CRM Customer Preferential Study On Financial Services For Public And Private Sector Banks With Reference To Ahmadabad District.

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Abstract: Customer Relationship Management (CRM) was developed as a popular tool in today's competitive business environment. The technique enables the business firms to identify and target their most profitable customers. For applying CRM technique in any business process, a systematic analytical study is required. In this paper an attempt is made to compare the various financial services provided by private and public sector banks of Ahmadabad district.Also concluding summery is given about effects of demography factors on CRM for both types of banks.

Key Words: Relation Marketing, CRM, Financial Services, Classification of Data, Statistical Analysis, Testing of Hypothesis,Chi-square Distribution.

1. Introduction & Literature Review

Customer Relationship Management (CRM) was developed as a popular tool in today's competitive business environment. The technique enables the business firms to identify and target their most profitable customers. CRM involves cultivating systematic steps for new development and improvement in strategies which not only retain the existing customers but also acquire new customers. It has been invented as a unique technique capable of significant changes in total output of business firms. The concept of relationship marketing was initially introduced in early 90s when financial services, airline and other services firms has started to give reward to the existing customers by introducing various loyalty programmers. CRM is only technique through which the customers can release the differences in various organizations' services working in the same business.

There are many definitions for CRM and all of them are more or less correct. It is important that the customer is in the centre, not the product in CRM. According to Michael Otto, (Erste Bank) [7] "*Having the right offer for the right customer, at the right time via the right channel' is CRM*". According to RadiBadidi, (ABM AMBRO) [7] "*CRM to be a business strategy than anything else, not just technology, not just analytics, not just an impressive story of how customer focused you are*".Dyche (2001)[6]define CRM as "*The infrastructure that enables the delineation of and increasing customer value and the correct means by which to motivate valuable customers to remain loyal-indeed to buy again*". According to GopalSondur (Infosys) [7] "*CRM is the essential instrument to build a customer-centric organization*". In the literature, after the growth in the relationship marketing viewpoint the phrase CRM appeared. **Berry** (1983) [7] has defined the relationship marketing as 'attracting, maintaining and enhancing the customer's relationships in multi-service organization'. After a few decades the development in relationship marketing viewpointreformed the word relationship marketing to Customer Relationship Marketing (CRM). According to **Brown** (2000) [4] CRM is process of procuring new customers, retaining the existence customers, and at the same time recognizes, anticipates and manages the needs of an organization's current and potential customers. Furthermore, **Mylonakis (**2009) [11]

described CRM as an innovative process to create a long term relationship and acquisition of trust.From the above, it can be concluded that the purpose of CRM is bring about Customer focused Services.

Almossawi(2001) [1] examined the bank selection criteria and observed that there are four selection criteria of banks in Bahrain namely technology, convenience, financial benefits and employees or customer interactions. **Want** (2004) [15] developed an integrative framework for customer value and CRM performance based on the identification of the key dimensions of customer value viz. functional value, social value, emotional value and perceived sacrifices. The organizational performance is enhanced because marketing efficiency is achieved due to the cooperative and collaborative process. These bring about two important processes of proactive customer business development and building partnering relationships with the most important customers (**Chitanya**) (2005) [5]. **Bansal and Sharma**, (2008) [2] has suggested that astrongidea of CRM along with appropriate strategies if applies in bank is beneficial in maintaining the customer's service quality, customer's satisfaction and customer's retention with the bank which ultimately leads to the growth of organization and profitability. **Girdhar**(2009) [8] observed that by satisfying the internal customers and building good relationships with them, the relationship with the external customers can also be retained and satisfied by the financial organization.

Kumar & Rajesh (2009) [10] reveals that any bank that wishes to either growth in size of its banking operation or improves its profitability must consider the challenges affecting its Customer Relationship Service quality in banking implies consistently anticipating and satisfying the needs and expectations of customers also the challenge before the banks is not only to obtain updated information for each customer, but also to use the information to determine the best time to offer various products to bring in profit for the bank, it becomes necessary for the bank to provide excellent services to those customers, otherwise they switch to other banks. **Ray** (2007) [13].**Parasuraman**(1985) [12], CRM is a key to create a customer relationship by creating a clear understand, by emerging services and products based on the added value for target groups. **Hussain (**2009) [9] Many researchers have been done in various industries especially in the banking service that focusing on customer oriented services **Rootman** (2008) [14] The literature on CRM suggests that banks should consider the customer relationship life cycle is in six dimensions namely customer acquisition, customer response, customer knowledge, customer information system, customer value evaluation, and customer information process.

2. Research Methodology And Design

The population for the study consists of public sectors and three private sector banks of Ahmadabad district.Our study is limited for the three Public sector banks State Bank of India, Bank of Baroda and Canara Bank and three Private sector banks HDFC Bank, ICICI Bank and AXIS Bank.Determining the sample size plays critical role in any research. The time taken by researcher for collecting sample is played major role in research, research scolder detailed interaction with bank customer. The population of the study consists of all types of customers of above six Public and Private sector banks of Ahmadabad district.Primary data was collected by researcher from bank customer from six above sample banks by online and offline mode.From collecting the sample of 400 for bank customer, Sample of 317 for bank customer is finalized after removing defective samples or not traceable samples. The finalized sample consist of 76 State bank of India, 48 Bank of India, 37 Canara bank, 54 HDFC bank, 53 ICICI bank and 49 of AXIS bank for customer. The data are processed through SPSS.

3. Classification of Data

As our study focus on comparison of bank type to various financial services forcustomer's provided by the different types of bank. Financial services nothing but an economic services provided by banks to the customers. In the modern world, banks offer the diversity of services to attract customers like demat account, senior citizen account, credit card, insurance product, ULIP product, online banking, phone banking, minor account, priority account and mutual funds. In old days bank offers services like saving account, current account, recurring deposit account, locker facility, loans and debit card. Diversification in financial services helps banks to increase their customer base. We have taken view of respondents on financial services in five

scales namely poor, below average, average, good and excellent. It will give us saturation views of respondents. For obtaining general impression of various factors of financial services the last two scales (good and excellent) given by customer to the factor are considered. Here we have made an attempt to tabulated and visualize various tables of bank type and customer related financial services based on the data collected through survey.

3.1 Saving Account

One of the simplest types of bank account offered to consumers is saving account,saving account leasing you accumulate cash securely and earn interest on your accumulated money. All most all Indian house hold has minimum one saving account in India; Jan DhanYojana helps every Indian to come in banking with help of saving account.

Table 3.1

Saving Account	Not Avail	Poor	Below Average	Average	Good	Excellent
Private	0	0	0	4.49	24.36	71.15
Public	37.27	0.62	0.00	10.56	49.69	1.86

Table 3.1 indicates that 71.15 percent of private sector and only 1.86 percent of public sector banks respondents gave excellent rating to their banks saving account.24.36 percent of private sector bank and 49.69 percent of public sector banks respondents gave good rating to their banks saving account.37.27 percent of public sector banks respondents not avail to their banks saving account. In general data suggest saving account in private sector banks is better than public sector banks.

3.2 Current Account

Current account also known as demand deposit account is mainly opened by businessmen for regular higher no of transaction with bank.It will include cash withdrawals and deposits, money may be withdrawn without any notice. In current account there is no limit on number transaction. It is a non interest bank account.

Table 3.2

Current Account	Not Avail	Poor	Below Average	Average	Good	Excellent
Private	9.62	0.00	2.56	20.51	54.49	12.82
Public	13.04	0.00	3.11	33.54	39.75	10.56

Table 3.2 shows that 54.49 percent of private sector and 39.75 percent of public sector banks respondents gave good rating to their banks current account.20.51percent of private sector bank and 33.54 percent of public sector banks respondents gave average rating to their banks current account.9.62 percent of private sector and 13.04 percent of public sector banks respondents does not know about this product.In general data suggest current account in private sector banks is better than public sector banks.

3.3 Demat Account

A Demat account is used for share and securities holding electronically in one account.In India Demat account is compulsory for trading shares in stock market. Following table gives the respondents view on their banks Demat account of both types of banks.

Table 3.3

Demat Account	Not Avail	Poor	Below Average	Average	Good	Excellent
Private	8.33	1.92	15.38	35.26	30.77	8.33
Public	14.29	3.11	21.74	30.43	26.71	3.73

Table 3.3 shows that 35.26 percent of private sector and 30.43 percent of public sector banks respondents gave average rating to their banks demat account.30.77percent of private sector bank and 26.71 percent of public sector banks respondents gave good rating to their banks demat account.8.33 percent of private sector and 14.09 percent of public sector banks respondents does not know about this product.In general data suggest demat account in private sector banks is better than public sector banks.

3.4 Recurring Deposit Account

Recurring Deposit Account is a special kind of Term Deposit account in which fix amount is deposited every month. Recurringdeposit account helps customer to build up their corpus with small amounts. The deposit period is between 6months to 10 year.

Table 3.4

Recurring Deposit Account	Not Avail	Poor	Below Average	Average	Good	Excellent
Private	11.54	37.82	14.10	9.62	17.95	8.97
Public	13.66	29.81	16.15	15.53	18.01	6.83

Above table shows that 37.82 percent of private sector and 29.81 percent of public sector banks respondents gave a poor rating to their banks Recurring Deposit Account.17.95percent of private sector bank and 18.01 percent of public sector banks respondents gave good rating to their banks Recurring Deposit Account.11.54 percent of private sector and 13.66 percent of public sector banks respondents does not know about this product.In general data suggest there no major difference between private sector banks and public sector banks in Recurring Deposit Account

3.5 Senior Citizen Account

In India, Indian citizen whose age is sixty or above sixty years is known as seniorcitizen. Saving account of seniorcitizen is known as senior citizen account. Senior citizen account has many benefits compare to normal saving account like interest rate is more than normal savings account,minimum balance is lesser then normal savings account.

Table 3.5

Senior Citizen Account	Not Avail	Poor	Below Average	Average	Good	Excellent
Private	15.38	21.15	21.79	11.54	25.00	5.13
Public	18.01	19.25	18.01	15.53	22.36	6.83

Table 3.5 shows that 25 percent of private sector and 22.36 percent of public sector banks respondents gave good rating to their banks Senior citizen account.21.79 percent of private sector bank and 18.01 percent of public sector banks respondents gave below average rating to their banks Senior citizen account.15.38 percent of private sector and 18.01 percent of public

sector banks respondents does not know about this product.In general data suggest there no major difference between private sector banks and public sector banks in Senior citizen account.

3.6 Locker Facility

Locker is helpful for the safety of our valuables like precious metal, ornaments and important papers.Locker is hire for a nominal annual charge, which depends on the size of the locker and the centre at which the branch is situated.

Table 3.6

Locker Facility	Not Avail	Poor	Below Average	Average	Good	Excellent
Private	17.95	22.44	19.23	14.74	17.31	8.33
Public	23.60	26.09	10.56	15.53	20.50	3.73

Table 3.6 shows that 22.44 percent of private sector and 26.09 percent of public sector banks respondents gave poor rating to their banks locker facility.17.95 percent of private sector bank and 23.60 percent of public sector banks respondents not avail on their banks locker facility.In general data suggest there no major difference between private sector banks and public sector banks in locker facility.

3.7 Debit Card

Debit cards draw money directly from our account when we make the purchase. Using debit card we can transfer money one account to another, we withdraw money from our account too .Though, debit cards usually have every day purchase limits.

Table 3.7

Debit Card	Not Avail	Poor	Below Average	Average	Good	Excellent
Private	7.05	1.92	0.64	11.54	42.95	35.90
Public	4.35	1.86	4.97	14.29	54.66	19.88

Table 3.7 shows that 35.90 percent of private sector and 19.88 percent of public sector banks respondents gave excellent rating to their banks credit card.45.95percent of private sector bank and 54.66 percent of public sector banks respondents gave good rating to their banks credit card.In general data suggest credit card facility in private sector banks is   better than public sector banks.

3.8 Credit Card

A credit card is a card that allows you to borrow money from your bank to make your purchases, if you pay back the money you borrowed within the period given by your bank there is no interest rate on amount but If you do not back the money you borrowed within the period given by your bank then bank took interest on your amount

Table 3.8

Credit Card	Not Avail	Poor	Below Average	Average	Good	Excellent
Private	10.90	0.00	5.13	28.85	34.62	20.51
Public	12.42	4.35	13.66	32.30	28.57	8.70

Table 3.8 shows that 36.62 percent of private sector and 28.57 percent of public sector banks respondents gave good rating to their banks credit card.20.51percent of private sector bank and 8.70 percent of public sector banks respondents gave excellent rating to their banks credit card.10.90 percent of private sector and 12.42percent of public sector banks respondents does not know about this product.In general data suggest credit card in private sector banks is better than public sector banks.

3.9Insurance Product

Traditionally banks cannot offer insurance product to their customers but now a day's all banks caters insurance product with collaboration with other insurance companies. Banks offer both general insurance and life insurance to their customer. For Indian citizen Pradhan Mantri SurakshaBimaYojana (PMSBY) for accident insurance and Pradhan Mantri Jeevan Jyoti BimaYojana (PMJJBY) for death insurance is introduce by government of India in 2015 with law premium.

Table 3.9

Insurance Product	Not Avail	Poor	Below Average	Average	Good	Excellent
Private	10.26	1.92	10.26	30.77	37.82	8.97
Public	16.77	3.11	7.45	27.95	39.75	4.97

Table 3.9 shows that 37.82 percent of private sector and 39.75 percent of public sector banks respondents gave good rating to their banks insurance product.30.77percent of private sector bank and 27.95 percent of public sector banks respondents gave average rating to their banks insurance product.10.26 percent of private sector and 16.77 percent of public sector banks respondents does not know about this product.In general data suggest insurance product in private sector banks is better than public sector banks.

3.10ULIP Product

A ULIP (Unit Linked Insurance Plan) is a product presented by insurance companies. ULIP is different from pure insurance product,ULIP gives customers together insurance and investment under a single policy plan.

Table 3.10

ULIP Product	Not Avail	Poor	Below Average	Average	Good	Excellent
Private	17.95	5.77	19.87	28.85	24.36	3.21
Public	31.06	6.21	26.09	25.47	10.56	0.62

Table 3.10 shows that 28.85 percent of private sector and 25.47 percent of public sector banks respondents gave average rating to their banks ULIP product.24.36percent of private sector bank and 10.56 percent of public sector banks respondents gave good rating to their banks ULIP product.17.95 percent of private sector and 31.06 percent of public sector banks respondents does not know about this product.In general data suggest ULIP product in private sector banks is better than public sector banks.

3.11 Online Banking

Online banking is a platform to conduct a series of financial transactions through the banks website. Online banking is also known as e-banking orinternet banking. Online banking gives freedom to customer for doing bank transaction without going branch at any time.

Table 3.11

Online Banking	Not Avail	Poor	Below Average	Average	Good	Excellent
Private	7.05	6.41	5.13	15.38	37.82	28.21
Public	14.91	7.45	12.42	9.32	39.13	16.77

Table 3.11 shows that 37.82 percent of private sector and 39.13 percent of public sector banks respondents gave good rating to their banks online banking.28.21percent of private sector bank and 16.77 percent of public sector banks respondents gave excellent rating to their banks online banking.7.05 percent of private sector and 14.91 percent of public sector banks respondents does not know about this product.In general data suggest online bankingin private sector banks is better than public sector banks.

3.12Phone Banking

Phone banking is a service provided by banks that enables customers to perform a variety of financial transactions over the telephone.Without going to bank branch customer can perform
Various banking transactions by using phone banking.

Table 3.12

Phone Banking	Not Avail	Poor	Below Average	Average	Good	Excellent
Private	11.54	10.26	12.82	21.79	26.28	17.31
Public	21.12	16.77	18.01	21.12	15.53	7.45

Table 3.12 shows that 26.28 percent of private sector and 15.53 percent of public sector banks respondents gave good rating to their banks phone banking.17.31percent of private sector bank and 7.45 percent of public sector banks respondents gave excellent rating to their banks phone banking.11.54 percent of private sector and 21.12 percent of public sector banks respondents does not know about this product.In general data suggest phone bankingin private sector banks is better than public sector banks.

3.13 Minor Account

A specific type of saving account that is setup for a minor by an adult is called minor account. Minor account allows the minor to transaction like withdrawals and cash deposits of money. Minor account does not give all rightsallowable a normal savingaccount.

Table 3.13

Minor Account	Not Avail	Poor	Below Average	Average	Good	Excellent
Private	17.31	9.62	12.18	23.08	30.77	7.05
Public	20.50	12.42	16.77	23.60	24.22	2.48

Table 3.13 shows that 30.77 percent of private sector and 24.22 percent of public sector banks respondents gave good rating to their banks Minor account.23.08 percent of private sector bank and 23.60 percent of public sector banks respondents gave good rating to their banks Minor account.17.31 percent of private sector and 20.50 percent of public sector banks respondents does not know about this product.In general data suggest Minor accountin private sector banks is better than public sector banks.

3.14 Priority Account

Banks gives priority account service to their special customers. Priority account has some special benefits against normal saving account. Priority accounts differentiate special customers to normal customers.

Table 3.14

Priority Account	Not Avail	Poor	Below Average	Average	Good	Excellent
Private	13.46	2.56	14.74	29.49	32.69	7.05
Public	20.50	4.35	22.98	26.71	21.74	3.73

Table 3.14 indicate that 32.69 percent of private sector and 21.74 percent of public sector banks respondents gave good rating to their banks Priority account product.29.49 percent of private sector bank and 26.41 percent of public sector banks respondents gave good rating to their banks Priority account.13.20 percent of private sector and 20.50 percent of public sector banks respondents does not know about this product.In general data suggest Priority accountin private sector banks is better than public sector banks.

3.15 Mutual Fund

A mutual fund is nothing but professionally managed investment scheme, typically run by an asset administration company. An asset management companybrings group of peoples and invests their money in stocks, bonds and other securities. Mutual find helps small investors access to diversified portfolios of equities which is managed by professionals.

Table 3.15

Mutual Fund	Not Avail	Poor	Below Average	Average	Good	Excellent
Private	5.77	2.56	5.13	30.13	48.08	8.33
Public	18.01	1.86	11.80	32.30	34.16	1.86

Table 3.15 shows that 48.08 percent of private sector and 34.16 percent of public sector banks respondents gave good rating to their banks Mutual fund.30.13percent of private sector bank and 32.30 percent of public sector banks respondents gave average rating to their banks Mutual fund.5.77 percent of private sector and 18.01 percent of public sector banks respondents does not know about this product.In general data suggest Mutual fundin private sector banks is better than public sector banks.

3.16 Loan

A loan is the act of giving money or property or other goods to banks in exchange for future repayment of the main amount beside with interest to banks. Loan period, rate of interest and loan amount aredifferentfor different type of loans. There are many types of loans like Personal loan,student loan, mortgage loan, home loan,vehicle loan and small business loan.

Table 3.16

Loan	Not Avail	Poor	Below Average	Average	Good	Excellent
Private	8.33	0.64	1.28	9.62	48.08	32.05
Public	8.07	4.35	3.11	16.15	50.93	17.39

Table 3.16 shows that 48.08 percent of private sector and 50.93 percent of public sector banks respondents gave good rating to their banks loan.32.05 percent of private sector bank and 17.39 percent of public sector banks respondents gave excellent rating to their banks loan.8.33 percent of private sector and 8.07 percent of public sector banks respondents does not know about this product.In general data suggest loanin private sector banks is better than public sector banks.

4. Testing of Hypothesis

As per the objective of the study we framed various hypotheses for customer data. Based on data collected from customers, we have verify the various statements on t-test at 5% level of significance for Bank type and various financial services based on the objective of the study was established.

Table 4.1 Sample Statistics and T-test for Analysis of financial serviceson Customer

Serial Order	Financial Services	Bank Type	N	Mean	Std. Dev.	Mean Std. Error	t-Value	Sig. Value	Decision
	saving account	Public	161	5.33	0.820	0.065	-4.226	0.000	Not to Accept
		Private	156	5.67	0.560	0.045			
	Current account	Public	161	4.19	1.415	0.112	-1.961	0.051	Accept
		Private	156	4.49	1.312	0.105			
(c)	Demat account	Public	161	3.63	1.386	0.109	-2.660	0.008	Not to Accept
		Private	156	4.03	1.277	0.102			
(d)	Recurring deposit account	Public	161	3.15	1.526	0.120	0.194	0.846	Accept
		Private	156	3.12	1.570	0.126			
(e)	Senior citizen account	Public	161	3.25	1.590	0.125	0.027	0.979	Accept
		Private	156	3.25	1.535	0.123			
(f)	Locker facilities	Public	161	2.94	1.590	0.125	-1.211	0.277	Accept
		Private	156	3.16	1.588	0.127			
(g)	Debit card	Public	161	4.73	1.156	0.091	-1.169	0.243	Accept
		Private	156	4.89	1.342	0.107			
(h)	Credit card	Public	161	3.86	1.434	0.113	-3.191	0.002	Not to Accept

		Private	156	4.38	1.438	0.115			
(i)	Insurance product	Public	161	3.86	1.516	0.119	-1.557	0.120	Accept
		Private	156	4.11	1.356	0.109			
(j)	ULIP product	Public	161	2.80	1.418	0.112	-4.045	0.000	Not to Accept
		Private	156	3.46	1.461	0.117			
(k)	Online banking	Public	161	4.01	1.686	0.133	-3.064	0.002	Not to Accept
		Private	156	4.55	1.469	0.118			
(l)	Phone banking	Public	161	3.16	1.583	0.125	-4.337	0.000	Not to Accept
		Private	156	3.93	1.595	0.128			
(m)	Minor account	Public	161	3.26	1.523	0.120	-2.029	0.043	Not to Accept
		Private	156	3.62	1.588	0.127			
(n)	Priority account	Public	161	3.36	1.490	0.117	-3.071	0.002	Not to Accept
		Private	156	3.87	1.437	0.115			
(o)	Mutual fund	Public	161	3.68	1.464	0.115	-4.625	0.000	Not to Accept
		Private	156	4.37	1.165	0.093			
(p)	Loan	Public	161	5.33	0.820	0.065	-2.270	0.024	Not to Accept
		Private	156	5.67	0.560	0.045			

5. Conclusions

(a) Above table shows mean for private banks for saving account service is more than public sector banks with lesser variance, it conclude that in private sector banks saving account service is superior then public sector banks.

(b) For current account service hypothesis is accepted, so we can say that there is no significant difference between both types of banks, although seeing data statistics mean satisfaction for private banks is greater than public banks with less variance. There for we conclude that current account service is better in private banks compare to public banks.

(c) Since mean for demat account service for private banks is greater than public sector banks and variance of private sector bank is lesser than public sector bank we conclude that demat account service for private sector bank is better compare to private banks.

(d) From the table it is concluded that in both the types of banks there is no significant difference in the Recurring deposit account service. The values of mean satisfaction and its variance in both the groups are almost same and insignificant.

(e) For locker facility service hypothesis is accepted, it means there is no significant difference between in both types bank for locker facility service. Although mean value for private banks is greater than public banks with almost same variance we can say that locker facility in private sector banks is to some extent better them public banks.

(f) Above table shows that there is no significant difference between both types banks for senior citizen account service. The mean values for both type of banks is exactly same and variance for both group is almost same.

(g) As shown in table there is no significant difference between both types of banks for debit card facility. The mean satisfaction value of private banks is greater than public banks with greater variance. Greater variance in private banks due to high charges on debit cards by private banks.

(h) As the average satisfaction score is higher for the debit card in private banks with than that of public banks with almost same variance, hence we conclude that private banks provides better debit card facilities.

(i) For insurance product hypothesis is not rejected it means there is no significant difference between both types of banks for insurance product. Even though seeing data statistics, mean satisfaction for private banks is greater than public banks with less variance. It suggests private banks are serving better insurance product compare to public banks in.

(j) Above table shows mean for ULIP product for private banks is more than public sector banks with greater variance, it conclude that in private sector banks ULIP product is superior then public sector banks. Greater variance in private banks is because of some banks are aggressive on ULIP product.

(k) Here mean satisfaction score is more for private banks compare to public sector banks and variance for private banks is less than that of public sector banks for online banking service. So we can say that private banks have better online banking service then public banks.

(l) As the mean satisfaction score is higher for the phone banking service in private banks than that of public banks with almost same variance hence we conclude that phone banking service is better in private banks.

(m) For minor account the mean satisfaction of private banks is greater than that of public banks with less variance there for we can say that in private sector banks has better Neat and clean premises to public sector banks.

(n) Above table indicate that mean for Priority account service for private banks is more than public sector banks with greater variance, it conclude that in private sector banks Priority account is superior then public sector banks.

(o) Since mean for Mutual fund service for private banks is greater than public sector banks and variance of private sector bank is lesser than public sector bank, we conclude that Mutual fund service provided by private sector bank is improved compare to public banks.

(p) As the average satisfaction score is higher for the loan service in private banks with less variance than that of public banks hence we conclude that loan service is much better in private banks.

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