

Relationship Marketing Practice In The Banking Industry. A Study on Ghana Commercial Bank, Derby Avenue Branch

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Abstract - This research work was conducted to prompt the banking industries on the need for banking industries to pay peculiar attention to the practice of relationship marketing with their invaluable customers. In the past, companies took their customers for granted until the notion of building a relationship with them could be profitable came into mind. The objective of the study was to ascertain the practice of relationship marketing and also its impact on customers of Ghana Commercial Bank, Derby Avenue branch. Data was collected through questionnaire from our sample size of 70 which comprised of 50 customers and 20 management staffs of the bank. The study gives comments on how relationship marketing has been valued and practiced in Ghana Commercial Bank, Derby Avenue branch. The use of the quantitative method gave way for the analysis of the data by analyzing the data with descriptive analysis. It was discovered that, management and staff maintain their relationship with their customers by listening effectively to their complaints and making sure that they are solved quickly. Customers on the other hand were much satisfied with the relationship marketing practice they experience at the bank. This has led them to prefer Ghana Commercial Bank to other banks as the bank assures confidence and security to them in their daily transactions with the bank. Regular training of staffs of the bank on the importance of customer relationship marketing has been the major contributor in the success of the bank.

Keywords: Ghana Commercial Bank, Relationship Marketing, Customer, Loyalty, Satisfaction, Ghana

I. INTRODUCTION

In the past times, companies took their customers for granted until the knowledge of building relationship with them could be profitable. Relationship marketing as determined by the Chartered Institute of Marketing is to establish, maintain and enhance relationship with customers and other parties at a profit so that the objectives of the parties involved are met. The significance and importance of Customer Relationship Marketing in developing economies like Ghana has increased in recent years and thus has been recommended by managers and marketers in the banking industry as a strategy to tackle service intangibility [1]. Customer Relationship Marketing is a better way for banks to establish a distinctive long-term relationship with their customers in this increasingly competitive global financial market. The value of good relationship with customers is therefore a good idea. It is however recently that organization with the benefit of extensive data have made a concerted effort at customer relationship management establishing multidimensional connections with a customer such that the organization is seen as a partner. A glance at recent trends of pioneer organizations show that strong relationships with customers has led to a better understanding of their needs, enhancement of customer's confidence in the firm, higher market share and profitability for the organizations and also reduction of cost in the long run [2]. Applying this concept many banks by dedicating much of their marketing

effort to building lasting relationship with selected customers makes them competitive in the market. By reducing customer defections by 15 per cent firms can improve their profitability by 25 to 85 per cent. [3]. In carefully considering the characteristics of services offered by the banking industry, it is realized that unlike products which can be seen, felt, tasted and carried away, services cannot be felt or carried away. In other words products are tangible whilst services are not. The impact of effective customer relationship marketing lies in the banks ability to employ available resources to build good relationship with customers than only looking out for other benefits from customers.

II. PROBLEM STATEMENT

In a rapid changing business world, competition for customers seem to be the major challenge in the banking industry for which the commercial bank is not an exception. For banks therefore to survive in this competitive market, there is the need for effective relationship marketing practice in the banking industry. It has therefore become necessary for a research to be conducted into how Ghana Commercial Bank practices and prioritizes relationship marketing as a tool to remaining competitive in the industry and the impact on its operations.

III. RESEARCH OBJECTIVES

Services cannot be touched or seen, its provision and consumption are simultaneous. Thus, they tend to be easily forgotten especially if services received at one place is similar to the one received from the other. This means that customers will keep going anywhere for services because it is not offering the unique service that the customer will need. Thus, the relationship with customer is not that much exceptional. The rise in competition has come along with the need to establish effective relationship with customers who have been attracted. Banks spend much in doing all that it can to attract customers but forgetting about the need to establish that relationship with them which will in turn make them feel important.

The study therefore seeks to know:

1. The satisfaction level of customers as beneficiaries of relationship marketing practice
2. The effectiveness of relationship marketing practice
3. Effectiveness of methods used in the practice of relationship marketing.

IV. LITERATURE REVIEW

RELATIONSHIP MARKETING

Relationship marketing “involves creating, maintaining and enhancing strong relationship with customers and other stakeholder according to [4]. Philip Kotler goes ahead by saying that smart marketers try to build up long term trusting, win-win relationship with the valued customers, dealers, distributors etc. by the effective implementation of relationship marketing. They accomplish this by delivering quality service and fair practice to marketing results in strong economic, technical and social ties among the parties.

Relationship marketing is a philosophy of doing business that focuses on improving and keeping current customers rather than acquiring new customers [5]. This philosophy assumes that customers prefer to have an ongoing relationship with one organization than to switch continually among providers in their search for value. Relationship marketing entirely focuses on retaining existing customers. The business would have become much more aware of relationship in recent years hence topics such as customer satisfaction. The primary goal of relationship marketing is to build and maintain a base of committed customer who is profitable for the organization. This is further concurred that banks profitability is closely related with customer’s retention [6].

An influential study showed the large impact on profitability of small increases in customer retention rates, the marketing community has been more conscious of the need to manage customer relationships in the long term [7]. The term relationship marketing has come to represent this more balanced emphasis on continuing relationships rather than representing simply individual transactions [8].

Relationship Marketing uses the event-driven tactics of customer retention marketing, but treats marketing as a process over time rather than single unconnected events. By molding the marketing message and tactics to the lifestyle of the customer, the relationship marketing approach achieves very high customer satisfaction and is highly profitable. The relationship marketing process is usually is a series of stages, and there are many different names given to these stages, depending on the marketing perspective and the type of business. Relationship marketing is, in theory, an appropriate marketing model for the financial services industry. Developed by academics in the early 1980s, the model is based upon the idea that companies responding to their customers as individuals are likely to be rewarded by greater loyalty and superior financial performance. Relationship marketing, therefore, takes the concept of market segmentation one step further. It calls for the development of continuous relationships with individual customers across a range of related products, in personalized form. It requires, as a minimum, a good customer database, highly targeted and personalized communications and consistently high levels of personalized service.

THE DIMENSIONS OF RELATIONSHIP MARKETING

The customer relationship marketing concept has evolved over the decades as several experts in relationship marketing have explored it thoroughly. The dimensions to implementing relationship marketing in service industries that are geared to meet customers’ expectations include [9]:

Trust: is the willingness to rely on an exchange partner in whom one has confidence [10]. A bank in which a client has confidence definitely stands ahead of competition. The results of trust can be seen in a bank’s profitability, growth, market share and customer retention. It is therefore an edge that banks can employ in their desire to gain a strategic advantage and survive in today’s increasingly competitive environment [11]. Also it is a vital element of business relationships, and recognized as a major construct in modeling RM [12]. In general it shows that the high degree of trust among buyer and supplier, then there are more chances of continuation or long duration of the relationship among them [13].

Bond: In any relationship, the one between a customer and a business provider (in this case, a bank) requires a bond that unites them together. It is the dimension of a relationship that result in two parties (customer and supplier or buyer and seller) acting in a unified manner towards a desired goal [14]. When such a relationship exists, the customers are not only seen as clients, but also as partners.

Marketing communication: Several relationship marketing scholars agree that communication is a fundamental aspect of relationship development. The quality of information that is shared and the mode in which

this is done plays a central role in a bank / customer relationship. Hence, careful design of communication means and forms must play a decisive role in complimenting the relationship marketing aspect of a bank. **Shared value:** Value reflects the perceived tangible and intangible benefits and costs to customers. In any marketing concept, value is central. A trend that is seen today in the banking space as a result of relationship marketing relates to the values associated with the product offerings being shared between the bank and the customer. If a customer does not see himself treated as a partner by a bank deriving shared value, the relationship will not transcend to reap any higher benefits.

Reciprocity: This deals with the dimension of business relationships where it is believed that people owe one another because of their prior actions. This is premised on the fact that, if you desire assistance, you must first assist others. For example, a bank that steps to the forefront when a customer is in difficulty stands at an advantage over its peers. This builds a sense of loyalty and ensures the relationship is grounded firmly for the long term.

Empathy: Empathy is describe as analyzing a business relationship in such a way that enables the two parties involved to see the situation from the other's perspective, that is seeking to understand somebody else's desires and goals [15]. For example, the front office staff of a bank must be able place themselves in the customer's position in order to serve them accordingly and ensure satisfaction.

ESTABLISHING RELATIONSHIP MARKETING PROGRAMME

The practice of relationship marketing is vital to the success of every company. The establishing of relationship marketing programme in a company is based on five main steps in according to [16]

1. Identify the key customers meriting relationship management.
2. Assign a skilled relationship manager to each key customer.
3. Develop a clear job description for managers.
4. Have each relationship manager develop annual and long term customer relationship plans. These plans should state objectives strategies, specific actions and required resources.
5. Appoint an overall manager to supervise the relationship managers. This person will develop job descriptions; evaluate job criteria and resources support to increase relationship manager's effectiveness. When it has properly implemented relation management, the organization begins to focus on managing its customers and its product.

WHEN TO USE RELATIONSHIP MARKETING

One of the most significant developments in the practice of marketing is the shift in emphasis to customer relationship management from a transactional orientation [17]. Relationship marketing is effective in all situations but it is extremely effective in the right situation. Transactional marketing as more appropriate with consumers who have

short term horizons and low switching cost such as buyers of commodity [18]. In contrast with the movement of many industries from transaction to relationship marketing, the construction industry per se, through its behavior, is still trying to justify the benefits of using transaction marketing. The industry's traditional marketing emphasis which is centered upon getting clients on a price-based competition is clearly transaction marketing in effect [19], [20]. On the other hand, relationship marketing allows construction organizations to cultivate client through loyalty, product and service value, high level of service quality, trust and commitment as characterized by [21]. Service providers focus solely in knowing the customer need, and try to fulfill their need and want to satisfy them. It is more important for service industries to know which components are required for good service and the indicators that shows poor service quality when they set up a new program [22].

COMPLAINTS MANAGEMENT

A complaint is an expression of dissatisfaction made to an organization, related to its products. It costs an organization at least four times as much to recruit a new customer as to maintain an existing one. Organizations that regularly lose customers, struggle to repair their damaged reputations. Banks profitability is closely related with customer's retention [23]. They further claimed that, customer defection costs companies millions of dollars each year in lost revenue. In addition to lost revenue, defectors normally spread negative word of mouth communication which can influence other customers to purchase elsewhere. The longer a bank can retain a customer, the greater revenue and cost savings from that customer. A good Complaints Management System is one of the crucial requirements for successful businesses when managing customers' needs and protecting their brand. Customer complaint management has become an integral part of business, both from a regulatory perspective and a customer service standpoint. Complaint management is the formal process of recording and resolving a customer complaint. Complaints are expensive, both in direct and indirect costs. But for this price, companies can extract priceless knowledge, because complaints contain the direct voice of the customer. If complaints are transformed into knowledge about customers, they can provide a valuable amount of capital for enterprises. To exploit this capital, companies must design, build, operate and continuously upgrade systems for managing complaints. These systems are called "customer complaint management systems" (CCMS). Complaint management is just one initiative under a broader compliance management strategy.

Many companies consider investments in complaint handling as means of increasing customer commitment and building customer loyalty. Firms are not well informed, however, on how to deal successfully with service failures or the impact of complaint handling strategies. Using justice theory, it is realized that customers evaluate complaint incidents in terms of the outcomes they receive,

the procedures used to arrive at the outcomes and the nature of the interpersonal treatment during the process.

When customers are dissatisfied with the relationship with their present suppliers, they have the following options [24].

Exist: The customers leave for a competitor or stop buying the goods or services temporarily.

Voice: The customers speak their mind and demand correction.

Loyalty: The customers remain loyal for lack of alternative suppliers or prohibitive switching costs, inertia, ideological reasons and others at least within limits.

However, six key virtues that underpin relationship marketing are trust, commitment, competence, communication, complaint handling and social connection [25].

CUSTOMER SATISFACTION

Most marketing research and practice assumes that customer satisfaction is a key factor in determining long-term business success [26], [27], [28], [29]. Customer satisfaction refers to the focal organization's (a buyer's) overall evaluation based on the total purchase and consumption experience with a product or service of another party (a supplier) [30],[31], [32]. Satisfaction has psychological concept that involves the feeling of well-being and pleasure that results from obtaining what one hopes for and expects from an appealing product and/or service [33]. Satisfaction is the process of customer's overall subjective evaluation of the product/service quality against his/her expectation or desires over a time period [34]. Today, most firms' programs to control customer defections center heavily on the management of customer satisfaction [35]. Given the substantial benefits of customer satisfaction management, understanding organizational factors that enable firms to achieve high levels of customer satisfaction has become a strategic imperative for most firms [36].

Satisfaction with the delivered products and services has been suggested and empirically documented as affecting the buyer's decisions to continue a relationship [37],[38],[39],[40]. The confirmation or disconfirmation theory explains that satisfaction is achieved when expectations are fulfilled (confirmed), that negative disconfirmation of expectations will result in dissatisfaction, and that positive disconfirmation will result in enhanced satisfaction [41], [42]. When customers are satisfied, the likelihood of exit from the relationship and negative word-of-mouth is reduced greatly [43].

The object of customer satisfaction may be varied and can be related to different dimensions of multiple experiences with product/service provider. While most definitions relate customer satisfaction to quality of a product or service offering, satisfaction can as well be related to other non-quality dimensions [44]. It may be related to an ongoing business relationship or with price-performance, satisfaction with the time or service delivery, and satisfaction with entire reputation and outlook of an

organization. Satisfaction can be related to attribute-specific and overall performance. It is attribute-specific where it relates to a specific product or service. The focus on customer-centric marketing philosophies has received considerable attention in the marketing literature by scholars and practitioners [45]. Both practitioners and scholars are increasingly looking for ways to understand, attract, retain and build intimate long term relationship with profitable customers [46].

Two fundamental components of relationship marketing are commitment and trust which have been mentioned in most of the models. With organizations understanding from the importance of customer's satisfaction, they are gradually moving from traditional marketing toward relationship marketing [47]. Relationship marketing is one of the key aspects of modern marketing strategies, because it focuses on making close and stable relationship with customers.

CUSTOMER LOYALTY

Marketers considered customer loyalty vital because of its positive result on long-term success and profitability. Academic literature contains considerable discussions over loyalty's definition and dimensions or parallel concepts like commitment e.g. [48],[49],[50],[51],[52]. For example, commitment has been defined as aspirations to go on with a relationship with motivation which works towards continuation and hope that the relationship will be maintained [53],[54]. Parallel definitions exist for loyalty that is based on behavioral and attitude intentions. Much of the work on loyalty focuses on behavioral conditions (purchase regularity and repurchase) and eventually on attitudinal element [55]. After that, advancement continues on customer loyalty and is significant in banking sector. Loyalty items used in RM includes active loyalty (spreading word of mouth) and passive loyalty (not leaving even in less favorable situations) [56]. Loyalty is considered as a process rather than an outcome according to some authors. The four phases of loyalty which includes cognitive, affective, conative, and action were differentiated by [57]. Obviously, loyalty is a deep concept with many possible definitions. Behavioral loyalty means sales/services that are very much appreciated by the customer. Behavioral and attitudinal loyalty is highly correlated thus repetitive purchases direct to positive attitude. Conative loyalty on the other hand indicates high levels of involvement and intention to keep on repurchase. Customers having strong attitudinal loyalty are more difficult to be grabbed by competitors hence converting them as there is less search for substitute services [58],[59]. Different aspects of customer loyalty are positively predicted by commitment like using referrals. Mutual commitment serves as a basis upon which relationships are grown [60].

RELATIONSHIP QUALITY

Relationship quality refers to a customer's perceptions of how well the whole relationship fulfils expectations,

predictions, goals, and desires the customer has concerning the whole relationship [61].

Consequently, it forms the overall impression that a customer has concerning the whole relationship including different transactions. [62] examined various aspects of relationship quality and perceive it as a buyer's trust in a salesperson and satisfaction in the relationship. Therefore, high relationship quality means that the customer is able to rely on the service provider's integrity and has confidence in the service provider's future performance because the level of past performance has been consistently satisfactory [63], [64]. It was concluded that customer-salesperson relationship quality is an important prerequisite to a successful long-term relationship [65].

COMPLAINT MANAGEMENT

Complaint management is the process of dissemination of information aimed at identifying and correcting various causes of customer dissatisfaction [66]. Dealing with the customer after a service failure and (usually) a complaint is a key topic in service management [67]. Service recovery research has also been concerned with developing measurement instruments and identifying the elements of recovery and recovery strategies [68]. There have been major research conducted to identify what is meant by "good" complaint management as practiced by service providers though little of which is underpinned by [69],[70],[71],[72]. Based on the empirical research conducted a 'good' complaint management processes are found to include:

- Have clear procedures
- Provide a speedy response
- Provide reliability (consistency) of response
- Have a single point of contact for complainants
- Provide ease of access to the complaints process
- Keep the complainant informed
- Are understood by staff
- Take complaints seriously
- Encourage and empower employees to deal with the situation
- Have follow-up procedures to check with customers after resolution

There are obviously no one way to deal with complaints as the appropriate approach must be tailored to the circumstances. However, there are a number of approaches that can be adopted to help deal with difficult situations where customers are dissatisfied and a complaint need to be handled in a sensitive way [73].

- Listen and say nothing until the customer has stated their grievances.
- Give the customer your name so they are assured that you are committed to resolving the problem.
- Use appropriate body language to show empathy with the customer.
- Use an empathic tone of voice.
- Apologize for the fact that there has been a problem – this does not mean that you are accepting full blame.

- Be responsive and use effective listening skills to show that you are concerned.
- Clarify the problem by checking details and making notes so that you can fully investigate the complaints.

CUSTOMER COMPLAINING BEHAVIOUR

Customer Complaints are strategies used by companies to solve and learn from the previous mistakes in order to restore customer confidence in organizational reliability [74]. Therefore, information gathered from customer complaints is of great significance for the quality management process, as it can be used to correct and learn about weaknesses in product quality and delivery system. Customers become dissatisfied when product or service performances are not up to their expectations. Understanding the potential sources of dissatisfaction and customers' reactions to negative situations are mandatory requirements in the design of effective service recovery strategies. Customer responses to various errors or unpleasant incidents are not unique [75]. Thus, some individuals will initiate a public action, which may consist of: sending a complaint to the organization, complaining to a third party such as to a consumer association, or even trying to solve the problem through a legal action. In other cases, customers will make a private action and will send negative messages to other potential customers or they will end the business relationship, followed most likely by migration behavior. There are also passive customers that will not perform any action, due to a low level of interest in that specific experience or in the product itself. This may be the case of fast moving consumer goods with minimum costs and risks for the individual [76].

Customer migration usually affects both current and future profitability through unfavorable word of mouth. Electronic communication channels enable customers who experience high levels of dissatisfaction to talk about their negative consumption experience with a large number of people [77]. Research on customer dissatisfaction has shown that only a small percentage of customers that had negative consumption experiences have submitted their complaints to the organizations. Some examples are given by the following facts: for every complaint received by a company, there are nineteen other dissatisfied customers who did not make the effort to complain [78]. For a total number of customers that feels dissatisfied with a particular product or service, only between five and ten percent make claims, and in some cases the percentage is even lower [79].

Customers who make complaints are providing an organization with the opportunity to solve certain operational malfunctions, to learn from negative situations and consequently to re-establish their satisfaction and trust.

V. METHODOLOGY

This study was undertaken to investigate Relationship Marketing Practice in the banking sector. With the target

population making up of customers of the GCB Bank (Ghana Commercial Bank, Derby Avenue), questionnaires were conveniently administered to a total of 50 customers and 20 management staffs of the bank who formed our sample size. The responses were summarized, organized and descriptive-narrative method was adopted to analyze the responses. A quantitative approach which was used focuses on researches with a statistical and numeric analysis. The study sought the views of customers and management on the effectiveness of relationship marketing as practiced by the bank and its impacts on the customers.

VI. FINDINGS AND DISCUSSION

Table 1. Age Distribution

Age	Number (N)	Percent (%)
18 – 25	8	11%
26 – 30	18	26%
31 – 35	26	37%
36 – 40	10	14%
40 above	8	11%
Total	70	100%

Source: Field Data, 2009

From the table 1 above, majority of the respondents who participated in the research was between the ages of 31–35 which represents a 37 percent of the population sampled. Ages 26–30 and 36–40 years were 18 and 10 representing 26 percent and 14 percent respectively.

Table 2. Sex

Gender	Number (N)	Percent (%)
Male	26	37%
Female	44	63%
Total	70	100%

Source: Field Data, 2009

The gender population of respondents (customers and management) of Ghana Commercial Bank who participated in the research was 63 percent for females whilst 37 percent were males at the Derby Avenue Branch as shown in table 2.

Table 3. Years of Savings with the bank

Response	Number (N)	Percent (%)
1 – 5 years	5	10%
6 – 10 years	10	20%
11 – 15 years	20	40%
16+ years	15	30%
Total	50	100%

Source: Field Data, 2009

On the question of how long customers have been saving with the bank, it was noticed that 40 percent of the customers of GCB have being saving their monies with the bank between 11-15 years. On the other hand, 30 percent of the customer respondents have being saving their monies with the bank for 16 years and above, whilst 20

percent of the savings duration was customers of 6-10 years. The least response was therefore 10 percent for customers with savings duration of 1-5 years as shown in table 3.

Table 4 Satisfaction Level of Customers

Response	Frequency	Percentages (%)	Mean Score
Satisfied	20	40%	5.0
Very Satisfied	18	36%	4.5
Normal	12	24%	3.0
Total	50	100%	12.5

Source: Field Data, 2009

From the analysis conducted on the question of customers' satisfaction level with the bank, it was realized from the response that 40 percent of the customers feel satisfied with the relationship provided by the bank. On the other hand 36 percent feel very satisfied whilst 12 percent of the remaining customers feel normal with the bank in terms of its relationship with them. The practice of relationship marketing is to turn new customers into regularly purchasing clients, and then to progressively move them through to being strong supporters of the company and its product, and finally to being active and vocal advocates for the company [80]. [81] further posit that customer satisfaction with a bank relationship is a goods basis for loyalty.

This response in table 4 above by the respondents is clearly a reflection of the customers satisfaction level with the bank.

Table 5 Effectiveness of RM Practice

Response	Frequency	Percentage (%)	Mean Score
Very Effective`	10	50%	3.34
Somewhat Effective	7	35%	2.32
Extremely Effective	3	15%	1.2
Total	20	100%	6.86

Source: Field Data, 2009

Response by management on the effectiveness of RM Practice by the bank, recorded 50 percent of the respondents indicated 'Very Effective' to the effectiveness of relationship marketing practice. 35 percent of the respondents also indicated that effectiveness level of relationship marketing is 'Somewhat Effective'. Most research and practice assume that relationship marketing efforts generates stronger customer relationships that enhances seller performance outcomes, including sales growth, share and profits [26]. This clearly informs why the bank as many customers and remains competitive in the market due to the effectiveness of their practice of relationship marketing.

Table 6 Effectiveness of Methods Used

Response	Frequency	Percentages (%)	Mean Score
Extremely Effective	6	30%	2.00

Very Effective`	10	50%	3.33
Somewhat Effective	4	20%	1.33
Total	20	100%	6.67

Source: Field Data, 2009

Table 6 shows that 30 percent of the respondents (management) indicated that the methods used by the bank at the Derby Avenue branch as a practice of RM was 'Extremely Effective'. 50 percent of the total management indicated the effectiveness of the method used in the practice of relationship marketing at Derby Avenue branch as "Very Effective". The objective of relationship marketing is to turn new customers into regularly purchasing clients, and then to progressively move them through being strong supporters of the company and its product, and finally to being active and vocal advocates for the company [80]. The importance of this premise is demonstrated by the fact that records according to the bank have seen much increase in new customers. 20 percent of the respondents' on the other hand agreed that the method used by GCB to practice relationship marketing is "Somewhat Effective".

VII. FINDINGS AND CONCLUSIONS

After thorough research on relationship marketing practice at GCB, Derby Avenue branch, the following findings were drawn:

1. Management and staff maintained their relationship with customers by listening to the complaints of the customers and making sure they are solved.
2. Customers prefer GCB to other bank as a result of the bank been an indigenous bank but more importantly because of the relationship marketing practice experienced by the customers.
3. It was found out that relationship management practice boost the morale of customers in a way that customers feel being part of the bank.
4. It was also noticed that GCB uses the following method to practice relationship management to its customers.
 - ✓ Segmentation strategy
 - ✓ Frequent/personal house visitation
 - ✓ Database management
 - ✓ Customer focus
 - ✓ Telephone contacts

It was also identified that GCB has a lot of measures to improve upon relationship management with its customers in the near future. Some of these methods are:

- ✓ Constant training of staff and management in customer care and customer service delivery.
- ✓ Improvement in infrastructure
- ✓ And finally, helps improve the relationship of staff and management with their customers.

VIII. RECOMMENDATIONS

Regular Training of Staff

GCB must ensure that its staffs are given the proper training in handling customers. Frontline personnel are

considered as the face of the company and as such any lapse on their part may create a bad will in terms of maintaining the customer and also a loss in revenue to the bank if the customer happens to be the highest saver in the bank. Staff must thus be periodically research oriented to ensure that they are kept abreast with new developments within the competitive environment.

Improvement In Infrastructure

There is the need for infrastructure within the bank to be improved in terms of product development, information delivery and technology enhancement. Mostly, network failure causes the discomfort of customers to make complaints to management. Infrastructure, thus it should be upgraded frequently to enable services to be done effectively and efficiently.

Strengthening of Relationship Marketing Methods

It was indicated by management that, the methods that are used to practice relationship marketing in the bank are very effective. It is therefore vital for management to strengthen them thus the methods used to practice relationship marketing in the bank to attain the height of extremely effective. This they have to introduce other alternatives such as creating complaint management team. This will help to reduce complaints and hence improve upon their relationship with customers.

Database Management

For the bank to have a current update of its customers there is the need to strengthen their database marketing system by upgrading its information they have about the customers. In a null shell it is been recommended to the bank that so far as completion remains a major obstacles to their operations, it is therefore advisable to embrace all aspect of relationship management practice with its customers hence to enhance effective and efficient operations at a long run.

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