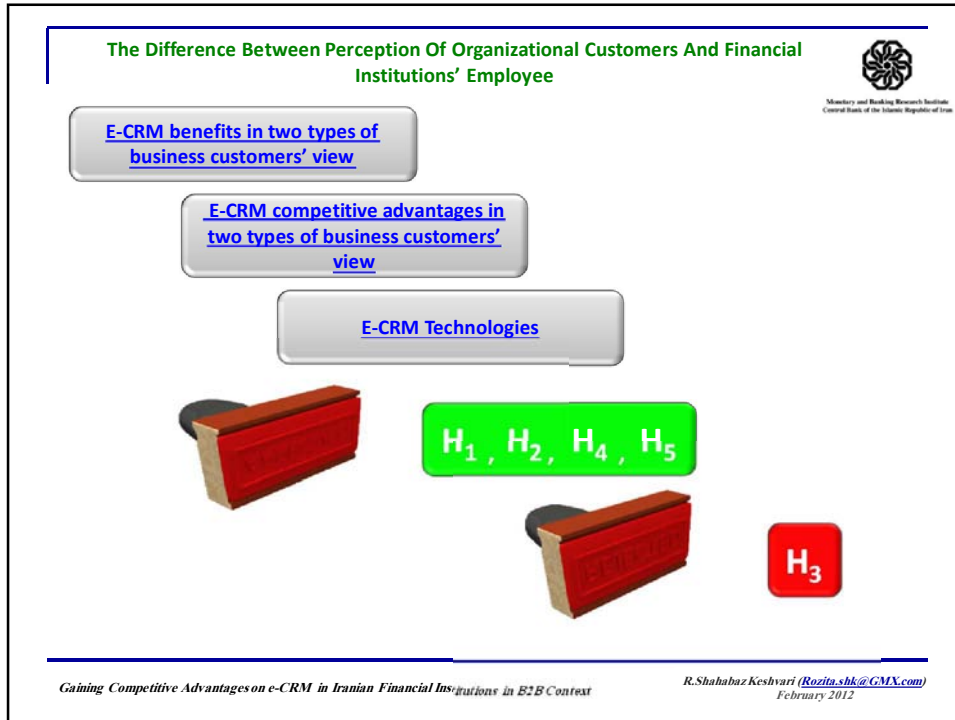
[The Impact Of E-CRM Benefits On Customer Satisfaction](#)

[The Impact Of E-CRM Competitive Advantages On Customers' Satisfaction In Choosing The Banks To Do Their Financial And Business Works](#)



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Conclusion

- The **core attributes** constructing the e-CRM in Financial institutions
 - Proliferation of channels (e.g. Internet)
 - Improve integrated customer profitability
 - Up to date of banks
 - Utilization of Marketing and Strategic factors
 - Services quality
 - Create business structure
 - International customers' satisfaction
 - Decrease of response time
 - Improve cash flow management
 - Improve response to customer activity
 - Increase of Safety implementation
 - Transaction Security
- The **association** between e-CRM benefits and competitive advantages in Financial Institution
 - All of the e-CRM benefits and also all of the e-CRM competitive advantages have positive association with each other
 - Increasing of safety is the most influential e-CRM benefits on customers' satisfaction
 - Decrease of response time and Improve integrated customer profitability are two competitive advantages which have the highest impact on customers' satisfaction in choosing the banks for business works

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Conclusion Cont.

- The **managers' perception** and **business customers' perception** about e-CRM implementation



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- Service quality is one of the most significant benefits of e-CRM for both managers and business customers
- Managers are more focus on offering financial services in convenient, accessible way in short time
- Utilization of marketing and strategic factors is an influential e-CRM competitive advantage for both of them
- Call center automation, Email management and Contact management are similar e-CRM technology for them

Limitation

- Misunderstanding and misinterpreting of some of the questions given in the questionnaires
- Getting a long time of permission for conducting the research in different public/private organizations, financial institutions and banks
- Time limitation of managers and employees and customers

Future Of E-CRM In Iran

- E-CRM and Electronic services are the **main requirements for all the organization** specially banking system to offer desirable services and competition with other banks
- Implementation of "**Core Banking**" completely results in implementation of targeted e-CRM
- Sepah** , **Sarmayeh**, **Tat**, **Mellat** and **Agriculture** banks are five banks which have improvement growth in e-CRM implementation in banking system

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*The future will be not be more of the same...
... we need to be ready..*