The Impact of Consumer Buying Behavior on Customer Relationship Management in the Banking Sector

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ABSTRACT

The main aim of this study is to investigate the impact of customer relationship management (CRM) on consumer buying behavior. The researcher used primary data through a close-ended structured survey were distributed at banks customers in Palestine, and the second source of data is the interviews with selective banks top management in Palestine who is dealing with CRM. The results of this research work revealed that there is a positive strong relationship between CRM and consumer buying behavior. Consumer buying behavior explained 75.75% of the variance ($R^2 = 0.7575$, $F (1,98) = 375,703$, $P < 0.05$). The researchers found that consumers buying behavior significantly predicted CRM. Moreover, integrated marketing communication tools have no significant impact on consumers buying decisions, sales promotion is the most important tool that has a consensus from the respondents that it affects their decisions. The study recommends banks to update their CRM systems to obtain the most recent data about their customers along with adopting the last cutting-edge technologies used in CRM systems to better analyzing the customers' data. Furthermore, researches advice banks to have better views about the benefits of successful CRM systems within the same industry in order to obtain a comprehensive and precise system that could gain more benefits for customers in one hand, and on the other hand gain more profits for the banks by retaining the profitable loyal customers.

Keywords: Customer Relationship Management, Consumer Buying Behavior, Integrated Marketing Communication
JEL Classifications: M30, M31, G21

1. INTRODUCTION

A lot of studies of customer relationship management (CRM) have been studied in order to observe its programs, how it affects loyalty and satisfaction, how it acts as a marketing strategy and whether it has a relationship with consumer behavior or not. Thus, the purpose of this study is to add to the previous studies of how CRM is related to consumer behavior.

CRM is "practices, strategies, technologies and a marketing tool that the banks in Palestine use to manage and analyze their customer's interactions and data throughout the customer lifecycle." (Iriqat and Daqar, 2017a). While Adalikwu and Adalikwu (2013) define CRM as a strategy that focuses on customer behavior, which would help organizations to emerge

speedily and maintain customers in a highly competitive market environment. Through these studies; customer behavior is one of the main pillars that affect their CRM systems in order to meet the customers' needs and expectations.

On the other hand, Ekhlassi et al. (2012) used Swift (2001) definition of CRM as an "organizational approach to understanding and influencing on customer behavior through a meaningful relationship in order to improve customer acquisition, retention, loyalty and profitability processes." They reveal that CRM divided into three main stages, which have the same concept of the customer relationship life cycle stages mentioned above, as follows:
- Customer acquisition identifies potential customers and builds awareness for a brand with short-term profits, requires different marketing selling, in order to attract new customers.

- Customer retention: aims for a long-term relationship with repeat purchases and high profitability, uses customer service, direct marketing, and personal selling, as communication tools to retain customers.
- Customer development: seeks to sell more products to existing consumers, the best marketing communication tools are events, packaging and sales promotion.

2. LITERATURE REVIEW

2.1. CRM

Ck (2015) used both quantitative and qualitative methods with exploratory and descriptive studies to observe the link between CRM and customer retention. This study noticed that one of the advantages of CRM that it helps to know the wants of its customer to provide them with the right service and time. Thus, it helps to build a future relationship. Moreover, they used Baran and Galka (2013) definition of CRM as a marketing strategy that focuses on understanding the needs and purchasing behavior of its customers by managing customer experiences in order to strengthen the relationship between a company and its customers.

Thirunavukkarasu (2016) used Grönroos (2000) customer relationship life cycle, which explains the development of customers relations in form of a life cycle, segmented into three stages, as follows:
- The initial stage: Includes potential customers who do not know about the products or services of a company.
- The purchasing process introduces a contact with the company and tries to put some expectations.
- The consumption process: During this stage, the customer takes action and consumes products or services.

During this process the customer will bring judgments; if customers are satisfied, they will repeat purchases and a customer relationship will continue over the consumption process. As a result, customer loyalty will exist.

Thirunavukkarasu (2016) considered Buttle and Maklan (2015) types of CRM, which are classified into three types: operational, strategic, and analytical, in order to know how to deal with each stage of the life cycle. The first type aims to retain and win profitable customers by following a customer-centric business strategy. The second type focuses on customer-facing business that uses customer-related data in order to process marketing and customer services. While the final type transforms customer-related data into an implemented process that enhances the effectiveness of the relationship between both parties.

According to Srisamran and Ractham (2014) CRM could help firms to know their customers and the type of CRM to build strong relationships with them over a long period. To do so, customer knowledge is required to acquire and manage. Thus, organizations should be customer-focused. The creation of knowledge helps the organization to improve their performance by responding to customer's needs at the right time with the best quality.

Customer knowledge could be categorized into three types according to Gebert et al. (2003) that Srisamran and Ractham (2014) have used, as follows: Knowledge for customers; used to transfer knowledge about products or services for customer in order to satisfy their needs and wants. Knowledge about customers; used to learn and acquire details about customers, their behavior, lifestyle and other information as well to help them find what they want. Knowledge from customers; could be gathered through the interaction process about products, services, market, etc., for future improvement (Alavi and Leidner, 2001).

2.2. Relationship Marketing and Integrated Marketing Communication (IMC)

Ekhlassi et al. (2012) study the suitable media for each customer relationship stage (customer acquisition, retention, and development) and found that communication was the key success to every relationship. They used Duncan and Ouwersloot (2008) concept of customer acquisition, in which new companies and products should focus their marketing efforts, that is gained by IMC and advertising, on customer acquisitions, in order to build awareness. In conclusion, companies tend to replace traditional marketing communication tools into the use of the Internet as a communication tool with their customers.

Ck (2015) stated in his study that companies should shift their marketing functions from product to customer base because people are becoming less loyal and more conscious about the importance of being valued. Personal marketing aims to bring the right product to the right customer. Ck (2015) used Patel (2007) definition of marketingmanship as "one of the skills used in personal marketing; it is a direct, face-to-face, marketing-to-buyer influence, which can communicate the facts necessary for making a buying decision; or it, can utilize the psychology of influence to encourage the formation of a buying decision."

Abtin and Pouramiri (2016) reveal a concept called integrated customer relationship management; it defines and creates interaction with targeted consumers, it puts together all marketing functions to establish solid relations with customers to determine the types of relationships based on their needs and wants. Mihart (2012) stated that the main role of marketing is to satisfy consumers wants and not to sell what a company produces. Therefore, it is necessary to learn about consumers' behaviors and how marketing mix elements could affect consumers' decisions. The main goal is to create the right messages to the right audiences with the appropriate marketing channels (Kotler and Keller, 2009).

2.3. Consumer Behavior, Marketing, and Customer Relationship

Adalikwu and Adalikwu (2013) define consumer behavior as a psychological process that consumers face in different situations in order to identify their needs. It is important to decide whether to accept or reject information about company's products or services. From surveys used for this study, ensures that CRM system requires customer-related data that describes customer's daily activities, such as age, occupation, financial status, personal interest, and others, to positively affect the organizational performance in terms of consumer loyalty (Mohammed and Rashid, 2012).

Witek (2016) continue the study of previous factors mentioned to examine the attitudes of consumers toward CRM in terms of socio-demographic factors, such as age, sex, education, and financial status. A direct survey with 5 Likert scale was used to determine the behaviors and attitudes of consumers and the degree of acceptance for multiple statements. This study leads to a positive attitude toward CRM programs, consumers were aware of the marketing motives of running CRM programs.

Hun and Yazdanifard (2014) found other factors, such as communication channels, impact consumer behavior. Three factors that could affect consumer behavior, which are individual determinant, external factors, and decision-making process. Moreover, it is important to use traditional (offline) and online communication channels to satisfy the needs and wants of customers.Shamout (2016) used theoretical information and collected data to specifically determine the impact of one type of the communication channels, which is sales promotion tools, for example coupons, price discount, and samples on consumer buying behavior; which includes consumer loyalty. There were some hypotheses about whether a relationship between promotional tools and consumer buying behavior existed. In the end, there was no relationship between consumer behavior and coupons. But there is a positive relationship between price discounts and free samples on consumer behavior (Evanschitzky et al.,2012).

2.4. CRM, Customer Loyalty and Satisfaction

According to Iriqat and Daqar (2017b) in their study, the impact of CRM has influencing factors, such as service quality, employee's behavior and customer's database on long-term customer loyalty, this study finds a positive relationship between both variables, and a strong impact on employee's behavior and loyalty; which means if employee's deal fair enough with consumers, they will be satisfied. As a result, they will become loyal.

Velnampy and Sivesan (2012) investigate the relationship between CRM and customer satisfaction in order to build a mutually long-term relationship by using Primary and secondary data from questionnaires, books, magazines, and journals. They defined customer satisfaction as "pleasant or unpleasant feeling caused with a comparison between imaginative function and expectations." In conclusion, customer relationship marketing has an impact on customer satisfaction; a lot of money and time were spent to maintain the infrastructure facilities. So, they fail to meet customer's needs with a psychological view, reduce dissatisfaction, and increase trust among customers.

Long et al. (2013) used a quantitative approach to study the impact of CRM dimensions, such as employee's behavior, customer service quality, interaction management, and relationship development on customer satisfaction and loyalty. In the end, the behavior of employees and relationship development influence and contribute most to customer satisfaction. In the end, if customers are satisfied, they will become repeat purchaser and loyal. Furthermore, Ck (2015) used the description of customer loyalty that Rogers (2004) stated, which has two directions, the attitudinal (emotional) and the behavioral (functional) approaches. The first one indicates the state of mind while the second one refers

to the willingness to act and pay. He said that behavioral customer loyalty is more useful than attitudinal because when customers are loyal, they will repeat purchases. Unlike the emotional approach that does not have action.

According to Abtin and Pouramiri (2016) examine the impact of relationship marketing, such as satisfaction, trust, communication, competence, and management on customer loyalty enhancement. This study used a quantitative method (survey) as an instrument to investigate the relationship. They used Abdul-Mauhmin (2002) concept of customer satisfaction as it "satisfaction can lead to behaviors such as loyalty and positive word of mouth advertising." At last, this study proved that relationship marketing variables have a positive impact on customer loyalty.

3. METHODOLOGY

3.1. Population

According to the quantitative approach, generally, the population will include all residents in Ramallah city and nearby areas; it is the main city in Palestine which is the center of and the place of headquarters of the financial institutions in Palestine. Specifically, it refers to the number of people who have Bank accounts and a direct or non-direct relationship with Banks. While the population of the qualitative approach will include employees of all the fifteen Banks within specific divisions, such as the Marketing and CRM.

3.2. Sample Size

Since the population in the quantitative method is mass and basically covers all people, a randomly selected people of 100 will fill out the questionnaire in order to analyze their buying behavior toward Banks in later stages. Whereas in the qualitative method two out of fifteen Banks in Palestine will be interviewed in order to investigate their relationship and its impact on customers. Z-Bank and Bank of Palestine (BOP) have the largest market shares of 23% and 32% respectively, with a total market share of 55% will be representatives of other Banks in Palestine.

3.3. Research Approach

This study will rely on three main approaches to observe the relationship between CRM and consumer buying behavior, which are the mixed method and observation that will be explained along these lines: Quantitative method; It is a method that provides numerical data, which can be compared and measured. In this method, the researchers use a questionnaire for bank's consumers to observe their behaviors within the field of my study. The other method, qualitative method; Unlike the quantitative method, the qualitative method cannot be measured; it is used to obtain more detailed information with suggestions. This method introduces interviews, which will be used for bank's employees to examine their performance toward customers. As a result, a mixed method of quantitative and qualitative data will be used to measure the impact of the relationship between both parties.

3.3.1. Research design

It is considered as a strategy used to collect data in a specific manner in order to answer questions. According to my field of study, which will collect information by both quantitative and

qualitative methods about CRM and consumer buying behavior will use an exploratory design that aims to explore the relationship between variables.

3.3.1.1. Source of data
- BOP: Is the largest Bank in Palestine with a market share of 32%. This bank has around 1671 employees in approximately 76 branches. It has about 177 USD million total revenues in 2016 and engaged in corporate, SME, retail, and micro banking operations. Since it has the largest market share, in which it deals with a large number of customers. Therefore, a CRM is practiced in a wide range regardless of its non-existing division. The researchers have interviewed two employees in which they have worked in sales and customer care.
- The Z-Bank: Is the second largest Bank in Palestine with a market share of 23%. It has 31 branches in West Bank and Gaza Strip with around 889 employees. The Z-Bank provides a wide range of financial products and services for corporations, individuals and other financial institutions, such as Corporate, Consumer Banking, Institutional Banking, and Treasury services. Same as BOP, it deals with a wide range of customers and is establishing a CRM division. The researchers kept the name anonymous upon their requests.

3.4. Data Collection Method
3.4.1. Primary data
It will be collected for the 1st time with the aim of formulating knowledge about the impact of consumer buying behavior of CRM, such as interviews, questionnaires, and observation, which will be explained along these lines.

3.4.1.1. Interviews
A structured interview used in order to study some relevant topic related to this study without the interference of other topics. These interviews were conducted to observe employee's performance in the Z-Bank, BOP. Toward customers and to determine the strength of their relationship management. It will contain three major topics, which are CRM, consumer behavior, and marketing procedures. The first topic will introduce general questions about the CRM process in each bank and how they deal with their customers. The second topic examined consumer buying behavior from the bank's perspective. Finally, researchers studied how marketing tools could affect the relationship between the bank and customers.

3.4.1.2. Questionnaire
A close-ended structured survey used to assess the overall behavior of consumers toward banks located in Ramallah. This questionnaire will contain four main dimensions in order to collect information about consumer's overall relationship with their selected banks. The first dimension is the demographic. The second dimension contains seven general questions about banks, which could assist the first dimension by adding more detailed and specific information about consumer's characteristics with regard to this field of study, such as the name of the bank, the motives to select this bank, and reasons affect their choice by using dichotomous scales (yes or no questions) and others. The third dimension is more precise/related in order to study the relationship and its impact on consumers. A 5 Likert scale (strongly agree to strongly disagree) and dichotomous scale (yes or no questions) were used. to determine to what extent people, agree or not on specific situations. For example, consumers' experience with their chosen bank. This is called the CRM dimension, which contains eight different situations. The last dimension related to the buying behaviors of consumers with a 5 Likert scale that defines how much satisfaction do consumers have. It identifies eight general aspects that may affect their decision-making process of selecting a bank, which is called the behavioral information dimension.

3.4.2. Secondary data
Data from other researchers and studies related to this field study in the past, which is called previous literature reviews.

3.5. Conceptual Model
### 3.5.1. Mediator variable: IMC tools
Billboards, Online Ads, Social Media, Face-to-face selling and sales promotion.

Conceptual model is presented in Figure 1.

4. RESULTS AND DISCUSSIONS

This section shows the results of the study hypothesis that reflects the study conceptual model along with with the data analysis methods, and the discussion associated with each result from these hypotheses. Moreover, this section will discuss the results of the interviews were conducted with banks.

Figure 1: Conceptual model
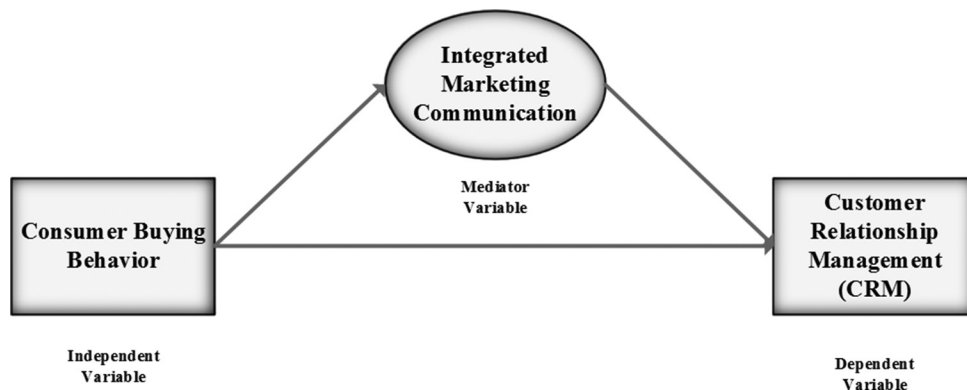
Source: Own.

4.1. Quantitative Data Findings

H_{0-1}: There is no empirical relationship between consumer buying behavior and CRM

According to the first directional hypothesis H_1, a correlational and regression tests were made to examine the validity and significance of the relationship between CRM and consumer buying behavior; it was accepted with a significance of 0.000 and indicates a direct and strong positive relationship between both variables. Based on the Table 1, the researchers concluded that consumer buying behavior plays a significant role in CRM in the operated banks in Palestine.

H_{0-2}: There is no empirical influence on consumer buying behavior and CRM

Through using R-square and ANOVA, the results of the Table 2 indicate a significant value of 375.703 for the F-distribution with 1 and 98 df. F-test taken as the indicator to measure the significance of the regression, it is clearly showing that the $P < 0.05$, which indicates that there is a significant relationship exists between the study variables (consumer buying behavior and CRM). The independent variable can predict the dependent variable, as $R^2 = 0.757$ which means the independents variable (consumer buying behavior) can explain 75.75% from the variation in the dependent variable (CRM). Moreover, multiple correlation coefficient "$R = 0.891$" shows a strong positive linear relationship between the two variables.

H_{0-3}: IMC tools doesn't play a significant role in selecting banks in Palestine.

The researchers used one sample t-test to examine H_{0-3} (IMC tools doesn't play a significant role in selecting banks in Palestine), with a 95% level confidence, Table 3 shows that IMC tools (mean=2.4931, SD=1.3690) were not significantly different at $P < 0.05$, $t = 2.02961$, $P = 0.112263$. The results support to accept the null hypothesis which indicates that IMC tools don't play a role in

selecting banks in Palestine. Moreover, the above results indicate that IMC tools have no significant impact on consumers buying behavior through these tools, it means that there are more effective tools that directly affect the consumers' decisions in choosing and selecting a specific bank among the different banks operated in Palestine. These results supported by other analysis when taking the frequencies of the respondents, 30% of the respondents agreed that sales promotions affect the consumer buying behavior while the rest 70% see it has no significant impact on their decisions when choosing a bank.

Table 4 illustrates that the majority of the respondents indicate that IMC tools haven't that significant impact when choosing their banks, it merits to investigate the more effective marketing tools that affect the consumer buying behavior, and on the side, it is an indicator for the banks that not to consider these tools as a source of information for their CRM systems. It was mandatory to ask the customers in a direct way to express their impression about their relationship with their banks, as it is one of the main effective ways to know better the customer needs and to try to satisfy these needs.

Question: Do you think your bank should improve its relationship with customers?

Answer: The majority of respondents (76%) clearly state that banks should improve their relationship with the customer to discover their needs in order to fulfill these needs by tailoring their strategies and products to be aligned with customers real needs.

4.2. Qualitative Data Findings
After interviewing two banks with the largest market share in Palestine of approximately a total of 55%, we have pointed out some thematic and comparative analyses between both of them regarding the CRM, consumer behavior, and IMC dimensions.

4.2.1. CRM
First of all, the CRM dimension, which contains eight major questions. Generally, most of these questions required comparative analyses due to the differences among Banks' strategies and procedures. The first question, which is the general definition of CRM in each Bank was identified differently; the Z-Bank describes it as a unit that is related to customers profiles by having full and updated information on customers, such as accounts, work, personal life and behaviors, in a way that enables the Bank to create, maintain and improve their relationship with them,

Table 1: Correlation coefficients between consumer buying behavior and CRM

Dimensions	1	2
CRM	1	0.891**
Consumer buying behavior	0.891**	1

**Correlation is significant at the 0.01 level, Source: Own, CRM: Customer relationship management

Table 2: R-square and ANOVA for customer relationship management econometric model

Model	Sum of squares	df	Mean square	F	Sig	R	R square
Regression	48.766	1	48.766	375.703	0.000 b		
Residual	12.720	98	0.130			0.891 a	0.7575
Total	61.487	99					

a. Dependent variable: CRM, b. Source: Own

Table 3: The results of one Sample t-test of integrated marketing communication tools

Dimension	Mean	Std. deviation	Mean Differences	t-value	P-value
Integrated marketing communication tools	2.4931	1.3690	1.5067	2.02961	0.112263

Source: Own

Table 4: Frequencies percentage of integrated marketing communication tools variable

Integrated marketing communication tools	Yes (%)	No (%)
Social media	16	84
Face-to-face selling	26	74
Billboards	26	74
Online ads	29	71
Sales promotion	30	70

Source: Own

while BOP defines it as customer services that meet consumers' needs and keep contact with them through many transactions, including, but not limited to opening accounts and depositing. This let us realize that the first Bank has an actual CRM unit and works well in gathering data about its customers in order to know how to communicate and deal with customers. According to the second question, what is the most important in CRM; acquiring new customers or retaining current customers? The researchers used a thematic analysis since they have the same point of view towards the importance of acquiring new customers or keeping the existing ones; both of them prefer the two ways. But, acquiring new customers will cost more. So, they depend on satisfying the old customers. When customers are satisfied, they will favorably talk to others about their experience and the quality of services offered. The third question that focuses on the purpose of CRM implementation used a comparative method among Banks; the main purpose for the Z-Bank is to satisfy customers by providing services continually since they are considered the main asset. On the other hand, BOP seeks to achieve a win-win relationship strategy. Therefore, it is not a customer-centric approach in the BOP. The fourth question which compares the difference between online and offline customers considered comparative; the Z-Bank adds value to their perceived offline services. Hence, a positive relationship with online customers would occur. But offline customers may be more important than online ones because it adds respect and accurate transactions. According to the BOP, usually offline customers are harder to deal with than online ones, because you have a face-to-face relationship. So, customer service providers must be aware of their attitudes and behavior towards customers and should pay more attention to their body language and appearance. As a result, some Banks may prefer offline customers as they see them more important and not hard to deal with and vice versa. The fifth question: How Banks obtain knowledge about their customers? A comparative method was used to distinguish between the way each Bank obtain knowledge about customers depending on the procedures they follow; the Z-Bank starts to collect information about customers at the beginning of a relationship, and then they begin to update and expand the information through banking transactions. This is especially done for Elite and Premium customers. BOP does not have a separate system containing information for all customers. They have a system that allows access from employees within their field of work. The sixth question: how banks deal with customers complaints? this question uses a comparative analysis to compare customer complaints in each Bank. The first Bank has special units called "customer experience" and "complaints management" who handle and solve customer complaints. BOP has a box specially designed for complaints. If customers are not

satisfied during the communication process with employees, they put their complaints in this box and there is one who is responsible to check the complaints and solve them. The seventh question: What is the usage of CRM in Banks? Since mostly all Banks have the same viewpoint regarding CRM as a tool to convince customers of services and understand their needs, which eventually could affect the way consumers act towards the bank, researchers have used a thematic method in this question. Researchers have not used the thematic neither comparative method in the final question of this section. The eighth question: How you evaluate your current relationship with your customers through your employees and products? BOP offers the right services, which includes commitment, consistency, reliability, friendly staff, and any other positive attitudes toward customers, while the other Bank refused to provide information.

4.2.2. Consumer buying behavior

A thematic method was used in the first question to describe the strategy of customer-focus in the media conducted of both banks; the Z-Bank uses a customer-centric approach by targeting their customers in the media conducted. All of these have enhanced customer experience with Banks' products and maintained the relationship with them. BOP has additional step mentioned during the interview, which is the pretest of any advertisement before executing the real one. Researchers also used the thematic method in the second and third questions regarding the relationship with customers and its effect on them; generally all Banks, including the interviewed Banks have the same perception, they believe that good, trusted and direct relationship with customers will lead to satisfaction and loyalty and absolutely will change their intentions in a positive way toward the Bank. Each Bank has its own strategies and activities toward influencing customers in a positive way. Thus, a comparative analysis was made for this question. The Z-Bank depends on the wide range of products and services offered that meet customers' needs, such as the expanded branches and improved electronic banking section, whereas BOP focuses on donations and social responsibility activities to retain their customers.

4.2.3. IMC tools

Question one: The effect of marketing activities and campaigns on Banks performance? Usually marketing activities and campaigns conducted for customers as mentioned before, which will somewhat affect the performance of Banks and alter consumers perception. For example, the credit card spending campaign with cash back rewards and housing loans campaigns will positively change their behavior over time and increase their usage. Thus, a thematic analysis was used for the first question.

Question two: What are the banks view about marketing campaigns? Mostly all Banks consider marketing campaigns as one of the other strategies to enhance the relationship with customers and attract new ones. Therefore, researchers used the same method in question one. Also, Banks view these campaigns as insufficient but believe they are important tools for attracting new customers, in addition to other services that could influence them.

Question three: How banks consider marketing activities? The following questions in addition to question number seven have

applied a comparative method regarding the marketing tools as an intermediary factor; the Z-Bank consider marketing activities as a tool that emphasizes loyalty and credibility. Conversely, BOP views it as an intermediary factor and the main communication tool with customers. The next question which is "What are the best and most marketing tools used to communicate your customers?" was not answered by the Z-Bank. But, answered by BOP; the most attractive and used marketing tools are Billboards, radio, and social media. So, generally, there is no comparative or thematic analysis.

The final question in this section, which is considering the value added from these marketing activities, adds value to the Z-Bank indirectly and strengthen the relationship with customers. Actually, it promotes an existed products and services that would let people's life easier and solve their problems; housing loans is such an example of the added value in their lives. According to the BOP, they did not answer it directly. Thus, there is no answer to it.

Eventually, researchers have asked them an additional question to compare the behavior from two points of view when customers are not satisfied; from customers and Banks as well. The Z-Bank takes actions to correct any dissatisfaction reasons by continuous improvement. There is a specialized unit called "customer experience" that handles such problems and apply corrective actions, while the BOP depends on the situation that leads them to be dissatisfied. If possible, they take some actions that could be controllable to satisfy their customers and solve their problems.

Additionally, the researchers intentionally asked if there are other IMC tools were not mentioned in this study that has more impact and effect at customers; unsurprisingly they indicate that the word of mouth is the most effective marketing tool in Palestine in this industry, the researchers intentionally didn't include this tool in the study model to find if the other most commonly used methods are effective in banking industry in Palestine.

5. CONCLUSION

Eventually, the researchers conclude the main results of this research work, it is revealed that there is a positive strong relationship between consumer buying behavior and CRM. Consumer Buying Behavior predicts the variance in CRM system of the banks. Besides, the most common used IMC tools (billboards, online ads, social media, face-to-face selling, and sales promotion) have no significant impact on consumers buying decisions, sales promotion is the most important tool that has a consensus among all the respondents which affects their buying decisions. Word of mouth is more effective than other tools from the interviewees point of view, this tool wasn't mentioned intentionally in the study model in order to find the effect of other marketing tools, and on the other side the researchers have a previous customer insight view about the most effective marketing channels for the banks in Palestine, word of mouth still one of the most effective tools.

It was clear that Banks in Palestine haven't a comprehensive CRM application according to the interviews and the respondent's answers, in addition to, Banks have different views about CRM and

how to capture the value of applying effective CRM applications according to other pioneer organizations best practice in this industry and how they succeeded in building a compatible CRM application that helps them to extract the best strategies, and practices to meet the customer needs and finding the best methods to retain them.

Likewise, some banks have specialized units to handle all types of customer complaints, these are specialized units called "complaint units" with an authority matrix that have the capacity to handle and solve all types of customers complaints without passing through the administration bureaucracy regime; this procedure gave banks more competitiveness than others as they gain more experience and find the best practice to handle and solve customers complaints and problems.

6. LIMITATIONS, RECOMMENDATIONS, AND FURTHER RESEARCH

The researchers faced minor challenges in acquiring the primary data, as well as the logistician efforts spent to gather the data. Starting from the questionnaire which was distributed only to 100 customers of the Banks in Palestine, especially in Ramallah and nearby areas; while the researchers plan to obtain the highest number of participants in this study. On the other side, this research was conducted only in two representative Banks with a total market share of 55%. Most of the representative Banks do not have CRM divisions. Consumers have different behaviors and their relationship with Banks depends on their personal experience. Therefore, a complexity to discover the relationship between CRM and consumer buying behavior would occur.

The researchers recommend banks to highly invest in CRM systems to obtain and understand the main aim of CRM systems in the banking industry and how it is applied in other banks locally and globally; through the best practice of these pioneer banks. The most significant part when applying CRM system is to find how best this system will be aligned with customers needs and their practices, customers always expect the most effective performance of their banks to meet their needs within the most available channels within a reasonable cost model. Banks need to investigate for the best marketing tool to reach their customer in an effective way, it will reduce the cost to either acquire new customer or retaining customers, the study shows that integrated marketing tools were not significant according to the respondents answers, while banks shows that social media is the best method; on the other side respondents have a consensus by 30% that sales promotion is the best attracting method that affects their purchasing behavior. So, banks need to reduce the gap between the customers' view and the banks' view.

Researchers will continue their research work, as there is a motive to discover the gap about the most effective IMC tool which has the most influence and impact for both sides, the customers and the banks. Additionally, it merits to pay attention and investigate deeply for the pioneers who succeeded in applying efficient CRM systems in this banking industry, and how these examples motivate

and encourage others to apply such techniques, procedures, systems, and practices to gain more benefits when applying such CRM system.

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