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Factors affecting customer satisfaction at Agribank in Vietnam

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Abstract

At present, commercial banks can only continue to exist and develop under great competitive pressure if they understand the importance of customers, attract and retain customers, and build relationships with them. Long-term relationships on the basis of specific strategies for customer satisfaction. Customer-oriented business strategy is becoming the most important strategy of every bank. Besides, according to the 80/20 rule, 80% of a business's revenue or profits are generated by 20% of its loyal customers. Therefore, it is necessary to build a complete customer relationship management (CRM) system at each bank, in order to create and maintain sustainable relationships with customers, satisfy and add value. Because customers as well as profits for the bank are very necessary and urgent for the long-term development strategy of commercial banks. In the world, now that customer relationship management is increasingly popular and developed, businesses have realized the importance of CRM in their business operations. In Vietnam, CRM has attracted the attention of a number of commercial banks, including Agribank, but the application and implementation have not been really effective. Over the past time, Agribank has tried to come up with solutions to retain customers, but still received a lot of customer complaints and did not increase the number of new customers much. Therefore, perfecting the CRM system is one of the levers for the strong existence and development of each bank. CRM helps businesses effectively use resources, processes and understand the benefits of technology for increasing customer value. This allows to improve service quality, contact and sales processes as well as after-sales customer care services.

Keywords: CRM, customer relationship, Agribank, service

1. Introduction

The fact that Vietnam became an official member of the World Trade Organization (WTO) has brought the banking industry many new opportunities and challenges. Besides advantages such as access to modern banking technology, inheriting experience in money management and business operations, Vietnamese banks have to face equal competition with other banks. Foreign capital excels in both technology capital, services and other fields.

In today's competitive environment, a bank that wants to develop sustainably cannot but care about keeping existing customers and finding new customers. When a bank does not satisfy customers, the bank will not only lose that customer but also lose a lot of potential customers. Banks all realize that it costs many times more to attract a new customer than to keep an old customer, so customer-oriented business strategy is becoming a business strategy of paramount importance. And they must work to keep existing customers satisfied. Banks need to understand the level of customer satisfaction about the service quality of the bank, especially identifying the factors affecting their satisfaction. Therefore, the research topic "Factors affecting customer satisfaction at Agribank" needs to be carried out regularly and continuously in order to be able to promptly provide appropriate solutions as well as promptly assess the problems. Changing needs of customers. From there, the bank can serve customers better, make customers satisfied when using the products and services of customers.

2. Theoretical basis

2.1. What is a customer?

Customers (customers) are individuals or organizations that businesses are marketing efforts towards. They are the buying decision makers. Customers are the beneficiaries of the quality characteristics of products and services.

And the customer itself is a key player in CRM strategies. (CRMVIET, 2019) ^[3].

Customer classification

Customers outside the enterprise are the objects located outside the enterprise that have the need to purchase goods of the production organization. They are the people you can deal with in person or over the phone. Including: Individuals, businesses or business people (suppliers, banks, competitors), government agencies, voluntary organizations.

Customers inside the business (internal customers): Are people working in the business providing products and services, in the departments and departments in the customer care process of the business. In simple words, employees in the company are those who directly produce and interact with products. Above all, the company's employees are the ones who know the best about products and services. They will be the ones to help promote your brand well.

The role of customers in the business

In the context of economic development and fierce competition, customers have become a very important role for every business. It is a decisive factor in the success or failure of a business. That is why many businesses affirm that "The most valuable thing of our company is customers". Products and services are produced to meet the purchasing needs of customers (consumers). If there are no customers, the product will be stagnant and unsold. As a result, the business went bankrupt.

2.2. What is Customer Relationship Management (CRM)?

Customer relationship management is the work of approaching and communicating with customers, managing customer information, thereby serving customers better and establishing sustainable relationships with them. In other words, based on data and information obtained from customers, the store will devise a reasonable and effective customer care strategy. (Kiotviet, 2018) ^[2].

Components of customer management

Customer management activities not only take place in a certain department, but also need coordination between many locations in the store. This will help the work to be more systematic and smooth.

- Store managers/owners: These will be the people who build the customer management process for the store. Building a process not only helps employees have a better work orientation, but also makes it easier for management to monitor and evaluate performance.
- Sales department: These are the people who directly talk to customers. Sales staff will handle customer requests, advise them on the products that best suit their needs and desires. Besides, this department is also responsible for recording customer information to serve the customer care work later.
- Customer care department: Stores may also have customer service staff to provide the best after-sale service. They will be the ones who have to listen to the customer's problems and offer ways to handle those problems quickly and effectively. Moreover, you also have to take care of tasks such as calling, texting or

emailing to show the best interest to customers.

- Combine with other departments: If the small stores do not meet the manpower requirements, the sales department and the customer care department can combine. The staff at the store is in charge of both sales and customer care.

What are the benefits of customer relationship management?

Customer relationship management not only plays an important role in the business, but also contributes to helping the store have a stronger position in the customer's mind. This is an activity that brings a lot of practical benefits to the store.

Benefits for Managers

Tracking customer information and obtaining data on customer habits and behaviors will help store owners make more appropriate business decisions. By understanding customers, evaluating customers, you will be able to devise reasonable sales and customer care strategies. This will contribute to improving sales efficiency as well as increasing sales revenue more effectively.

Benefits for employees

Customer relationship management will assist staff in order fulfillment as well as customer support. You will be able to use customer information to simplify the sales process, making selling much easier. Besides, customer care activities are also based and implemented more quickly.

Benefits for the store

Effective customer relationship management will help the store maintain a certain number of customers as well as win the trust of new customers. As a result, marketing costs are significantly reduced and other tasks also go more smoothly. Besides, the store also has a more systematic and professional working process thanks to customer management activities, bringing a new image to the store in the eyes of customers.

2.3. Factors affecting CRM at banks

Managerial awareness: CRM would not be successful without the deep attention of senior managers.

Competence and qualifications of the staff: these are the people who will directly design and implement the CRM strategy for the company.

Corporate culture: The truth is that a CRM strategy built on the foundation of corporate culture will ensure a much greater likelihood of success. CRM is based on corporate culture, that is, to ensure the suitability and feasibility of this strategy, the rest is to try to maintain and apply CRM in a unified way throughout the enterprise organization.

Technology: In general, CRM software has the following functions: transactional, analytical, planning, reporting and management functions, contact management, archiving and updating, project support, contract management co-administration.

External factors affecting the CRM system

Socio-economic environment: Economic growth rate and per capita income are factors that promote the purchasing power of consumers, through indirect impacts on the production and purchasing needs of institutional customers.

office.

Government: The government has created favorable conditions for business activities in Vietnam, especially enterprises in the industrial production and knowledge economy.

Tax business factors: Regulations on consumer, worker and environmental protection, reduced government intervention and access to trade agreements all affect CRM, MKT and increasing competition in the banking sector.

Social factors: The change of society strongly affects the needs of customers such as lifestyle changes, wealth levels, the demand for products and services is increasing. Want a more realistic experience.

Technological factor: This is a very important factor of the bank, the main driving force in globalization, technology creates new and always improved services to support the restructuring of the structure. For customer service departments, enabling customers to use the service more and helping the service to be deployed more quickly (Cuong, Chien, 2018)^[4].

Factors affecting customer satisfaction

Customers often have different requirements and expectations about the products and services that the bank provides, and the customer's expectations are also more likely to change over time. These issues include two parts: service quality and service price. However, the main factors affecting customer satisfaction are the quality of services that the bank provides and the price of that service.

▪ **Service quality**

Service quality is explained in different ways depending on the subject of the study. Understanding that service quality will be the basis for Agribank to take measures to improve its service quality. Therefore, it is not only important in setting development goals but also orienting the bank to promote its strengths in the best way.

▪ **Superiority**

For a customer, quality products and services are products and services that must show their superiority over other products. It is this preeminence that makes service quality a competitive strength of service providers. The assessment of the superiority of service quality is greatly influenced by the perception of service users. This relationship has great significance for assessing service quality from customers in marketing activities and customer satisfaction research.

▪ **Product features**

Service quality is the sum total of the most core and most quintessential aspects crystallized in products and services, creating the characteristics of products and services. Therefore, a high-quality service or product will contain more outstanding features than a low-end product or service. This distinction is associated with the identification of outstanding tangible or intangible attributes of the product or service. It is thanks to these characteristics that customers can recognize the quality of the bank's services as different from those of its competitors. However, in practice it is difficult to define the core characteristics of the service

completely and accurately. Therefore, these characteristics do not have absolute value but are only relative to make it easier to identify service quality in specific cases.

▪ **Supply ability**

Service quality is associated with the process of performing and delivering services to customers. Therefore, service implementation, service style and service delivery will determine whether service quality is good or bad. This is an internal factor that depends on the performance of the service provider bank.

▪ **Satisfaction of needs**

Services are created to satisfy customer needs. Therefore, service quality must necessarily satisfy customer needs and take customer requirements and expectations as the basis to improve service quality. If customers feel that the service does not meet their needs, they will not be satisfied with the quality of service they receive. It is futile and unqualified to provide services that customer's judge as unworthy or unnecessary.

▪ **Calculation creates value**

Service quality is associated with the values created to serve customers. If the product or service does not create value, it is considered to have no quality. For example, a bank creates value and the customer is the recipient of that value. Therefore, the consideration of service quality or more specifically, the value brought to customers depends on the customer's assessment, not the bank's. Usually, customers receive the service values brought and compare them with what they expect and expect to receive. In other words, the value of service quality is also influenced more by the external factor, the customer, than the internal factor, which is the bank. High service quality means value-creating services that not only meet the needs of customers, but also exceed customer expectations and make the bank stand out from the competition. Therefore, value creation is a basic feature and foundation for the construction and development of service quality of the bank.

▪ **Service price**

Price is the monetary expression of the value of goods and services. The price is determined based on the value of use and the customer's perception of the products and services they are using. Therefore, factors such as customer perception of price and cost (cost of use) do not affect service quality but will affect customer satisfaction.

When buying products and services, customers have to pay a certain cost in exchange for the use value they need. Thus, that cost is called the trade-off to get the desired value from the product or service. If the price is quantified in relation to the obtained value, the customer will have a sense of whether the price competitiveness is satisfactory or not. Only when the customer perceives the quality of the service to be more than the cost of use, the price is considered competitive and the customer will be satisfied. On the contrary, customers will show dissatisfaction because they feel they have to pay more than what they get and the price in this case will have a negative impact on customer satisfaction. This is the relationship between quantity and price. However, it is the perceived price that is the factor affecting customer satisfaction. Value can spend more than the value received but customers feel

like is right, they will still be satisfied, and vice versa. These two factors interact with each other depending on the customer's sensitivity to price as well as the relationship between service users and service providers. In addition, to evaluate the impact of factors the price to the customer satisfaction, we need to consider more fully in the following three aspects: price versus quality, price compared to that of competitors and compared with expectations of customers. Therefore, when considering the impact of the price to the satisfaction of the customers as other businesses, customers in the banking sector plays a very important role, may affect the profitability of the banks in general and Agribank in particular.

3. Research Methods

Customer satisfaction is a vital factor and a goal that banks are currently pursuing. Along with the increasingly fierce competition in the business environment, it becomes more and more necessary to learn about customer needs and factors affecting customer satisfaction, and therefore the research is more helpful for customers. More effective implementation of marketing activities as well as improvement of the Bank's development policy. The purpose of the study is to assess customer satisfaction at Agribank.

Always accompanying, faithful and reliable with agriculture, rural areas and farmers, the most difficult field in banking activities, the Bank for Agriculture and Rural Development of Vietnam (Agribank) has firmly overcome many obstacles. Difficulties in new, creative and highly effective ways. With the achievements and strong growth, Agribank has grown up to become one of the largest and most prestigious commercial banks in the area, a trusted address of the community. Businesses, being the people's companion in the cause of agricultural and rural development, hunger eradication and poverty alleviation, are recognized and appreciated by the local government committees, actively contributing to the success of the enterprises. Its achievements.

Conduct objective-based questionnaires and research questions to identify the required data. Accordingly, the questions are outlined corresponding to each content to be studied. Construct the structure of the questionnaire including: Introduction (Introducing the purpose of the content, emphasizing the importance of the investigation), the main part (questions are arranged in a logical and logical sequence. according to the research objectives), concluding part (general information about the respondents and acknowledgment).

To conduct the analysis, it is necessary to use the software SPSS 20.0 to analyze the collected data. Check the reliability of the scale by Cronbach's Alpha test for each observed variable in each factor. Factor analysis to classify the discovery EFA church groups observed variables affect customer satisfaction on credit quality. Next, we conducted method regression analysis to determine the degree of influence. Because the results of factor analysis only tell us the influencing factors, but it is not possible to know the degree of influence of each factor on customer satisfaction. For regression analysis, it is necessary to come up with a suitable model, and therefore a model fit test must be carried out. The fit model will be applied for regression analysis. Those independent variables are the factors that have been extracted from factor analysis to see how those

factors affect the satisfaction of customers' credit quality? This is based on the basis for making the right solutions, and recognize the need to prioritize solutions tissue samples: With 28 observed variables constructed to evaluate it to ensure the level of significance can accept If the value of the variable is multiplied by 5 (Hoang Trong and Chu Nguyen Mong Ngoc, 2005) ^[5], we get a sample size of 140, with the guidance of teachers and reference to topics related to the topic of deciding to choose 150 elements. Size of the study sample. Scale: Use the 5 level Likert scale (from 1 to 5 corresponding 1- strongly disagree, it is not necessary to agree 5- very, very necessary).

SPSS analysis

150 customers were surveyed, in which: 88 female customers, accounting for 58.7%, and 62 customers accounting for 41.3% are male. The results showed that the age group 18-35 accounted for 13.3%. Meanwhile, the age group 36-55 is 44% of the people in this study. Over 55 years old accounts for 42.7%. From the above results, the number of customers who have transacted with AGRIBANK less than 1 year accounted for 31.3%, customers with transactions from 1-5 years were 46%, and over 5 years of experience accounted for 22.7%. This shows that long-term customers make up a small number of the total surveyed.

Reliability analysis

In this study, the component principle method is used for exploratory factor analysis. Five main factors with 22 elements are included in the system. 22 elements of the SERVQUAL model were analyzed. The results show that the Kaiser-Meyer-Olkin value is 0.929, and Bartlett's test is statistically significant at the 0.000 level. Factor eigenvalues greater than or equal to 1.0 and variables with factor loads greater than 0.5. There are 2 components of load factors less than 0.5 that have been removed from the model (Always listen to customers and actively advise suitable products for customers) and one element has been moved from human resources. Trust factor on the guarantee factor (the bank guarantees the security issue).

Factor analysis

The results of the factor analysis showed five factors, accounting for 67.166% of the total variance. The SERVQUAL model elements are labeled as "tangible" (32,308), "assured" (12,502), "responsive" (9,622), "reliable" (7,427) and "empathetic" (5,309). To check the reliability and internal consistency of each factor, the Cronbach alpha test was conducted. The results show that the alpha coefficient of "tangible" is 0.888; 0.812 for "assurance", 0.711 for "response", 0.679 for "reliability" and .695 for "empathy".

ANOVA analysis shows that the parameter $F = 66.955$ with $\text{sig} = 0.000$, proves that the regression model is suitable for the collected data set, and the included variables are statistically significant at the significance level. 5% mean. Thus, the independent variables in the model are related to the service quality dependent variable at Agribank.

The model's normalized regression equation

$$\text{SAT} = 0.390 + 0.570 \text{ TA} + 0.140 \text{ AS} + 0.154 \text{ RS} + 0.146 \text{ RE} + 0.132 \text{ EM}$$

Any change in TA by 1 unit increases satisfaction by 0.57 units, (same goes for AS, RS, RE, EM).

Satisfaction with the Bank's credit service depends on the following factors:

- Tangible factors have the highest impact ($\beta = 0.570$). Facilities and equipment also affect the Bank's lending activities. If the facilities and equipment are outdated, the bank will handle it poorly and slowly; banking activities made difficult. That makes banks lagging, underdeveloped, unable to attract many customers, which will limit credit activities. On the contrary, being equipped with equipment suitable to the scope and scale of operations, timely serving customer needs at a cost both sides can accept the bank will help enhance competitiveness; achieve performance goals in operational enhancement.
- Ranking 2 response element ($\beta = 0.154$). This explains that customers are paying more and more attention to the timely response of banks, as more and more banks compete to give customers more choices and transactions with banks providing services. Better service. In this case, AGRIBANK must improve competitiveness by improving human resources to meet the development. The majority of graduates working in banks still have "gaps" in both skills (working attitude and customer service skills, English proficiency, communication skills). And knowledge (knowledge of the financial sector, banking in general). Thus, banks will have to spend time training so that they can meet the job requirements.
- Factors trust is ranked third (0.146). Credit activity of banks is mainly based on the trust of our customers. This confidence depends on the quality of information about the bank. So, to better credit performance, higher quality, AGRIBANK to capture information both inside and outside the bank. That will help the bank does not miss many opportunities for good loans, while limiting the risks for their loans.
- Factors ensuring ranked fourth position ($\beta = 0.140$), to bargain recent State Bank of Vietnam (SBV) has requested the credit institutions and bank branches to strengthen safety and security entire information technology system. Regarding ensuring the continuous operation of business information systems, check that solutions to ensure critical information systems, especially systems that provide customer service, operate continuously under all conditions (core banking system, payment system, internet banking system, mobile banking, website system, ATM system).
- The fifth ranking is the share ($\beta = 0.132$), currently, the bank's operations are strongly competitive. Therefore, in order to attract customers, besides improving the quality of utility services and products, an important explanation of the competition problem is the use of corporate culture, including transactions from bank employees. Through communication with customers, the image of employees reflects the image of the bank. An unhappy customer will affect the bank's reputation and good image, and the bank's image will be recognized and spread if the customer's satisfaction with the teller is improved.

4. Research results and discussion

4.1. General introduction about the history and characteristics of the CRM system at Agribank

Vietnam Bank for Agriculture and Rural Development (Agribank) was established by Decree No. 53-HĐBT on 26/03/1988 of the Council of Ministers (now the Government). Go through each stage of development with the name associated with the mission ranging throughout 33 years of construction and development, Agribank always confirm the position and role of one of the commercial banks in Vietnam, leading implementation of monetary policy, contributing to a stable macroeconomic, inflation, supporting growth, always with the development of agriculture, farmers and rural areas, with many contributions extreme to accelerate the process of restructuring the economy, build new rural areas and ensure social security.

As one of the state-owned commercial banks playing a key role in the banking system, Agribank always promotes the pioneering and exemplary role of a State-owned commercial bank in leading the system of credit institutions. Seriously and effectively implement the national monetary policy and the Party and State's guidelines and policies on monetary and banking, especially credit policies for agricultural and rural development.

Agribank constantly simplifies lending procedures, improves lending models and methods, cooperates with local authorities, Farmers' Unions, Women's Unions and socio-political organizations to deploy over 69,000 organizations. nearly 1.5 million loans to members; 68 Points deploy secure mobile transactions by purpose motor with over 15,000 trading sessions, serving more than 1.4 million customers in over 454 communes nationwide, creating favorable conditions for households individuals in the remote access to loans and bank services. Deploying the consumer credit program, up to now, the program's loan turnover has reached over VND 22,000 billion with 230,000 households and individuals supplemented with capital to serve legal and urgent needs, improve people's lives. People in the rural areas.

By proactively making credit investments and providing convenient banking products and services, Agribank is opening up opportunities for millions of Vietnamese farmers to have access to leading agricultural techniques in the world. Applying the results of the industrial revolution 4.0 into production and business, contributing to bringing Vietnam's agriculture to great strides in joining the global playground.

4.2. Strengths and weaknesses of Agribank compared to Big4

Although a number of domestic private banks are developing very rapidly, when it comes to Big4, it refers to the scale and influence in the market of four state-owned commercial banks: Agribank, Vietcombank, Vietinbank. And BIDV, these 4 banks are still associated with the "big guys" under the name "Big 4 Banks". In the eyes of investors or employees, the business activities of this "Big4" always attract great attention. Agribank was considered the "big brother" in the system many years ago. However, with the early equitization, the remaining 3 banks accelerated very quickly. In terms of scale, Agribank is still leading, but in terms of results, it is still competing fiercely, even losing somewhat compared to the other 3 banks.

4.3. Promoting and exploiting the strengths of the CRM system at Agribank

Applying modern and comprehensive management technologies, CRM is expected to make a difference in customer service, access more business opportunities to dominate the banking market. From a technology perspective, CRM in banks with supporting software is now divided into 3 basic parts: Marketing, sales, service - providing (Thuy Nguyen, 2020) ^[10].

With increasing competitive pressure on credit institutions, financial funds and insurance companies at home and abroad operating in Vietnam, banks need to be more agile. The problem is how to maximize benefits for customers, improve the efficiency of the sales team and support direct management. Therefore, CRM in the bank is considered as the key to solving the problem of customer data management.

We can imagine the working mechanism of the CRM system in banks as follows: CRM will help banking and commercial customers to exchange information easily by various types of interaction and diversity. The information that the bank brings will be concentrated in the database system created by the CRM. Some banks have initially implemented customer data and warehouse support programs, focusing mainly on developing information about corporate customers. In addition, facilities will be analyzed, assessed and assembled in the operations and processing center, with the support of the marketing department, helping to quickly identify and categorize customer importance. More precisely. With the maximum exploitation and continuous updating of customer information, the application of CRM in the bank is currently one of the powerful tools to support sales staff in searching, updating and unifying data. Whether. This information will include non-relationship customers and pre-relationship customers. Customer relations and credit officers will be the ones entering the customer database. This is the way that each salesperson will automatically identify the customer and is also a way to inform the entire system to avoid duplication of access and more customer information. Not only that, customer relations staff can completely search and exploit relevant information, the history of information between businesses has been stored by the system.

Some banks have initially implemented customer data warehouse support programs, focusing mainly on developing information about corporate customers. In addition, these facilities will be analyzed, evaluated and gathered at the operation and processing center to, with the support of the marketing department, help identify and classify the importance of customers. Goods are fast, accurate (Thuy Nguyen, 2020) ^[10].

For managers, updating customer information such as meeting schedule, weekly plans, etc. will assist in controlling the work of junior credit officers. From there, the person in charge of directly will know what his employees are doing, where and how effective each job is. Thus, the implementation of CRM in the bank is very necessary in the current context. This is considered one of the effective tools for commercial banks to improve their competitiveness in the context of integration and globalization.

4.4. Overcoming the weaknesses of the CRM system at Agribank

However, nothing is perfect, using CRM software still has some disadvantages (faceworks.vn, 2018) ^[11]. Despite possessing young, creative human resources and the spirit of constantly learning from advanced technologies, domestic technology resources are still not really rich, equipment or transmission lines are not yet rich trouble. This leads to limitations in interface design, unclear information, or difficult navigation for first-time users. On the other hand, the process CRM implementations of many systems have been modified with features, so it is difficult to keep the software up to date as needs change. Appeared in the world since the 1970s, but in the early 2000s, the application of customer relationship management solutions really started in Vietnam. Because of the difference in access time and technology, experience in building a CRM implementation process is poor, encountering many problems in installation and operation.

Change the traditional work culture

Because not only an individual need to change the way they work, but the whole business. As people get used to the traditional way of working, the transition to a new way is a challenge that not everyone can quickly adapt to (faceworks.vn, 2018) ^[11].

High cost

Currently, foreign CRM systems often have prices ranging from a few hundred to several thousand dollars per month, the more features, the higher the price. This is not a low level, even large companies need to consider carefully before deciding to cooperate.

Difficult support

Software from abroad will have certain difficulties if you need help, due to the difference in time zone, language, long distance phone so in most cases you will have to find documents, research and practice your own mastery before you start doing it.

5. Conclusions and recommendations

Over the past time, the Bank for Agriculture and Rural Development of Vietnam (Agribank) has made many strong changes in developing and diversifying products and services. However, at present, the competition between banks, especially in banking products and services, is getting stronger and stronger, requiring Agribank to have useful products and services to keep and develop customers. Therefore, in order to maintain and develop market share, brand and reputation in the market, Agribank needs solutions to develop services and improve competitiveness in the market as follows:

- Improving the quality of banking products and services: Agriculture and rural areas are still potential markets for businesses and customer networks. Agribank needs to constantly develop strategies on key products, develop, improve quality and diversify products and services to maintain and expand market share in this region.
- For traditional services (such as credit services, payment services, etc.), Agribank and its branches need to maintain and improve the quality in the direction of: Perfecting the service provision process, ensuring the

integrity of the service. Publicity, transparency, simplification of procedures making services accessible and attractive to customers.

- To best improve infrastructure and information technology to ensure the development of high-tech product lines. Ensure the synchronicity of technology between branches and transaction offices, avoid congestion of transmission lines, create negative psychology for consumers, as well as serve as a foundation for the development of product lines. new.
- Development of products and services: Agribank needs to research, modify and supplement products, screen and remove unhelpful products, supplement and build more product functions to meet customers' needs such as: Products sent to withdraw. This product responds to the specific future spending plan of the customer and gives the customer the initiative in terms of time and interest. Products deposit once, withdraw many times. This product is applicable to customers who need quick payment in business transactions. Deposit savings product is a one-time deposit and withdrawal product that has been used in many countries around the world and is feasible in Vietnam, because it is suitable for customers with low income. Medium and low income.
- Agribank needs to research and develop synchronous preferential policies on deposit interest rates, loans, payment fees, service fees and other policies; Linking capital mobilization activities with other convenient services such as card services, payment via deposit accounts; Limit or even eliminate the disparity between corporate deposits and savings deposits of residents, diversify deposit forms to suit the needs and characteristics of corporate customers. Completing the statistical management software for payment demand at different times, focusing on exploiting groups of high-fee services such as trade finance, international money transfer, remittances, etc. with each customer. (Nguyen Dinh Thien, 2020) ^[9].

In particular, Agribank needs to deploy the application of the CRM system to the bank. CRM will help commercial bank customers exchange information easily by various forms of interaction. The information that the bank brings will be focused on the database system created by the CRM. In addition, these facilities will be analyzed, evaluated and gathered at the operation and processing center to, with the support of the marketing department, help identify and classify the importance of customers. Be faster, more accurate. With the maximum exploitation and continuous updating of customer information, the application of CRM in banks is now one of the effective support tools for sales staff in searching and updating. And unify data. For managers, updating customer information such as meeting schedules, weekly plans, etc. will assist in controlling the work of junior credit officers. From there, the person in charge of directly will know what his employees are doing, where and the efficiency of each job (Ding Ba Hung Anh, 2021) ^[8].

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