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Application of Decision Support System in Improving Customer Loyalty: From the Banking Perspectives

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1. Introduction

The focus of this research is on customer relationship management (CRM) and its adoption in Taiwan's banking industry. The concept of CRM and its benefits have been widely acknowledged. Kincaid (2003, p. 47) said, "CRM deliver value because it focuses on lengthening the duration of the relationship (loyalty)." Motley (2005) found that satisfiers keep customers with the bank while dissatisfiers eventually chase them out. Earley (2003) pointed out the necessity of holistic CRM strategies for every company because today even the most established brands no longer secure lasting customer loyalty. It seems clear that customer relationship management is critical for all service firms, including the banks.

1.1 Research motivations

Nowadays, for banking industry, one way to keep being profitable is to retain the existing customers, and one way to keep existing customers is to satisfy them. According to the 80/20 rule in marketing, 80% of sales comes from 20% customers. In addition, Peppers and Rogers (1993) pointed out that the cost of discovering new customers is six to nine time higher than that of keeping existing customers. Thus, it is critical to maintain customer loyalty. According to Lu (2000), through the adoption of CRM systems, companies could (1) find the best customers, (2) keep existing customers, (3) maximize customer value, and (4) develop effective risk management. In addition, successful CRM will create huge values for companies through improved customer retention rate. Therefore, it is worthwhile to conduct an empirical study on the adoption of CRM systems in Taiwan's banking industry.

1.2 Statement of problems

A major challenge banks are facing today is to implement new technology solutions that will provide more responsiveness and flexibility to their business clients. Many corporations are now conducting their transactions with fewer banks. Dobbins (2006, p. 1) said, "The challenge for all banks, large and small, is not only to create a centre of excellence with established international standards of communication, but also to reconstruct and automate their business processes to maximize efficiency." In addition, a number of researchers found that implementation of technology such as CRM do not guarantee that the expected results will be achieved. In fact, a number of studies indicate that firms have suffered failures

organizational problems (53%) or an inability to access the most relevant information technologies (40%) (Ernst & Young, 2001). In Taiwan's banking industry, there is also a CRM adoption issue. Most banks do not quite understand CRM. F. H. Lin and P. Y. Lin (2002, p. 528) said that according to a CRM-application survey of Taiwan's industries by ARC Consulting, 90% of the industry (most of which consists of banks) knew about CRM while only 64% understood the intension of CRM. Furthermore, only 10% of Taiwan's industries have already established the CRM systems. Hence, there is still much room for improving when it comes to CRM adoption in Taiwan's banking industry. Huang and Lu (2003, p. 115) noted that recently, the competition in local banking industry has become more acute as branches of banks are multiplying and as Taiwan has become a member of World Trade Organization (WTO). Given these environmental changes, implementing a CRM system is becoming a pressing item on local banks' agendas. At this juncture, then, addressing the importance of CRM adoption in Taiwan's banking industry is indeed a worthy cause. Huang and Lu (2003) further suggested that Taiwan's financial institutions, in this customer-oriented age, should not be limited to operational strategies that are product-oriented. Instead, according to these authors, they need to gauge customers' favorites accurately and find out the potential needs of their customers. Only by doing so, they would be able to promote their financial products with their customers. In the future, the focus of core competitive strategies in Taiwan's banking industry will shift from "products" to "customers." Thus, integrating front and back processes and understanding the intension and implementation of CRM have become an urgent task for Taiwan's banking industry. Therefore, it is imperative to explore the factors that would affect CRM adoption in Taiwan's banking industry and to solve the problems arising therein.

2. Literature review

A body of previous studies on this topic lends a solid basis to the present investigation. This literature covers the following sub-areas: (1) introduction of customer relationship management, (2) measurement of success with CRM, (3) CRM technologies and success with CRM.

2.1 Introduction of Customer Relationship Management

Customer relationship management (CRM) is now a major component of many organizations' E-commerce strategy. Trepper (2000) thought that CRM could be classified as (1) operational (e.g., for improving customer service, for online marketing, and for automating the sales force), (2) analytical (e.g., for building a CRM data warehouse, analyzing customer and sales data, and continuously improving customer relationships), or (3) collaborative (e.g., for building Web and online communities, business-to-business customer exchanges and personalized services).

2.2 Measurement of success with CRM

Every bank, regardless of its size, would pride itself on providing high-quality customer service. However, the challenge is that the benchmarks for high-quality customer services are changing dramatically, to the extent that yesterday's standards will not enable a bank to win today's customers. Shermach (2006) considered identifying customer expectation lines and reaching those lines the most important tasks for the banking industry. Sheshunoff (1999) likewise argued that banks will need to develop new tools and strategies in an effort to maintain their reputation and that those tools and strategies will likely involve CRM.

Once a CRM system has been implemented, an ultimate question arises. That is, whether the CRM adoption can be considered a success. Since there exist many measures to assess IT adoption success, care must be taken when selecting the appropriate approach for analyzing CRM implementations with banks. In the present study, the author chose to determine CRM implementation by process efficiency and IT product quality. These approaches make it possible to highlight the goals that need to be managed more actively during the CRM introduction process to make the adoption of CRM systems a success.

2.2.1 Process efficiency

Levitt (1960) believed that customer satisfaction is the ultimate goal for every business because, for most industries, unsatisfied customers will eventually leave. To the same effect, Motley (1999, p.44) said, "In most industries, unhappy customers turn to competitors who promise more. This also happens in banking; it just takes longer." Cambell (1999, p. 40) said, "As the competition in banking and financial services industries continues to increase, achieving the highest possible levels of customer satisfaction will be critical to continued success." Along this line of thinking, Jutla and Bodorik (2001) have suggested that three customer metrics – customer retention, customer satisfaction, and customer profitability – could be used to measure CRM performance. These assertions have been corroborated by similar studies conducted in Taiwan. For instance, according to F. H. Lin and P. Y. Lin. (2002), with CRM systems, businesses could gain higher customer loyalty and higher customer value. Lu, Hsu and Hsu (2002) also argued that Taiwan's banking industry should utilize customer data analyses and multiple communication channels to increase customer satisfaction. In addition to customer satisfaction, process efficiency has been considered a norm for successful CRM adoption. Burnett (2004) stated that real-time assessment to CRM could increase efficiency, responsiveness, and customer loyalty, because it could make customer information available anytime and anywhere. As long as people continue to believe that CRM is equal to process efficiency, the real benefits of CRM will stay beyond reach. Baldock (2001) suggested that banks need to implement additional software that could do two things: (1) deciding what product or message should be offered to which customer and (2) delivering these product recommendations in real-time through all of the bank's channels allowing CRM to combine efficiency and effectiveness. The relationships that customers have with banks are becoming increasingly complex, so complex that the data that a customer's profile is based on needs to be updated continually, in real time. Luo, Ye, and Chio (2003) felt that businesses in Taiwan could involve customers in CRM by one-on-one marketing through Internet. By doing so, businesses could (1) achieve accuracy of information, (2) increase information value, (3) lower work-force demands, and (4) increase process efficiency. Chang and Chiu (2006, p. 634) also claimed that "it is also very meaningful to investigate factors influencing the efficiency of Taiwan banks." It seems clear, then, that for Taiwan's banking industry process efficiency is an important variable in determining the success of CRM.

2.2.2 Product quality

Research on software engineering has identified certain IT product-quality dimensions, such as human engineering, portability, reliability, maintainability, and efficiency. A variety of metrics to assess these dimensions of CRM system quality has also been developed and validated. As this stream of research continues to evolve, its emphasis has been on the engineering characteristics of the CRM system while limited attention has been paid to

assessing and enhancing users' subjective evaluations of the system (Yahaya, Deraman, and Hamdan, 2008; Ortega, Perez, and Rojas, 2003). A key management objective when dealing with information products is to understand the value placed by users on these IT products. In contrast to the technical focus of CRM system's quality assurance research, customer satisfaction is an important objective of TQM (total quality management) initiatives. Customers have specific requirements, and products/services that effectively meet these requirements are perceived to be of higher quality (Deming, 1986; Juran, 1986). A similar perspective is evident in the IS management studies, where significant attention has been paid to understanding user requirements and satisfying them. Research has focused on identifying the dimensions of developing reliable and valid instruments for the measurement of this construct (Bailey and Pearson, 1983; Galletta and Lederer, 1989; Ives, Olson, and Baroudi, 1983). It seems clear that, for Taiwan's banking industry, product quality is an important variable in determining the success of CRM.

2.3 CRM technologies and success with CRM

This section presents an exploration of the applications of certain technologies and their effects on CRM adoption in Taiwan's banking industry.

2.3.1 Developing information technologies in the banking industry

Chowdhury (2003) stated that banks are widely acknowledged to be heavily dependent on information technologies. This is so especially in the United States, where banking is considered a most IT-intensive industry. Such dependence is readily evidenced by the proportion of computer equipment and software employed by the U.S. banks in their day-to-day operation. Some researchers found that for the banks the IT spendings were as high as 8% of the industry's average revenue, with the average ratio of IT spending to revenue being approximately 2 to 3% for other industries. In addition, IT spendings represent about one third of the average operating expenses (Berensmann, 2005; Rebouillon and Muller, 2005). Furthermore, this pattern of extensive IT usage in banking is assumed to be similar across countries (Zhu, Kraemer, Xu, and Dedrick, 2004). However, this high level of IT has turned out to be a problem for many banks. Banks have traditionally relied on in-house development since the early days of electronic data processing. However, the emergent applications in the 1970s are conceived of as legacy applications today (Moormann, 1998). These legacy systems have historically been built around the banks' product lines, e.g., loans, deposits and securities, with very limited cross-functional information flow (Chowdhury, 2003). It is well known that in banking there have been substantial IT-driven business innovations which not only boost bank efficiency but also benefited the consumers. Automated teller machines and electronic fund transfer are among these innovations (Dos Santos and Peffers, 1995). Because of these cutting-edge innovations, banks have not been motivated to redesign their IT infrastructure in a modular, integrated and more flexible manner (Betsch, 2005). Consequently, most banks tend to use a number of isolated solutions to perform even standard business activities, such as loan application processing, instead of seamlessly integrating business processes and the underlying information systems. Nevertheless, prevailing legacy systems create problems not merely in data processing. They are also a major cost driver, as approximately two thirds of a bank's IT budget typically goes into the maintenance of legacy applications (Rebouillon & Muller, 2005). Therefore, existing IT infrastructures in banks are often obstacles to efficiently running a bank, in spite of a heavy investment in IT. Veitinger and Loschenkohl (2005) asserted that

modular and flexible CRM/ERP systems could mitigate some of the legacy-application problems with the banks since CRM/ERP systems may enable the banks to align their business processes more efficiently. Although the CRM systems are able to provide huge direct and indirect benefits, potential disadvantages, e.g., lack of appropriate CRM/ERP package, can be enormous and can even negatively affect a bank's Success with CRM adoption. Scott and Kaindl (2000) found that approximately 20% of functionalities/modules needed are not even included in the systems. This rate may arguably be even higher in banking, possibly creating the impression that CRM/ERP systems with appropriate functionality coverage are not available at all. In addition to the system package, the pressure from CRM/ERP vendors to upgrade is an issue. This pressure has become a problem due to recent architectural changes that systems of major CRM/ERP vendors face. That is, with the announcement of mySAP CRM as the successor of SAP R/3 and its arrival in 2004, SAP's maintenance strategy has been extensively discussed while users fear a strong pressure to upgrade (Davenport, 2000; Shang & Seddon, 2002).

2.3.2 Customization of CRM functions/modules

Chang and Liu (2005) believed that customization is a key to gaining the emotional promises from the customers in Taiwan's banking industry and that such promises can increase customer loyalty (i.e., decreasing customer churn rate). Due to the fast-changing financial environment, competition and high customer churn rates, Taiwan's banking industry should focus on long-term customer relationships and strive to raise the customer retention rate. Li (2003) found that, in order to enhance customer services, the CRM systems should be adjusted when a company adopts them. In other words, companies should "customize" their CRM systems according to the demands of their own customers. If the customization of the CRM system cannot satisfy the customers, companies could further consider "personalizing" their CRM systems. Chang and Liu (2005, p. 510) stated that if a bank has effective ability to deal with a contingency or emergency and could provide professional financial plans as well as innovative services with its financial products, these customization functions could help increase the reorganization of customer values. Liao (2003) suggested that companies, when adopting CRM systems, should emphasize customer differentiation, customer loyalty, customer lifetime values, one-on-one marketing, and customization. Born (2003, p. 1) argued that "the greater the CRM functionality, the less customization of the CRM system required." Huang (2004, p. 104) also said, "When the goal of implementing CRM is to improve operational efficiency, the management should try to minimize the customization of a CRM system." Obviously, there is a difference in customization in the banking industry between the United States and Taiwan. Companies in Taiwan would more likely customize their CRM systems in order to satisfy their customers' needs. In U.S., though, customization is not as widespread. A main goal of the present study is to explore the relationship between customization of CRM functions/modules and the adoption of CRM's in Taiwan's banking industry.

2.3.3 Selecting the CRM vendors

Once a company starts to implement a CRM system, it will look to the CRM vendors as a barometer of their CRM system's health. However, at any given point in time, one may choose from a host of CRM vendors (e.g., Oracle/People Soft, Siebel, Broadvision, NetSuite 10, SAP, E.pipjany, Rightnow CRM 7.0, Salesforce.com, Salesnet.com, and Microsoft).

According to Hsu and Rogero (2003), in Taiwan, the major CRM vendors are the well-known brand names, such as IBM, Oracle, Heart-CRM, and SAP. Confronted with so many vendors, organizations that wish to implement a CRM system will need to choose wisely. It has been recognized that the service ability of vendors would affect the adoption of information technologies (Thong and Yap, 1996). Lu (2000) posited that the better the training programs and technical support supplied by a CRM vendor, the lower the failure rate will be in adopting a CRM system. It is generally believed that CRM vendors should emphasize a bank's CRM adoption factors such as costs, sales, competitors, expertise of CRM vendors, managers' support, and operational efficiency (H. P. Lu, Hsu & Hsu, 2002). For banks that have not yet established a CRM system, CRM vendors should not only convince them to install CRM systems, but also supply omnifarious solutions and complete consulting services. For those banks that have already established a CRM system, in addition to enhancing after-sales services, the CRM vendors should strive to integrate the CRM systems into the legacy information systems. When companies choose their CRM vendors, they face many alternatives (Tehrani, 2005). Borck (2005) believed that the current trend among CRM vendors is moving toward producing tools that satisfy the basic needs of sales and customer support. The ultimate goal of a bank in choosing a CRM vendor is to enable the IT application intelligence to drive the revenues to the top line. Based on these views, it may be concluded that choosing a reputable CRM vendor and benefiting from its expertise are prerequisite for a successful CRM adoption in Taiwan's banking industry.

2.3.4 Conducting DSS (Decision Support System)

Since a bank offers countless daily services — offering credit cards, loans, mortgages — it is very risky for it to offer such services to customers they know nothing about. It is generally acknowledged that banks need to ensure the reliability of their customers (Hormazi & Giles, 2004). The concept here is simple: the banking industry has a need to reduce the risks from issuing credit cards or loans to customers who are likely to default. An example, given by Cocheo (2005), is of a bank that found a borrower appealing until receiving a court notice saying the customer had filed a bankruptcy. As a solution to problems such as this, the artificial neural network (ANN) has been widely adopted. According to Fadlalla and Lin (2001), an ANN is a technology using a pattern-recognition approach that has established itself in many business applications, including those in the U.S. banking industry. According to Turban, Aronson, and Liang (2004), an ANN is able to learn patterns in the data presented during training and will automatically apply what it has learned to new cases. One important application of ANN is in bank loan approvals because an ANN can learn to identify potential loan defaulters from the ascertained patterns. Turban et al. (2004) further observed that one of the most successful applications of ANN is in detecting unusual credit spending patterns, thereby exposing fraudulent charges. Therefore, conducting DSS systems, such as ANN technology, to analyze the customer data should be a critical step toward CRM adoption in Taiwan's banking industry.

2.4 Summary

In conclusion, this author, based on the previous studies, would like to test the relationship between CRM technologies and success with CRM. Table 1 sums up the factors selected from the literature review to be tested in the present study.

Factors	
Measurements of CRM success	A. CRM deployment. B. Process efficiency. C. Product quality.
CT1	Conducting the decision support system (DSS)s
CT2	Customizing CRM functions/modules.
CT3	Choosing reputed CRM vendors.
CT4	Drawing on the expertise of CRM vendors.
CT5	Pressure from CRM(ERP) vendor to upgrade.
CT6	Non-availability of appropriate CRM(ERP) packages.

Table 1. A Summary of Variables Included in the Present Study

3. Research methodology

The objective of this study is to examine the impact of a variety of relevant factors on the CRM success in Taiwan’s banking industry. This section presents the research question, hypothesis, and statistical techniques for hypothesis testing.

3.1 The research question and the hypothesis

Since the challenges that the banks are facing today are to implement and support new technological solutions that will enable them to be more responsive and flexible to their business clients, the present study seeks to answer the following research question:

Research Question: What are the critical factors that explain the degree of success in the adoption of a CRM system in Taiwan’s banking industry?

The hypothesis derived from this research question is displayed in the following:

H₁: The CRM technology will be positively associated with successful CRM adoption in Taiwan's Banking industry.

3.2 Research design

First, based on the findings from the literature review, an exploratory study (i.e., focus group interviews) was conducted to discover the nature of the problems and to generate possible solutions to the research question. Second, on the basis of the findings from the focus group interviews, a quantitative analysis was conducted using survey and statistical methods to identify possible answers to the research question.

3.2.1 Research population and samples

The population for the present survey consists of the local banking industry in Taiwan, including domestic banks and local branches of foreign banks. The information about these banks came from the official website of Financial Supervisory Commission, Executive Yuan in Taiwan. There are 37 domestic banks and 31 local branches of foreign banks in Taiwan. The research samples are the CRM users in IT or Customer-Service departments in those banks.

3.3 Statistical methods

Two statistical methods were conducted in this present study: (1) EFA (exploratory factor analysis) and (2) SEM (structural equation modeling).

3.3.1 Introduction

Figure 1 summaries the processes of two statistical methods in the present study.

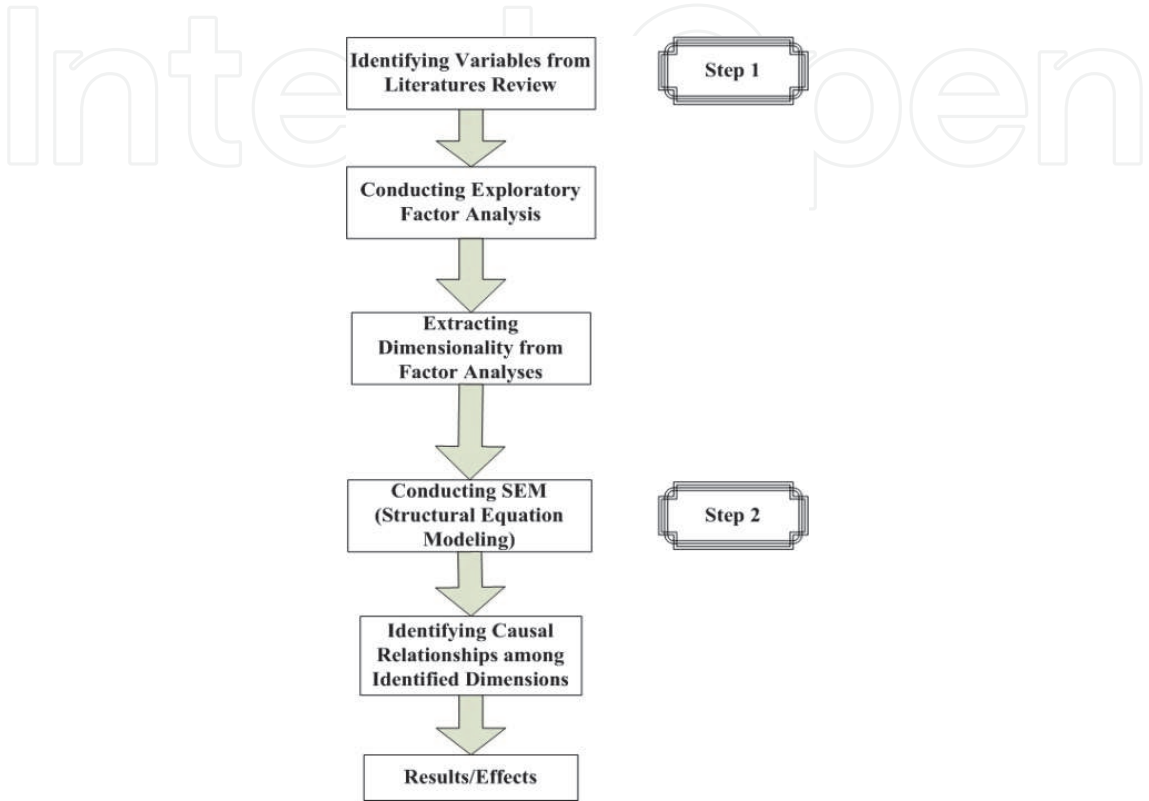


Fig. 1. A Summary of Statistical Methods

4. Results

In the present study, this author would like to test the causal relationship between CRM technologies and success with CRM. The hypothesis of the study, the variables involved and the statistical methods are described in the following.

Tested hypothesis: H₁: The CRM technology will be positively associated with successful CRM adoption in Taiwan's Banking industry

Observed variables: CT1 (Conducting the decision support system), CT2 (Customizing CRM functions/modules), CT3 (Choosing reputed CRM vendors), CT4 (Drawing on the expertise of CRM vendors), CT5 (Pressure from CRM/ERP package), CT6 (Non-availability of appropriate CRM/ERP packages), CRM deployment, Process efficiency, and Product quality

Latent variables: CRM technologies; success with CRM

Statistical method: Structural-equation modeling

The writing in the remaining part of this section is organized into the following subsections: (a) offending estimates, (b) construct reliability and average variance extracted and (c) goodness-of-fit.

a. Offending Estimates

As shown in Table 1, the standard error ranges from 0.001 to 0.006. There is no negative standard error in this model.

	<i>Estimate</i>	<i>S.E.</i>	<i>C.R.</i>	<i>P</i>
CRM technologies	.016	.003	4.481	***
e10	.036	.006	6.453	***
e1	.034	.003	10.318	***
e2	.031	.003	10.202	***
e3	.013	.001	9.132	***
e4	.002	.001	2.015	.044*
e5	.011	.001	8.380	***
e6	.025	.003	9.803	***
e7	.025	.003	7.263	***
e8	.016	.004	3.952	***
e9	.029	.003	8.350	***

*Note: Estimate = Unstandardized Coefficients; SE = Standard Error; C.R. = Critical Ration; P = Significance: *p<0.05, **p<0.01, ***p<0.001*

Table 1. Variances: Default model

Also, in Table 2, the standardized regression weight ranges from 0.381 to 0.983. All of the standardized regression weights are below 1.0. Thus, it is clear that the offending estimates do not occur in this model.

			<i>Estimate</i>
Success with CRM	<---	CRM technologies	.381
CT1	<---	CRM technologies	.563
CT2	<---	CRM technologies	.665
CT3	<---	CRM technologies	.863
CT4	<---	CRM technologies	.983
CT5	<---	CRM technologies	.892
CT6	<---	CRM technologies	.774
CRM Deployment	<---	Success with CRM	.791
Process Efficiency	<---	Success with CRM	.895
Product Quality	<---	Success with CRM	.738

Note: Estimate = Standardized Coefficients

Table 2. Standardized Regression Weights: Default model

b. Construct reliability and Average variance extracted

Construct reliability of CRM Technologies was calculated (with a suggested lower limit of 0.70) by using this formula:

$$\rho_{c1} = \frac{\sum(\lambda_1)^2}{[\sum(\lambda_1)^2+\sum(\theta_1)]}$$

(1)

ρ_{c1} is the construct reliability of CRM technologies. Let λ_1 be the standardized loadings (or the standardized coefficients) for CRM Technologies. Let θ_1 be the error variance for CRM Technologies. Based on the data in Table 3, the construct reliability of CRM technologies is:

$$\rho_{c1} = \frac{(0.563+0.665+0.863+0.983+0.892+0.774)^2}{(0.563+0.665+0.863+0.983+0.892+0.774)^2+(0.034+0.031+0.013+0.002+0.011+0.025)} = 0.9863 \quad (2)$$

Construct reliability of success with CRM in this model was calculated (with a suggested lower limit of 0.70) by using this formula:

$$\rho_{c2} = \frac{\Sigma(\lambda_2)^2}{[\Sigma(\lambda_2)^2+\Sigma(\theta_2)]} \quad (3)$$

ρ_{c2} is the construct reliability of success with CRM. Let λ_2 be the standardized loadings (or the standardized coefficients) for success with CRM. Let θ_2 be the error variance for success with CRM. Based on the data in Table 3, the construct reliability of success with CRM in this model is:

$$\rho_{c2} = \frac{(0.791+0.895+0.738)^2}{(0.791+0.895+0.738)^2+(0.025+0.016+0.029)} = 0.9882 \quad (4)$$

The average variance extracted of CRM Technologies was calculated (with a suggested lower limit of 0.50) by using this formula:

$$\rho_{v1} = \frac{\Sigma(\lambda_1^2)}{[\Sigma(\lambda_1^2)+\Sigma(\theta_1)]} \quad (5)$$

ρ_{v1} is the average variance extracted of CRM Technologies. Based on the data in Table 3, the average variance extracted of CRM Technologies is:

$$\rho_{v1} = \frac{[(0.563)^2+(0.665)^2+(0.863)^2+(0.983)^2+(0.892)^2+(0.774)^2]}{[(0.563)^2+(0.665)^2+(0.863)^2+(0.983)^2+(0.892)^2+(0.774)^2]+(0.034+0.031+0.013+0.002+0.011+0.025)} = 0.9708 \quad (6)$$

The average variance extracted of success with CRM in this model was calculated (with a suggested lower limit of 0.50) by using this formula:

$$\rho_{v2} = \frac{\Sigma(\lambda_2^2)}{[\Sigma(\lambda_2^2)+\Sigma(\theta_2)]} \quad (7)$$

ρ_{v2} is the average variance extracted of success with CRM. Based on the data in Table 3, the average variance extracted of success with CRM is:

$$\rho_{v2} = \frac{[(0.791)^2+(0.895)^2+(0.738)^2]}{[(0.791)^2+(0.895)^2+(0.738)^2]+(0.025+0.016+0.029)} = 0.9657 \quad (8)$$

To sum up, the construct reliability and average variance extracted in this model are considered acceptable as all of them are much higher than suggested values (0.70 and 0.50). This means, the inner quality of this model is acceptable and deserves further analyses.

c. Goodness-of-fit

	Factor loadings	Error variances
Latent Variable: CRM technologies		
Observed Variables: CT1	0.563	0.034
Observed Variables: CT2	0.665	0.031
Observed Variables: CT3	0.863	0.013
Observed Variables: CT4	0.983	0.002
Observed Variables: CT5	0.892	0.011
Observed Variables: CT6	0.774	0.025
Latent Variable: Success with CRM		
Observed Variables: CRM deployment	0.791	0.025
Observed Variables: Process efficiency	0.895	0.016
Observed Variables: Product quality	0.738	0.029

Table 3. Factor Loadings and Error Variances: Default model

Figure 2 is a graphical representation of this model. With 45 distinct sample moments and 21 distinct parameters to be estimated, the total number of degrees of freedom is 24 (45 - 21). This model fits the hypothesized data structure well. The chi-square is 45.419 with 24 degrees of freedom, and p =. 005. Although the p-value is below 0.05, all other critical fit index values are above the recommended critical value of .90 (GFI =.958, AGFI =.921, NFI = .969, TLI = .978) with RMSEA = .064<0.10.

Moreover, a few more findings came out of the testing of this model:

- i.

The analyzed data in Table 4 indicate that CRM technology has a significant influence over success with CRM (p<0.001).
- ii.

The assumption that the six observed variables (i.e., CT1 ~ CT6) would be positively influenced by CRM technologies was proved. The data in Table 4 indicate that the relationships between all of the six observed variables and CRM technologies were significant (p<0.001).
- iii.

The assumption that three observed variables (i.e., CRM deployment, process efficiency and product quality) would be positively influenced by success with CRM was proved. The data in Table 4 indicate the relationships between all of the three observed variables on the one hand and success with CRM on the other hand were significant (p<0.001).
- iv.

According to the standard regression weights in Table 2, the relationships among the variables in this model could displayed with the formulas listed below:

a.

$\eta(\text{Success with CRM}) = 0.38\xi(\text{CRM technologies}) + e_{10}$

b.

$Y_1(\text{CRM development}) = 0.79\eta(\text{Success with CRM}) + e_7$

c.

$Y_2(\text{Process efficiency}) = 0.89\eta(\text{Success with CRM}) + e_8$

d.

$Y_3(\text{Product Quality}) = 0.74\eta(\text{Success with CRM}) + e_9$

e.

$CT6 = 0.77\xi(\text{CRM technologies}) + e_6$

f.

$CT5 = 0.89\xi(\text{CRM technologies}) + e_5$

g.

$CT4 = 0.98\xi(\text{CRM technologies}) + e_4$

h.

$CT3 = 0.86\xi(\text{CRM Technologies}) + e_3$

i.

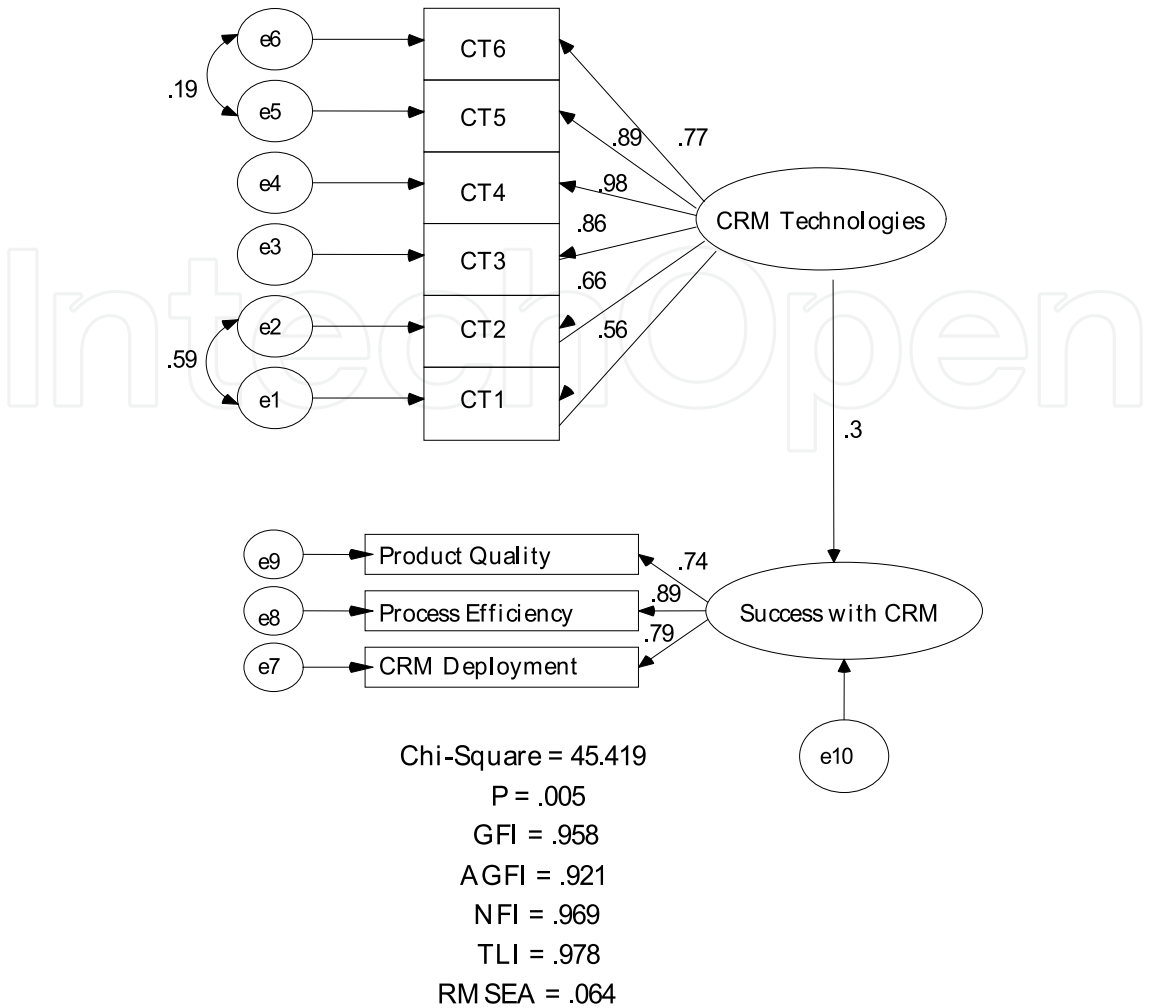
$CT2 = 0.66\xi(\text{CRM technologies}) + e_2$

j.

$CT1 = 0.56\xi(\text{CRM technologies}) + e_1$

v.

The covariances in Table 5 indicate that the two-way relationships between the errors of CT5 & CT6 and CT1 & CT2 should be created. These relationships have statistical significance.



Note: Chi-Square =Discrepancy; P = Probability Levels; GFI = Goodness of Fit Index; AGFI = Adjusted Goodness of Fit Index; NFI = Normed Fit Index; TLI = Tucker-Lewis Index; RMSEA = Root Mean Square Error of Approximation

Fig. 2. Path Diagram

- vi. Based on the findings described above, it seems clear that H_1 – The CRM technology will be positively associated with successful CRM adoption in Taiwan's Banking industry – is accepted, and the null hypothesis is rejected.

4.1 Further discussion

As the coefficient weights in Figure 2 suggest, the variables containing special (high or negative) correlation coefficient weights need to be singled out as they are worthy of further discussion. This section will present reasons and descriptions for the phenomenon behind the correlation between these variables.

4.1.1 Conducting the decision support system (DSS)

The coefficient weight between CT1 (conducting the decision support system) and CT2 (customizing CRM functions/modules) is significantly high (0.59). This result indicates that when banks in Taiwan try to a deploy a CRM project, they might need to conduct the decision support system as one of the customized CRM functions/modules. From the literature review of the present study, a difference in customization of a CRM system

			Estimate	S.E.	C.R.	P
Success with CRM	<---	CRM technologies	.627	.134	4.679	***
CT1	<---	CRM technologies	1.000			
CT2	<---	CRM technologies	1.250	.104	11.962	***
CT3	<---	CRM technologies	1.584	.172	9.223	***
CT4	<---	CRM technologies	1.756	.180	9.761	***
CT5	<---	CRM technologies	1.647	.175	9.385	***
CT6	<---	CRM technologies	1.539	.177	8.672	***
CRM Deployment	<---	Success with CRM	1.000			
Process Efficiency	<---	Success with CRM	1.216	.099	12.260	***
Product Quality	<---	Success with CRM	.911	.082	11.113	***

Note: Estimate = Unstandardized Coefficients; SE = Standard Error; C.R. = Critical Ration; P = Significance: **p*<0.05, ***p*<0.01, ****p*<0.001

Table 4. Regression Weights: Default model

			Estimate	S.E.	C.R.	P
CT5	<-->	CT6	.003	.001	2.279	.023*
CT1	<-->	CT2	.019	.003	7.306	***

Note: Estimate = Unstandardized Coefficients; SE = Standard Error; C.R. = Critical Ration; P = Significance: **p*<0.05, ***p*<0.01, ****p*<0.001

Table 5. Covariances: Default model

between the United Sates and Taiwan was discussed. In the United States, customization is not widely applied while companies in Taiwan are more likely to customize their CRM systems in order to satisfy their customers’ needs. Chang (2003) believes that project managers, when adopting business intelligence systems such as CRM, should customize the systems, complete interface requirements, and conduct data conversion . Chang (p. 99) also suggests that companies establish stable and long-term relationships with their customers through customization software. Moreover, Lai (2006) argues that CRM systems should gather and analyze customer related information, develop forecasting models, provide real-time responses, and effectively customize communication channels by integrating well-established information technologies in financial service firms. Those discussions echo the statistical results from the present study. In addition, Turban, Aronson and Liang (2004, p. 457) consider CRM a fundamentally enterprise-level DSS. In the present study, this author defined CRM as a philosophy to understand and influence customers, to gain new customers, to retain existing customers, and to enhance the profits provided by customers in the banking industry. The subsequent empirical investigation makes it clear that a customer relationship management (CRM) system will provide the technology to do so. Corporations that are able to achieve high customer retention and high customer profitability are those that are able to provide the right product (or service), to the right customers, at the right price, at the right time, through the right channel (see Swift, 2001). Such is the main goal of CRM. The rise of “E-commerce” has affected the need for quality (product and service) and accurate customer analysis (Berkowitz, 2001; Kohli et al., 2001). Chou (2006)

takes artificial neural network (ANN) technology as one of the most popular methods on evaluation of credit-card loan decisions in Taiwan's banking industry. Support vector machine (SVM), an ANN technology, is singled out. Chou (2006) took artificial neural network (ANN) technology as one of the most popular methods for evaluating credit-card loan decisions in Taiwan's banking industry. Support vector machine (SVM), an ANN technology, was singled out by Chou. Both Chou (2006) and Hung (2005) held the predicting power of the support vector machine as being better than that of the other tools. Not only does it outplay the traditional statistical approach in precision, it also achieves better results than the neural network. With the incorporation of a support-vector machine (SVM) into individual credit-card loan systems, the banks will be to render a highly effective evaluation of customers credit conditions while decreasing the probability of bad debts. Equipped with complete mathematical theories, SVM can comply with the principle of risk minimization and deliver better performance. It is anticipated that properly applying the SVM theory to loaning decisions of a bank will be a great asset. Clearly, conducting decision support systems could help Taiwan's banking industry analyze its customers more accurately. CRM gathers customer data while tracking the customers. What's important here is using data to effectively manage customer relations. The foregoing discussions, in fact, resonate with the statistical results of the present study. Clearly, conducting decision support systems could help Taiwan's banking industry analyze its customers more accurately. CRM gathers customer data while tracking the customers. What's important here is use data to effectively manage customer relations. These further discussion resonate the statistical results of the present study.

5. Conclusion

In the present study, CRM technologies, containing six observed variables ([i.e., CT1 (conducting the decision support system), CT2 (customizing CRM functions/modules), CT3 (choosing reputed CRM vendors), CT4 (drawing on the expertise of CRM vendors), CT5 (pressure from CRM/ERP packages), and CT6 (non-availability of appropriate CRM/ERP packages)], indeed help CRM adoption in Taiwan's banking industry. Moreover, as mentioned in the research result, four variables contain special (high or negative) correlation coefficients need to be singled out. They are CT1 (conducting the decision support system) and CT2 (customizing CRM functions/modules), both with a high coefficient weight (0.59). Thus, if the banks in Taiwan wish to deploy a CRM program, they should consider the following suggestion:

Conducting the decision support systems (DSS): If the goal of implementing a CRM system is to improve the process efficiency and IT product quality, managers in Taiwan's banking industry should emphasize more on conducting the decision support systems (DSS) (e.g., artificial neural network (ANN) technology) as one of the customized module in the whole CRM system.

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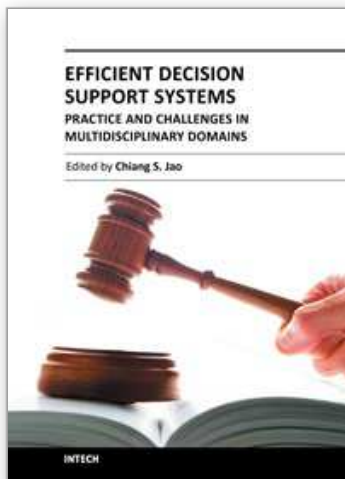
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