MARKETING OF FINANCIAL SERVICE IN NIGERIA: A CASE STUDY OF ACCESS BANK NIGERIA PLC

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CERTIFICATION

This project tilled the marketing of financial service in Nigeria 'A case study of Access Bank PLC. Written by Moh'd Adnan Ladan meet the regulations governing the award of the master of Business Administration (MBA) and its approved for its contribution to knowledge and literary presentation.

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DEDICATION

This project is dedicated to the memory of my late parent Alhaji Usman Ladan and Zulaihat Ladan to my wife Maryam Yahaya, my children and all members of the extended family

MOHAMMAD ADNAN LADAN

ACKNOWLEDGEMENT

I thank Almighty Allah for his blessing upon me. My thanks also go to my supervisor Mrs. Mary Akanet and all those who have contributed directly or indirectly to this write up.

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ABSTRACT

The marketing concept as a philosophy of business was until recently relatively uncommon in the banking industry as most banks were more in ward looking and are focused on their product.

A number of forces have been responsible for moving banks towards adopting the marketing concept. These include declining profitability as a result of falling sales, slow growth, changing customer buying pattern, increased competition and changing government regulations.

The purpose of this project is to examine the various literatures associated with marketing and the marketing of financial services.

The project will equally look at the profile of Access Bank plc its products and service the marketing strategies, the various marketing groups and their function.

The project will analyse the data collected on Access Bank Plc through the use of questionnaire and impervious vis a vis the marketing practice in the banking industry and to assess the impact of the concept on the performance of the Bank.

Finally the write up will recommend on how the shortcomings could be improved upon and the marketing challenges ahead.

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CHAPTER ONE:

INTRODUCTION

1.1 PREAMBLE

Marketing is changing the banking business. Before the coming of marketing into the banks, the bank's building cut the image of Greek temples calculated to impress the public with the bank's importance and solidity. Banks also enjoyed an advantageous and privilege position as financial intermediaries and regulators of the economy.

Traditional concept of bank's as financial intermediaries between depositors and users of investment funds has now being replaced by institutions that must compete in market place and adopt marketing strategies to ensure their continuous survival and relevance in the ever competitive environment. The competition is even stiffer because banks compete not just with each other but will all shades of non-bank financial institution.

The operating environment for banks in Nigeria since the introduction of the structural adjustment programme in 1986 has further encouraged increased competition among the banks. Liberal banking licensing policy, ever changing regulatory policies by government, changes in foreign exchange and interest rates policies, all have encouraged stiffer competition which was previously unknown to the banking industry in Nigeria.

It is against this competitive background, that the marketing of bank services becomes all the more relevant. With greater competition and with more sophisticated and quality conscious customers, success in the banking business requires the adoptions of marketing orientations that closely look at the market in which it operates, with a view of developing and producing service that would satisfy the needs of consumer in those markets.

This marketing orientation is of crucial importance in all sectors of the economy including the financial service sector.

This sector in general and banks in particular did not have enough reason in the past to adopt the marketing concept, due to lack of keen competition. But now with increased competition, every bank is searching for the way out of such a competing situation. One of the major ways is for banks to be market oriented in all their operations, thus, the need for the marketing concept application in banks in Nigeria can not be over emphasized. This is what the research study is poised to do in an attempt to salvage the banking sector in Nigeria.

1.2 STATEMENT OF THE PROBLEM

The banking profession in Nigeria had until recently been characterized by what experts refer's to as armchair banking. This approach to banking business is deficient because the banks have not fully embraced marketing strategies. Nigerian commercial banks are just appreciating the marketing concept. Their perception of marketing is narrowly centred around equally narrowly defined end result of cheap, cost-free deposit mobilisation for investment into the highest yielding ventures. Marketing of banking service transcends these myopic ends.

The need for Nigerian commercial banks to adopt the marketing concept therefore stem from the fact that the operating environment has become very competitive as a result of the various government polices on interest rates, foreign exchange, liberal banking licensing polices etc.

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Another problem that calls for the adoption of the marketing concept is the growing sophistication and quality consciousness of today's banking customer.

1.3 PURPOSE OF THE STUDY

In banking, as in other industries, the ability to realize a profitable volume of sales in the fight against competitors for the share of the same markets depends substantially on the firm's capacity to make optimal and timely response to the changes in the market place. Banks are in business to sell a wide range of financial product. Each service require a marketing programme with marketing strategies to market it effectively and efficiently. The total marketing programme of a bank should comprise of all individual service programme and strategies for marketing them, which constitute the corporate marketing programme

The purpose of this study, is therefore to examine the extend to which marketing concept is used in the development of banking product as well as the programme and marketing strategies for marketing those products in the banking sector of Nigeria. This will be accomplished by using Access Bank as a case study. To this end the study will seek to examine the following question.

- The extent of the application of the marketing concept in Access Bank
- The evolution of the marketing concept as in use in Access Bank.
- The application of marketing concept in the determination of the Bank's product
- A general assessment of the bank's performance based on the extent of using the marketing concept.
- The application of marketing concept in determining how to delivers banking service to customers

- A general examination of the use of the marketing concept in the banking industry.
- To recommend how the marketing concept can be employed by the banking sector in meeting its challenges and in forging ahead, strategically within the fast changing business environment of Nigeria.

1.4 SCOPE OF THE STUDY

This study is focussed on Access Bank Nigeria Plc. The study aims at carrying out an examination on how the bank developed and markets its banking service and the extent of using marketing concept to guide its marketing decision.

The selection of Access Bank plc is informed by the fact that it is one of the fastest growing new generation banks with a lot of future potentials in the Nigerian banking sector.

The deliberate choice of a commercial bank is not unconnected to the fact that, it is the sub sector of the financial sector that deals directly with numerous customers and also presently experiencing keen competition.

1.5 RESEARCH METHODOLOGY

Both secondary and primary data will be extensively used.

The secondary data are gotten through the use of text books, annual reports, pamphlets, government publication CBN Bulletins, Magazines and newspapers etc.

The primary data are obtained through the use of questionnaire and interview. The questionnaires were directed at both the bank's marketing staff and the bank's customers. The data collected were analyse using simple percentage.

1.6 JUSTIFICATION OF THE STUDY

The increasing number of financial institutions, the growing knowledge of banking services by customers, and the arbitrary change in government policies, have brought about the increasing, competition among banks and other financial institution. The most recent of this polices was the approval for merchant bank to operate just like commercial banks (Universal Banking). These policies have induced competition and the bank's will have no choice but to go back to the drawing board and fashion out new strategies and products to ensure their continuous survival in the market.

The increase competition is equally promoted by the increase importance of the role of the banking sector in the economic, business and individual activities. Aside from being a financial inter-mediator between owners and users of investment fund, it is the channel through which government fiscal and monetary policies are implemented. Government policies like the use of treasury bills and stabilisation securities to control excess liquidity and thus inflation in the economy.

Foreign exchange activities and control are equally carried out through the banks. The existence and survival of the banking sector can therefore be said to be crucial to the survival of the nation.

It is hoped that the findings and the recommendation of this study will prove useful to the scholars who may want to study further into the subject matter of marketing financial services.

1.7 LIMITATION OF THE STUDY

The uncooperative attitude of the Bank officials approached for discussion on the subject matter is a limitation. The research request is viewed with suspicion as such efforts are viewed as espionage mission for rival banks.

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CHAPTER TWO

LITERATURE REVIEW

2.1 AN OVERVIEW OF MARKETING

The concept of marketing is one that is widely recognised as being central to the success of any business irrespective of its size or the sector of the economy in which it operates. In the past, business organisations relied simply on production based approach to their business and the believe that the ability to mass produce and competitive price would be sufficient to ensure success. The underlying assumption is that, consumer will look favourably towards products that were available and affordable. This assumption was coincidentally successfully when markets were typified by conditions of excess demand.

However, even if it were assumed that the firm has the right product or services and adequate distribution arrangement, it does not follow that the market exchange will be automatically consummated. Consumers have to be aware that such product or service is being offered and persuaded that it matches their needs. In this regard Levit (1969) maintained that, supply consideration are not the motivating forces behind demand, but consumers buy what they require to satisfy their needs, that, there is no in built mechanism that ensures that these requirement are identical to that which an individual firm perceive to be.

An organisation with marketing orientation is one that places the consumer at the centre of its business and attempts to develop products and services that meets the requirements of those customers both now and in the future.

To do this effectively, an organisation must focus its attention on the nature of consumer needs and wants and not just on the range of products which meets those needs. The marketing function therefore encompasses a wide variety of techniques and activities. It is concerned with identifying and analysing market, understanding how consumers are motivated and how they behave in those markets as well as

identifying groups of consumers which are of particular interest to the business. To create a link between business and its consumers requires the development of an appropriate marketing mix. This mix will have to be managed properly to ensure that, the right type of product is available in the right place at the right time and at the right price.

In recent times marketing is arguably far too important to be left solely to the marketing department. It is an approach to business and an attitude to customers which must permeate the structure of an organisation. It is becoming increasingly evident that, marketing is not simply a short term tactical component of business, rather effective marketing depends on the organisation taking a strategic view and considering marketing as an integral and driving force in its strategy and planning.

There have been definitions of marketing offered by various authors. The following are some of the marking definitions given.

- The chartered institute of management (American) defines marketing as the management process responsible for identifying, anticipating and satisfying customers requirement profitably.
- The American Marketing Association defines Marketing as a process of planning and executing the concept of pricing promotion and distribution of ideas goods and services to create exchange that satisfy individual and organisational objectives.
- Burton Barcus defines marketing as those activities performed by individuals and organisation either for profit or non-profit that enable, facilitate and encourage exchanges to the satisfaction of both parties.
- Philip Kofter defines marketing as a social and managerial process by which individuals and groups obtain what they need and what they want through creating, offering and exchanging products and value with others.

- Fisher (1976) on his own states that the Key idea of marketing is that business thinking and planning starts by considering customer's as they are now and as they will evolve in the future. A business whether private or state owned exist by selling its products and services. Where the customer has choice, the successful sale and subsequent repeat sale depend on satisfying the customer.
- The chartered institute of bankers, London, has defined marketing as a management process which identifies, anticipate and supplies customers requirement efficiently and profitably.

Although there is no clear consensus as to the definition of marketing, all this definition illustrates the fact that the term marketing concerns the following.

- Anticipating needs and wants of individual and groups Creating products and services to satisfy the needs and wants of your customer and a profit for your organisation.
- Directing flow of goods and service, thereby satisfying the needs of consumers while accomplishing the economy and firm's objectives.

Marketing is thus, not just a function, but is a philosophy of business that must influence all service activities irrespective of their designation.

Marketing techniques have traditionally been applied in profit seeking organisations, until recently it was almost automatically assumed that all marketing were business marketing. In recent times marketing technique have applied to non-profit organisations like charities religious organisation and government as maintained by Tholter and levy.

2.2 THE MARKETING CONCEPT

The marketing concept school of thought, holds that the key to achieving organisation's goals lies in determining the needs and wants of target market, ensuring that the organisation delivers the desired satisfaction more effectively and

efficiently than its competitor. It is therefore a philosophy and paradigm that entails the pursuit of customer satisfaction at a profit carried out through a total organisation efforts in a socially responsible manner.

Adam Smith and the classical economists established the fact that the purpose of an enterprises is to satisfy human wants and that profit is merely a reward for faithful service.

After the 2nd world war however, with domestic and foreign competition intensifying, business sought to rid itself of its marketing myopia and modern marketing concept began to emerge. Under the new marketing concept, management realises that almost every decision in the operations of a business must be made in the light of consumer needs and preferences. The sales forecast and marketing planning precede physical production. Marketing determine for the production engineer, the designer, the banker, and the manufacturer what the customer needs.

The essence of marketing is to effectively integrate and co-ordinate all business activities with marketing.

Thus, marketing personnel must be actively involved in long range planning of new product or services and company expansion as well as in the programming of current marketing strategy and tactic.

Peter Drucker noted that business enterprises is an organ of society, thus, its basic purpose lies outside the business itself, the valid definition of business purpose is the creation of customers.

There are three important issues in the marketing concept

1 Consumer satisfaction should be the aim of any organisation i.e. the firm must find out what the consumer's needs and wants are and should endeavour to satisfy them because it is through the consumer that profit are generated.

2 Making maximum sales should not be the target of business but making profitable maximum sales.

3 The integration of management efforts in the organisation towards achieving individual customers and organisations objectives.

An expression of the marketing concept described in the general electrics Annual reports of 1952 brings out clearly what the concept is all about.

The marketing manager has this to say about the concept "The concept introduces the marketing man at the beginning, rather than at the end of the production cycle and integrates marketing into each phase of the business."

Thus, marketing through its studies and research will establish for the engineer, designer and manufacturer what the customers wants in a given product, what price he is willing to pay and where and when it will be wanted.

The concept calls for a customer orientation and this can be express in the following from.

- The customer is king; what the customer wants he gets it.
- The consumer is at the top of the organisation chart in terms of importance.

Furthermore, the application of the marketing concept is characterized by the acceptance and use of the following elements.

1. The company accepts changes as the prime characteristic of modern marketing and monitors the environment of the firm in a continuing effort to discover new areas of marketing opportunity.
2. The company appreciates and understands the consumer's strategic position as a determinant of the firm's survival and growth. The entire marketing system is designed to serve the consumer needs.
3. It is assumed that marketing activities which serve the consumer's needs can be planned and that corporate destinies can be shaped to a large extend by planned marketing management efforts.

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4. Short and long range planning of company activities on a continuing basis, and the development of consistent strategies and tactics resulting in an integrated system of marketing action are seen as the key marketing management task.

2.3 MARKETING FINANCIAL SERVICES

As applied to other spheres of business, marketing banking service may be described as identifying present and future market for services, selecting which market to serve and identifying customer needs within them, setting long and short term goals for the progress of existing and new service and managing the service so as to persuade customers to use them at a profit and controlling banks success by so doing.

In a buyers market where there is competition for customer's money it is the customer who is in a position to make decision on what service he wants on the price he is prepared to pay and where he is prepared to buy the service.

Marketing is emerging as the most important single function in business. The marketing concept is the recognition by management that the organisation exists to serve customers and that it can only satisfy its shareholder in the long term by providing customers satisfaction at a profit. A good definition of bank marketing for the purpose of this project is the creation and delivery of customer-satisfying service at a profit to the bank.

This definition, first acknowledged that, the customer must be satisfied, we must learn to satisfy our customer needs. Secondly, the word creation and delivery acknowledge that marketing is an active creative process involving all bank's staff. The perfect delivery of a badly conceived service is poor marketing on the other hand the bad delivery of a perfectly designed service can be just as disastrous.

To learn what satisfaction our customer seeks we as bankers must recognise the market segment that we face. The financial need of the different segments is not the same. Bank must choose the various segments they wish to serve and produce services and facilities to meet their needs.

A number of forces have been responsible for moving banks towards adopting the marketing concept. These include declining profit as a result of falling sales, slow growth, changing customer buying pattern, increase competition and usually large marketing expenditures.

Marketing came into the banks in the late 1950's not in the form of the marketing concept, but in the form of advertising and promotion concept. The banks increased their budgets for advertising and sales promotion. By offering umbrellas, radios and other come-ons, they manage to attract new customers accounts. Their competitors were forced into adopting the same measures and scurried out to hire advertising agencies and sales promotion experts.

The banks that introduced modern advertising and promotion soon found their advantages dissipated by the rush of imitators. They also learnt another lesson, that attracting people to a bank is relatively easy converting them into loyal customers is hard. These banks began to formulate a larger concept of marketing, that is trying to please the customer.

Banker had to learn to smile. The tellers had to be retrained and the bar had to be taken off the teller's windows. The interior of the banks had to be redesigned to produce a warm friendly atmosphere. Even the outside Greek temple architecture had to be changed.

Those banks that started to implement these began to outperform their competitors in attracting and holding new customers. Their competitors however quickly figured out what was happening and rushed into similar programmes of friendliness training and decor improvement. Soon all banks were so friendly that friendliness lost its potency as a determinant factor in bank choice.

Bank had to search for a new basis for differential advantage. Some banks began to realise that they are in business of meeting the evolving financial needs of continues innovation of new and valued customer service such as a credit cards Christmas savings plans and automatic bank loans.

After all the smiling, friendly atmosphere and innovation by banks they began to look alike. Banks were forced to find a new basis for distinction. They began to realise that no bank can be best for all customers. A bank examines its opportunities and take position in the market.

Positioning goes beyond image making. The image making bank seeks to cultivate an image in the customers mind as a large friendly or efficient Bank. Positing is an attempt to distinguish the bank from its competitors along real dimensions in order to be the preferred bank to certain segments of the market. Positioning aims to help the customer know the real difference between competing banks, so that they can march themselves to the bank that can provide them with the most satisfaction of their needs.

The traditional concept of Banks as financial intermediaries between depositors and users of investment funds is now being replaced by a picture of institutions that must compete in the market place and adopt marketing strategy to ensure their continuing survival and relevance in the ever competitive environment. The competition is even made stiffer because banks will compete not just with each other alone but with all shades of non-bank financial institution.

It is against this competitive background that the marketing of bank's service becomes all the more relevant. With greater competition and with more sophisticated and quality conscious customers success in the banking business requires the adoption of marketing orientation, that is to closely look at the market in which it operates, with a view to developing and producing service which will fulfil the needs of consumers in those markets.

It should be noted that while marketing concept and techniques may be the same across business they must be practical in the light of the culture of the industry.

Basically financial service marketing involves the following.

1. Banks use their outlets both to buy their raw materials and sell their products.
2. Banks relationship with their customers is continues, involving products they use everyday.
3. The nature of the Bank services puts them in the position of a police force. This affect customer's attitude to Banks staff, staff attitude to customer and the Bank's culture.
4. Banks have customarily all management functions carried out by Bankers.

2.4 UNIQUE FEATURES OF FINANCIAL SERVICES

Practically, all Banks operate multi-service businesses. Some of these are equipment based as in the transfer and storage of funds, other's are people based as *in financial management of fund. Service whether people based or equipment based* have some unique features as follows.

1. Intangible: services are basically intangible, that is they cannot respond to the litmus test of the sense that is feeling, hearing, sight and smell. These senses cannot be applied before a purchase is effected.
2. Inseparability: Many Banking services are inseparable from their sources. Direct contact between the source and the user may be required. The marketing implication of this feature to the banks is that, channels of distribution is limited to direct selling and branch network. This is because sellers service cannot be sold in very many markets at the same time.
3. Variability: Banking services are basically composed of diverse elements. It's heterogeneity makes it almost impossible for a bank to standardise output. This is because services depends on who provides them, when and where they are provided. In fact, it is highly situational and practically difficult to forecast the quality in advance of a service.

4. Impermanency: Like many perishable products many services are perishable and cannot be stored, time is important for banking services. All factors have very important effect on the marketing seen in the Banking industry.

2.5 MARKETING OF BANKING SERVICES IN NIGERIA

Many year's ago, most banks neither understood nor practiced marketing. Bankers simply assumed that customers needed them more than they needed those customers.

In the mid 1980's, however banks had to turn to aggressive marketing due to increasing competition.

In Nigeria, however, the concept of marketing Banking services is relatively new. According to Ogunlade (1987) "Until recently the banks operate in a seller market and this give rise to the phenomenon of marketing". Arguing in the same vein Usman E.U. (1988) state that marketing of financial services in Nigeria was characterized by what is commonly referred to as "arm chair banking", where officers simply stay glued to their chairs and waited for the business to come.

The literature on bank marketing in Nigeria is relatively scanty However one of the comprehensive work on bank marketing in Nigeria is that of Nwankwo G.O (1980), who write on the effective marketing of financial services in Nigeria.

According to him no casual observer of the Nigeria economy will fail to conclude that Nigeria today is a seller market. It is a place where the problem is not selling, but producing because anything and everything sells".

However the need for Bank marketing in Nigeria arose as a result of the twin nature of banking, which requires that the Banker attract customers from who he can mobilise deposit and customers to whom he can sell loans and advances.

NWANKWO further stated that banks should embrace the marketing concept even though they were operating in a seller market for the following reason.

- The need to attract customers to buy loan and advances in order to over come the excess liquidity in the banking industry.
- The increasing competition posed by the emergence of new financial institution.
- The changing needs of customers.
- The changing economic and business environment that followed the expansion of the economy.
- The low level of awareness among the customers and non-customers of the array of Banking service and high percentage of money outside the banking system.

As Ugwu (1990) put it "one of the striking trends in the Nigeria banking environment today, is the gradual dying of "arm-chair banking". The traditional method whereby the bank managers sit down in their office from the beginning to the end of the year is fast being replaced by a marketing oriented approach.." Gone are the days, when customers had to beg to be allowed to open accounts with banks. Many banks have set up marketing departments that would have been frowned at years ago.

Arguing in the same vein Kasimu (1993) states that the prevailing environment has constrained operators to abandon arm-chair banking and with skyrocketing interest rate and other incentive offered to attract depositor.

Banks in Nigeria, offer almost the same range of services to meet and satisfy customers need. An explanatory factor can be readily observed in some banks, that have developed proprietary skill which makes their services distinctive and superior to other banks. The difference in the liquidity and profitability level lies in the ability to utilize all available resources effectively within the constraints of socio-economic environment.

2.6 THE IMPERATIVE FOR EFFECTIVE MARKETING OF FINANCIAL SERVICE

It must be understood that merely establishing a marketing unit within the organisation to perform marketing function does not in itself guarantee positive results. However, for effective marketing of financial service, the following are essential.

1. STRATEGY: As a strategy, all elements of service must be organised by clearly segmenting customers by their service needs. The believe in marketing is that, great service can be provided by optimising the need of a certain segment. The objectives of segmentation is to identify a specific user group and pursue it with a tailored product supported by appropriate pricing, promotion and distribution strategy.

2. PRODUCT DESIGN AND DEVELOPMENT: Product and services poorly designed destroy an organisation's ability to satisfy its customers. Bank employee who deliver services are part of the design and development process of the product and service. Such products are developed to meet the ever increasing sophisticated needs of customers. Products are differentiated so as to have value in the eye of the customer. In marketing bank services, the company's image and value are designed, so that segment customers understands and appreciate what the company stands for, in relation to its competitors. Positioning is not what you do with a product, but what you do to the mind of the customer. Attempt must be made to capture the customer psychologically. Every tangible aspect of a new product is worked up to capture a position. In product positioning, the following steps were identified.

- Identify competitive advantage
- Select competitive advantage
- Broadcast the competitive advantage to target customers.

3. INFRASTRUCTURES: These include equipment and other tools of effective service delivery. In recognition of increasing sophistication of customers, infrastructure must be grown i.e advanced technology must be put in place like the latest computer equipment's, that enable customers to transact business in a minimal time also to access their account and transact in any of the bank's branches.

4. TRAINING: This is a key imperative. Training staff on marketing techniques, product and service delivery and setting both quantitative and qualitative targets to be achieved individually and collectively enhance effective marketing of financial service.

The move towards high quality processes and product is probably the biggest driver towards developing a team approach in organisation. The concept of quality improvement has led to the elimination of non-value added activities and has forced the banks to drastically change the way they conduct business. This change created a need for team approach which pools talents and resources in order to identify and solve quality problems at the source in a timely fashion. Team members should meet regularly to brief on happenings in the market and also to coordinate result.

5. SERVICE STANDARD PERFORMANCE MEASUREMENT CUSTOMER FEED BACK.

Superior service quality is only there, if the customer says so. Improving service quality thus, begins and ends with the customer's assessment. The standard should be straight forward easy and integrated into the service strategy. There should be a benchmark against which employee can judge their own performance as well as that of the organisation. As customer service constantly changes so do system for assessing its quality. There should be a process through which when customers see changes, they should be able to give possible feedback and momentum for further improvement builds.

6. Top Management Support:

Perhaps the most important pre-requisite for effective marketing organisation is the level of support given by top management. This is in view of the fact that, all factors already considered earlier revolve around top management's orientation towards marketing. Management support should not be seen as implicit in the marketing unit but rather in concrete terms by the level of financial commitment it make's towards research, product development, adequate staffing and working tool. It must be realised that, although marketing involves huge financial commitment, the result of management sympathy and sustained co-operation is required to promote the growth of marketing and ascertain the realisation of its future stream of benefits.

2.7 THE ROLE OF THE MARKETING UNIT OF A BANK

The most strategic assets of the bank are its customers. For they perform the dual role as channels for deposit mobilisation and application. The nature of customers business, the mode of their operation, their locational advantages and disadvantages, their changing financial requirements are ingredients that define the marketing orientation of any marketing unit or organisation for strategic and operational advantage of the whole organisation.

The marketing activities as the primary sources of information of the formal marketing organisation are defined below.

- To identify prospective clients to be marketed. This entails sourcing information from trade journal/publication, Business directories, door to door search and other means of intelligence gathering
- To segment the market for mass customising.
- To follow up prospects until a customer relationship is established or make timely reports to the central units/area offices whenever corporate assistance is called for

- To nurture existing customers to re-in force their loyalty
- To identify areas of improvement to the bank's relationship with current customers and update their information
- To work towards the resuscitation of profitably lost customers
- To document and report general and specific requirement of the customers to the central unit with a view to planning appropriate response activities.
- To report and observe business potentials in the market to the central marketing unit.
- To track the regency of customers account activity. This function involves close monitoring of level of activities of customer to capture signals that may be useful in arresting attention

The diligent conduct of the activities enunciated above will provide the basis for strategic planning. By developing customer data basis and translating the information there from through a pragmatic decision making process, to actual products or new range of services or activities suited to specific needs of customers to a generalised market segment, the bank would have positioned itself to reap the benefit of marketing. This will include strong customer loyalty increase efficiency and effectiveness of the work process, reduced growth of avoidable dormancy of accounts reduced defaults rate by the better knowledge of client and major customers in other to increase business transactions.

2.8 MARKET SEGMENTATION IN BANKING

The broad marketing plan is only a beginning. More data is required on the particular market segment at which the marketing strategy will be aimed at.

Market segmentation is based on the fact that markets are heterogeneous and customers are different. This in turn provides the justification for differentiating products and specialising marketing efforts according to the needs of customers and their sensitivity to marketing stimuli.

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To meet the many diverse needs in the market place, bank marketers targets their efforts towards smaller groups or segment within the larger market place. Consumers within segment tend to have similarities that holds them together. These similarities can be based on personal characteristics, buying behaviour or psychological make up of customers. Most marketers try to develop different marketing mixes, that best march each segment's wants and needs. This they do by breaking the larger heterogeneous markets into smaller homogenous groups. Market segmentation is fashioned to effect the marketing concept, that is bending supply to meet the will of demand. In market segmentation, the marketer must be able to identify which customers are members of a particular market segment. There must be some measurable common characteristics that includes or excludes a customer from a group.

Before now, Nigerian banks practice market aggregation or undifferentiated market where the overall market is not subdivided into segments. Rather a single marketing programme is used to offer product to all consumers.

With increasing competition in the banking industry and the increasing enlightenment of customers, the banks realised that there was the need to segment customers and fashion out product that meets their needs. These needs are evolved from the fact that there were growing and obvious differences in their needs for bank services.

Segmentation in the Nigerian banking system started with the grouping of customers into retail and Corporate Customers. The retail-banking unit handle small customers in the savings account and individual current account holder Category. The Corporate banking Unit handle's big individual customer's industries government agencies and other corporate bodies.

With further competition, the corporate banking unit has been sub-grouped into e.g. manufacturing groups, petroleum, public sector investment banking, high networth individual etc.

The public sector and the high networth individual segment began gaining special recognition in the nineties. The sudden prominence of the public sector as a customer segment was influenced by the recent transfer of the commercial banking function of the central bank to commercial banks.

This led the bank to struggle for patronage of the many government ministries and parastatals, thus the need to package special products to meet the needs of this sector.

The high networth individual are basically top government official and top officials of some big private organisation. This group has been identified to wielder a lot of financial muscles. A special product has been packaged for this group by most banks in Nigeria called the private banking service. By this arrangement the customer who normally do not want to be seen parading banks can transact business with the bank without being physically present in the bank i.e. bank official go to meet them either in their offices or houses for transactions.

Another emerging segment is the Islamic banking customer, it is not an over emphasis to say that, with the increasing agitation for the sharia legal system in the Northern part of the country, serious marketers should go back to the drawing board to access the enormous size of this segment with a view to designing products that will serve the need of this emerging segment. Habib Bank Nigeria Ltd has taken the lead by establishing an Islamic banking desk.

2.9 UNDERSTANDING THE ENVIRONMENT FOR EFFECTIVE BANK MARKETING

Since marketing is part of the overall corporate plan it can only be successful if it is guided by the strength weakness opportunity and treat (SWOT) analysis of the organisation. Based on the knowledge gained from the analysis we can derive the resource data Bank and the strategy.

The resource data Bank can be summarised in the word "BEP" (Bank resource is further sub-divided into (CDAM) capital Deposits Assets and management. These constitute the psychoanalysis of the Bank.

Banking operates in an environment, which can undermine the strength and aggravate the weakness of the Bank. If the bank is properly analysed, understood and appreciated it can prove an invaluable asset to the achievement of corporate goals of which marketing is one.

Environment can be analysed as political Economic and finance. For the Banker to be effective he has to study and understand the political structure philosophy and major critical political issue. These and other related issue can only be ignored by any Banker to his utter detriment.

Analysis of the economic environment includes the analysis and implementation of the topography of the economy, its resources and their location as well as their economic significant as well as the main economic indicator and sector including the critical economic issue. It also needs to appreciate the policy thrust and area of main emphasis. Indeed effective marketing requires a through analysis of the money and capital markets, the Banking system and the central Banking arrangements.

Next is the psychology of finance. Its significance is derived from the fact that the resources may be there and the environment may be favourable but unless the psychology is agreeable not much can be achieved.

This psychology can be summarized as Business of Banking customer profiles and environmental inputs. Analysis of banking business requires a thorough knowledge of the objectives of the Bank. The marketing manager must understand which of these objectives the bank lays emphasis on and what are the critical success factors.

As regards customer profile the marketer should have a thorough knowledge of their needs and problems and must be able to communicate with them effectively on ways of solving the problem.

Finally environmental input requires understanding of political and economic issues at point in time and government thinking and polices. It also includes a knowledge of the seasons or occasional events and of the central Bank guidelines. All these issue and their implications have to be taken into account in planning a Bank strategy. In sum therefore, effective marketing requires in effect resources management data Bank.

2.10 THE APPLICATION OF TOTAL QUALITY MANAGEMENT IN MARKETING BANKING SERVICES

The phenomena of total quality management started spreading around the world in the early 1980's. This rapid development was spurred on by fierce competition ranging between companies in Japan North America and Europe. This was the time when the Japanese outperformed the North American and European companies by producing and selling quality products at cheaper prices. These miraculous achievements compelled the Americans and European to look outward in order to discover the secret of the success being recorded by the Japanese companies. They latter discovered that the secret lied in the quality process. Since then serious organisation have come to acknowledge that quality is the most potent defence against competition. Quality ensures customer loyalty and allegiance and paves the way for sustained growth and earnings (Akpeyi 1987).

Total quality management does not have a universally accepted definition. A good number of management gurus have defined quality management depending on how they perceived it. (Gary Dessler 1985) defined total quality management as "Total corporate focus in meeting and often exceeding customers expectations and significantly reducing the cost resulting from poor quality by shaping a new management system and culture."

Going back to our definition of marketing as defined by the chartered institute of Bankers London as "a management process which identifies anticipate and supplies customers requirement efficiently and profitably," it will be evident that the application of Total Quality Management Concept in Marketing Banking services is inevitable.

It is important to understand the core concept on which Total quality management is built. The concept is built around the customer, quality and employee. They include the following:

a. Everyone has a customer:- Total quality management embraces more than the external customer. Work has no value unless it is delivered to someone else. A customer of a bank is anyone whom you provides a service. Failure to satisfy an external customer means that he will go somewhere else for a better quality service. Failure to satisfy an internal customer means that the service provided has to be done again to meet the required expectation, this will cost the organisation more in either case the bank loses.
b. Everyone is responsible for quality:- Everyone must make a commitment to getting things done right first time every time. This involves creating of goals congruence between leader and those being led.

c. Prevent problem not fix them: In a total quality management orientated organisation the emphasis is on problem prevention by standardizing the solution. A new system or process may also be devised. This is achieved through team work i.e. everyone understanding each others needs striving to satisfy them.

d. Top management must lead the process:- total quality management must start at the top where serious commitment to quality must be demonstrated. Indeed total quality management challenges management traditional rules of planning organising and controlling. Total quality management demands that management should now empower, coach, develop and encourage organisation - wide participation in running the business.

Total quality management made gradually entered into Nigeria in the 1980's. The concept swept through the banking industry in the late 1980's and the 1990's. This was the period when the new generation of banks came on stream. It was obvious during this period that the Nigerian banking customer is dissatisfied with the kind of shabby services he gets but did not have many alternatives. The new banks were quick to realise this shortcomings they set out to provide a better service with the customer as their focus thus the adoption of total quality management.

Since marketing financial service is a complete package of product, service and its delivery, the means used are people committed to employing organisational resources to provide value to customers. Total quality management say's that this package must be delivered right the first time and every time. The performance standard in total quality management is ZERO DEFECT.

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The important of total quality management in marketing banking service cannot be over emphasised as attracting a customers to a bank is easy, converting them into repeat or loyal customers is an uphill task. Through the concept of total quality management prospective customers can be assured of a consistently perfect service that will meet their ever growing sophisticated standard.

The quest to satisfy customer need in the banking industry has given birth to the attainment of quality or the conformance to requirement. This has led to the elimination of non value added activities and has forced the banks to drastically change the way they conduct business. Any bank not structured to re-assess its roles properly by improving on its services will die way. The concept of total quality management is been used by banks to out think its competitors, improve customer patronage offers the organisation better and greater share of the market.

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CHAPTER 3

HISTORICAL BACKGROUND OF ACCESS BANK NIGERIA PLC.

3.1 AN OVERVIEW OF THE BANKING SECTOR IN NIGERIA.

One f the earliest definitions of a Banker is that of J.W. Gilbert as given by Adekanye (1986) as "a dealer in capital or more properly as a dealer in money. He is an intermediary party between the borrower and lender. He borrows from one party and lends to another." There is a lot more to the business of banking than just mobilisation and disbursement of funds.

The English bills of exchange act of 1882 defines a "bank" or a "banker" as, including a body of persons whether incorporated or not who carry on the business of banking. The paton commission which led to the enactment of the 1952 banking ordinance defines banking as the business of receiving from the public on current account money which is to be repayable on demand by cheques and of making advances to customer."

However the Nigerian banking decree of 1969 redefined banking business as, "the business of receiving money from outside sources as deposit irrespect of payment of interest and the granting of loans and acceptance of credit or the purchase and sales of security for account of other's or the incurring of the obligation to acquire claims irrespect of loans prior to their maturity or the exemption of guarantees or other warrantee for other's or effecting of transfer and clearing and such other transactions as the commission may on the recommendation of the Central bank by order published in the federal gazette designated as banking business."

By this definition of banking in the Nigerian context any person or entity carrying out business in like with the act is known as a bank.

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The use of the words "bank" "banker" and banking shall be in the context of the 1969 banking Act.

1.1.2 Evolution of Commercial Banking In Nigeria

The history of banking in Nigeria, started with the opening of the African banking corporation in 1892 which was later renamed standard Bank of Nigeria now called first Bank of Nigeria PLC. In 1916 a new competitor dominion colonial overseas bank started operations in Lagos. The Dominion colonial and overseas bank was taking over in 1925 by the Barcklays bank of Africa now called Union Bank Plc. This expatriate banks were more concerned with the finance of import/export trade and locally based expatriate enterprises. The indigenous merchants realised quite clearly that foreign own Bank will not give them the financial assistance required to promote their trade. This led to the opening of 25 indigenous banks between 1928-1955. Among these banks were National Bank opened in 1933 Agbonmagbe Bank Ltd now called Wema Bank Ltd and African continental Bank Limited in 1947. The British and French Bank now called United Bank for Africa was opened in 1949.

The first banking legislation was enacted in Nigeria in 1952. Prior to the enactment it was a period of free for all banking which culminated into several bank's failure and losses to depositors. This led to the setting up of the paton commission in 1948 and its report which led to the enactment of the first banking legislation, the banking ordinance of 1952. The ordinance defined banking and restricted banking practices to companies holding valid licence.

The 1952 ordinance which was replaced in 1958 and amended in 1962 was once again replaced in 1969 by the banking decree of 1969, By 1991 a new decrees the banks and other financial institutions decree was promulgated to replace the 1969 decree. In 1997, another decree 4 was promulgated to replace the 1991 decree.

Since 1986, the Nigerian banking industry has witnessed fundamental changes that goes beyond product adjustment. The number of banks rose from 32 in 1980 to 81 by 1989 and to 120 in 1992. By the mid 90's the distress syndrome started setting into the banking industry. The syndrome engulfed a lot of banks and that resulted into a loss of interest in the banks. By the end of the 90's most of the distressed banks were acquired by the central bank and sold out to new investors. During the same period the government came in with new laws to sanitize the banking industry by raising the minimum capital of banks to N500m. The need to raise share capital to N500m arose because it was realised during the distress period, that the risk of bank insolvency affected depositor mostly and the risk to the owners of the bank is minimal considering their very low investment. The same period ushered in the approval for merchant banks to perform commercial banking functions in addition to their original function that is (Universal banking.)

1.1.3 The structure of the Banking sector in Nigeria

The Nigeria Banking industry can be classified into two broad segments.

- Depository institution
- Non-depository institution

Depository institutions comprise those organisations that are permitted to accept customer deposit and engage in financial intermediation while;

Non-depository institution: Usually offer only lending aspect of the banking function. Nigeria financial industry cannot be described using these two segments as many of the institutions classified as non-depository such as merchant banks also accept deposits as part of their normal activities.

The structure of commercial Banking in Nigeria is tailored towards that prevailing in the United Kingdom i.e. branch banking system this is characterised by the domination by a few large banks with a wide branch network extending throughout the country Commercial banks with their extensive network of branches

can be described as retail banks providing a wide range of banking services to individuals and business. In recent years most of the leading commercial banks in Nigeria have started to widen the scope of their operation by engaging in wholesale banking. Corporate service departments are being set up which specialise in providing short and medium term financing to their customers especially corporate customers.

However, the role of merchant banks is not precisely defined as it has been an up hill task for the monetary authorities to define their role in the developing economy. Merchant banks performing virtually the same functions as commercial Banks. Merchant banks are distinguished from commercial banks in that they are expected to provided medium and long term lending as opposed to short term lending. Merchant banks are expected to source their funds and generate deposits by issuing medium and long term bonds.

1.1.4 Commercial Bank Operations

Banks, by the nature of their operations occupy a strategic position in any economy. Nigerian banks are no exception as they occupy top position in terms of assets and by implication profitability in the economy. Nigerian banks have often been criticised by analist for the huge profit declared at the height of recession without a corresponding improvement in the level of efficiency.

According to Osubor (1984), the operations of Commercial banks in Nigeria are affected by a number of constrained,

1. Minimum capital and reserve requirement established by Law
2. Legal upper limits paid on deposits and charges on some loans though this is presently relaxed.
3. To accommodate withdrawals and pay term deposits on maturity failure will result in insolvency and immediate bank closure.

4. Legal restriction on types of loans and investment to any single customer up to a certain limit.
5. Operational cost and efficiency of Banks because of difficulty by banks to offset their huge expenses.
6. Legal restriction on entry into the banking industry and establishment of branches or other offices.

Commercial banks are established for profit making and must strive through their operations to maximize their interest receivable on loans and investment while minimizing their interest payable on time and savings account as well as other services incurred by the banks.

3.2 THE PROFILE OF ACCESS BANK NIGERIA PLC.

Access bank was incorporated as a private limited company on 8th February 1989 and commenced business on 11th May 1989 at No. 4 Burma Road Apapa. The bank was converted to a public limited liability company on the 24th March 1998 and was listed on the Nigeria stock exchange on the 18th November, 1998. The bank head office was later moved to Broad Street and later to its newly acquired head office in Victoria Island. The bank has fourteen branches spread all over the country. Two of the branches are located in the Northern part of the country, one in the eastern part and the remaining eleven braches concentrate in the western part of the country.

Endowed with a crop of skilled professionals, Access bank has continued to develop imaginative products and services that meets the diversified banking needs of its steeply increasing clientele. This has added value to its business giving room for the growth of personalized banker-customer relationship with current opportunities of successes and mutual benefit for both sides.

In the calculus of corporate philosophy, Access bank's mission is **"to be a significant contributor to our customer's success"**. The bank lends appropriate fidelity to the realisation of this goal by treating each customer as distinct entities with peculiar need and aspiration. At Access bank civility competence and a through understanding of customer financial problems are the watchwords for rendering flawless banking services.

The strength of Access Bank is anchored on its efficient banking services. It offers retail banking services of current and savings account, fixed deposit, local funds transfer and safe depository facilities among other's.

Access Bank also offers services, which include bankers acceptance, treasury bills certificate, term deposit, letter of credit, international funds transfer, domiciliary account and autonomous foreign exchange.

Others include commercial paper dealership, equipment leasing, trade finance, term loans, financial advisory service, debt conversion, syndicated facilities and also support medium scale enterprises including viable agricultural projects.

The bank has introduced the Access private banking service designed to meet the need of high networth individuals, whose tight schedule prevent them from visiting branches to transact business. The private banking services offer a wide range of product including investment placement of funds cash/cheque lodgement and withdrawals, draft purchases, safe custody service, purchase of air tickets and international children school fees settlement.

The bank has also introduced Access Gold Investment, a special banking product whose features includes a minimum of N100, 000.00 investment for a minimum tenure of 90 days with a reasonable annual interest yield.

Benefit of Access Gold investment includes a NICON Insurance cover against accidental or natural death as well as settlement of medical bills up to a limit of N30, 000.00. The investment is transferable, discountable and can be used as a collateral for loan.

Recently Access Bank in keeping to their mission of contributing significantly to their customer's success introduced new products to their range.

1. ACCESS CARD: The card is a very comfortable companion to take along with you wherever you go. It saves you the burden of carrying cash. The card is accepted as a means of payment for all goods and services in outlets where the 'SMART PAY ACCEPTED HERE' sign is pasted. It is acceptable in most outlet ranging from food, fuel toiletries to electronic stores. By simply inserting your card into any point of sale (POS) terminal a balance on your ACCESS CARD account is indicated and at the point of payment the amount is debited on your account. Also with the smart card you can make cash withdrawals any time of the day in any of Access bank branches or designated branches f any member of the SMART PAY consortium. The card has special security feature known to the cardholder alone.
2. PHONE EXPRESS: The phone express pay phone card is an international call card made easy. The card makes savings off the high cost of public pay phones and hotel international call rates. It also allows you to place a call from any touch tone telephone to any where in the world. You simple dial the Access number and wait for a welcome message you enter your pin number it tells you the worth of your card and tells you to enter the number you want to call. You dial the Nigerian code the country code and the area code then the number of the person you are calling and there you are.

The card is reloadable in multiples of ₦1000, ₦2000 and ₦5000 denomination.

3. SAVINGS ACCOUNTS: Traditional savers have been offered a simple choice either a good rate of interest or instant access, rarely, both. The good news is that Access Bank has achieved a blend of both. The new saving accounts offers flexibility and help the customer's money grow. The new savings account also has the following features.

- Easily accessible interest earning funds
- Transfer between accounts
- History enquiries
- Ease of conversion to various other products and services such as the Access-card Access good deposit account, etc.
- Automated standing-order sweep-in sweep-out facilities to maximise your earnings.

4. CUSTOMER NEED SURVEY: The bank is continuously seeking ways to serve its valued customers better. To this end the bank has put together a set of questions, which they believe will enable them tailor their processes to better suit customer needs. The customers are expected to pick the questionnaire from the counter of the bank, respond and return the questionnaire to the nearest branch of the bank or the account officer of the customer.

3.3 PURPOSES OF ACCESS BANK

The repositioning exercise started in 1996 which restructured the bank by strengthening its management, processes and system putting it in the path to achieving superior performance, defined a vision for Access Bank as *"TO BE A FIRST DIVISION PLAYER IN THE NIGERIAN BANKING INDUSTRY BY THE YEAR 2010."*

In the same vein the bank's mission has been defined as has been defined as *"TO BE A SIGNIFICANT CONTRIBUTOR TO OUR CUSTOMER SUCCESS".*

The goal of Access bank is to be an efficient reliable and courteous bank, that would continue to reckon by the number of client who can put their trust in our hands. This is the ultimate challenge. Access will continue to scan the horizon with a dedicated and attentive experts so as to position the bank at all times at a height the owners will be proud of. With the cooperation of the growing number of clients the Sky is the limit for Access Bank.

The Bank defined its objective as follows.

- to obtain a certain rate of profit and return on investment .
- to achieve a dominant position in banking industry.
- to ensure a competitive price for superior performance.

3.4 ORGANISATION STRUCTURE OF ACCESS BANK PLC

KEY

MD – MANAGING DIRECTOR
ED – EXECUTIVE DIRECTOR
DMG – DEPUTY GENERAL MANAGER
AGM -- ASSISTANT GENERAL MANAGER
SM – SENIOR MANAGER
PCM – PROFIT CENTRE MANAGERS
OPM – OPERATIONS MANAGER
SBU – STRATEGIC BUSINESS UNIT

3.4 GENERAL OPERATION OF THE ACCESS BANK PLC

At the top of the organisational chart is the Board of Directors. Followed by the Managing Director/Chief Executive officer. The managing director is ably assisted by two Executive directors who heads the Strategic Business Unit (SBU). Down the chart are two Deputy General Manager and six Assistant General Managers who head's the various business groups, followed by the Profit Centre Managers (PCM) and operations Managers who head's the various subgroups followed by account officers.

The Managing Director/Chief executive officer oversees the day to day activities of the Bank. For easier Coordination, the general operations of the bank is divided into two Strategic Business Units(SBU) headed by executive directors who reports to the managing Director/Chief Executive officer i.e. public sector, operation ,and support service SBU, and commercial, corporate and investment Banking SBU.

The Strategic Business Units are grouped into the following, public sector, Commercial banking, Support services, Corporate Banking, Risk Management/management Control, Banking operation, Area Co-ordinate North and Chief Inspector.

For the purpose of this write up, public sector, Commercial banking, corporate banking, Area coordinator North will be identified as the marketing groups. The following will now result from the regrouping.

- Marketing group
- Support services
- Risk Management/management Control
- Information technology
- Banking operation
- Investment banking
- Chief inspector

The activities of the marketing groups is carried out by subgroup called the profit Centre manager (PCM). The profit Centre manager are assisted by Account or relationship officer who are assigned specific customers to manager.

The groups have responsibility to identifying prospective customer, identifying their needs, developing relationship and ensuring that customers are provided with the attention they deserve.

The support Service group is made up human resources, property and corporate promotion departments. It is in charge of employment, training and general staff welfare. Part of the functions of this department includes the provision of adequate infrastructure and in identification of properties for proper location of the banks branches. In addition the group through its corporate promotion department is responsible for the promotion of the bank's image.

The Risk management/management Control group is in charge of loan and advances, guarantees, Bonds and indemnities. It is equally in charge of all accounting functions of bank.

The information technology group handle issues that relates to the provision of computer information, linking of branches through computer networking, provision of computer soft and hardware for the bank.

The investment banking group handles all treasury activities, international activities (Foreign Exchange) and inter bank transactions.

The Banking operations group is headed by a Assistant General Manager who oversees all operations activities. The functions of this group is basically carried out at the branch level, with the branch operations managers assisted operation staff. The function of this group is basically service delivery. They ensure that they provide first class services in meeting customer's needs at all time. The keep adequate record of all transactions and also ensure that the business atmosphere is conducive. The operations unit is equally in charge of the computer system at the branch level.

The inspection group is headed by the Chief Inspector. Their functions are basically that of internal audit. Their function is to ensure that organisational procedures are strictly adhere to. They equally monitor to ensure that there are no deviations from agreed management projections.

The purpose of these groupings in Access bank is to ensure proper coordination and focus. This has long started to yield results as shown in the Bank operation result, despite the difficult operating environment. Gross earnings increased by over 50% i.e. from N362m in 1998 to N542m in 1999. Profit before tax also increased by 504% i.e to N108m in 1999 from N18m while after tax profit went up by 755% from N9.7m to 83 .6m. Consequently, shareholders funds have risen by 376% from N213.2m to N801.7m. The Bank's total deposit rose from N952m to N2,732.6m an increase of about 280%. Total loans and advances have grown from N684.8m to 1,259.7m an increase of about 200%. The Bank's total balance sheet figure was N4,877.6m in 1999 up against a figure of N1,501.1m in 1998, that is an increase of almost 320%.

3.5 THE STRUCTURE AND OPERATION OF THE MARKETING UNITS

Before the repositioning exercise, which restructured the bank by strengthening the processes, access bank had a single marketing unit called the Credit and Marketing department. During that period, the bank did not differentiate customers as a single marketing programme was used to offer to all customers.

However, with renewed emphasised on marketing financial services and intensive rivalry among banks and non-bank financial institution, the result was an endless and aggressive marketing to generate quality Customers for the bank.

The repositioning resulted into the creation of two strategic business units with he Managing Director/Chief executive as the chief marketing officer of the bank. The strategic business units are headed each by an executive director.

The first SBU, the public sector, operation, and support service has the following groups.

- Public sector group: this group is headed by an Assistant general manager, it covers all government ministries, parastatal and government revenue collections.
- Commercial Banking (1) this group is headed by a deputy general manager, it has responsibility to cover; Oil and Gas, Construction companies, Building materials, vehicle manufacturing, cement companies.
- Commercial banking (ii): headed by a principal manager it has a responsibility to cover, pharmaceutical/personal care, Embassies, Airlines and travel Agencies, Conglomerate, textiles and agro-allied companies.
- Corporate Banking: this group is headed by an Assistant general manager and takes charge of food and beverages, breweries, chemical, paints, packaging plastics, printing and publishing, domestic, commercial and industrial services.
- Investment banking: this group is headed by an Assistant general Manager, it takes responsibility for, financial intermediation (Banks and finance houses etc) foreign exchanges and treasury services
- Area manager North: this group is headed by Assistant general manager and it covers all activities in the northern part of the country.

The above is the marketing structure of the bank. Management allows some flexibility, in that, an officer who has comparative advantage on a company outside his scheduled group is allowed to exercise and leverage such connections in order to facilitate commencement of relationship with relevant companies. An officer so privileged is expected to liaise with the appropriate group to avoid duplication of efforts or creation of conflicts as well as waste of resources.

In order to ensure that each group remain focussed and productive each group and hence the officer have a target which is derived from the banks target. Management is poised to supply all the resources that officers need in order to put up optimal performance.

Marketing officer are encourage to secure confirmed appointment before embarking on marketing calls, since this is more productive than blind marketing calls. Officers are advised to carry out pre-call analysis before embarking on marketing calls.

Pre-call analysis involves the following:

- Industry analysis i.e characteristics
- Size of company i.e annual turnover
- Key management staff and key decision makers
- Key area of operation
- Major competitors
- Major strengths and weaknesses
- Profitability profile i.e trend
- Key financial parameters

During the marketing call per see, officers are expected to;

- Identify the major short falls in the services being offered by the company's current bankers
- Zero in on the shortcoming, more so, if Access bank has the necessary wherewithal to fill the identified gaps.
- Focus on Access bank major strength in the discussion.
- Attempt to reach some decision on specific objectives.
- Ensure you do not commit or promise something you cannot deliver.
- Be focussed on your discussion, hence officers, are expected to be conversant with the bank's entire product.

It is also important to the officers to comport themselves in line with access bank's culture.

There are some post calls requirements. Among them are:

- Do call memo for fruitful calls outlining key development and necessary follow-ups.
- Do a thank you letter to the company for making out time to receive you.
- Follow up as necessary.

The successful opening of an account opens up another phase in the relationship management. The focus this time around should be on how the bank can get the best out of the company. In this respect, the Account officer should endeavour to keep track of what happens at the company on daily basis. The account officer should be able to familiarise himself with firms operating cycle such that, he will be able to predict when the company will have funds to lodge at the bank. Personalised service should be the thrust. Such action, as daily or regular phone calls to the company in order to find out their needs will go a long way in boosting the relationship.

3.6 THE PROSPECT OF THE BANK IN NIGERIA

The prospect of the bank can be looked at from its vision statement i.e *"TO BE A FIRST DIVISION PLAYER IN THE BANKING INDUSTRY BY THE YEAR 2010"*

In meeting the N500m minimum share capital stipulated for banks by government, Access bank through the Capital market successfully raised N600m, thereby exceeding the minimum requirement. The bank has opened new branches at Enugu, Ibadan, Onitsha, and kankia in it resolve to be National in outlook.

The bank has equally change its banking application to the a fully integrated customer friendly software that will meet its operational an information management needs in this millennium. The bank is on-line real- time with its branches.

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In order to achieve its aims, the bank has set in motion massive re-engineering of its operations. The process is permeating the whole bank. It has brought with it new ways of thinking and has redefined the customers in the skim of things. All efforts are now focussed on creating value for the customer. The spin-off from these efforts is beginning to translate into revenue for the bank and the future will be the better for it.

Access bank is looking forward to enviable position of a future market leader in the banking industry in Nigeria.

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CHAPTER FOUR

THE METHODOLOGICAL FRAMEWORK OF THE RESEARCH STUDY.

PREAMBLE

The main focus of this chapter is to bring together all data collected, methods of collection and as much as possible present and analyse the data collected in this study.

4.1 TYPE OF DATA

Data used in this write up are basically of primary and secondary in nature and are gotten from primary and secondary sources.

Primary data was gotten through the use of questionnaire and interviews conducted to complement the use of the questionnaire. The collection of primary data was relatively difficult as those information were gealously guarded for strategic reasons.

The secondary source include thesis magazines annual reports bulleting, CBN Bulleting, NDIC reports test books and Government Publication.

4.2 DATA COLLECTION PROCEDURE

Two sets of questionnaires were administered. The questionnaire marked "S" were given to 15 Access Bank staff from the head office, Abuja, Idumota and Kano branches of the Bank.

All the 15 questionnaire were responded to representing 100% response.

The second questionnaire marked "C" that was meant for customers were distributed to 15 Access Bank customers cutting across all segments to the bank's customer. With the exception of 1, all the other 14 customers responded give a 14/15 x100 = 93.3% responses.

4.3 SAMPLING METHOD

In order to avoid an unbiased data collection, a random sampling techniques was used in administering the questionnaire. Random in the sense that the selection of the respondent was not predetermined.

4.4 METHODS OF DATA COLLECTION

Both primary and secondary data are used in this study primary data are those facts and figures expressly collected from the marketing officers and customers of Access Bank for the purpose of the study. The main advantage of obtaining this data is that, the exact information wanted is obtained. Terms are carefully defined so that, as far as humanly possible, misunderstanding was avoided.

Secondary data are second hand information. It shall be used only to the extent that it helps in explaining facts gathered from primary sources.

Primary data was collected using a structured questionnaire, designed to probe into various marketing activities employed by bank. Questions were asked regarding the extent to which the marketing officers use the various marketing tools and marketing techniques of Access Bank. Views of individual and corporate customer were sought for regarding the critical factor they considered before entering into relationship with the bank.

The researcher personally administered the questionnaire to the staff and customer of Access Bank.

Further personal interview with the bank officials and some of the bank's customers where necessary to ensure fair reconciliation of ideas that were collected using the questionnaire.

4.5 DATA ANALYSIS

Data analysis shall be descriptive and statistically presented. This type of research method will not only give a picture of the situation or population but will also specify the nature of the work. The study employed descriptive statistics to reduce raw data obtained from the questionnaires to enhance understanding dimension.

Simple percentage shall be used. The fraction of the population that expressed same opinion in their responses shall be expressed on a percentage of the whole population.

Decision shall be reached by simple majority, the fraction shall be used at least, to draw attention to the fact that the whole population do not look out for one thing or behave alike.

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CHAPTER FIVE

5.1 DATA PRESENTATION AND ANALYSIS

The methods used in the interpretation of data boiled down to simple arithmetic summation, percentages and subtractions. The importance of analysis and interpretation to the success of this write up cannot be overemphasized. For the purpose of presenting clear and accurate findings a statistical approach is employed in the overall analysis of the data. The type of information presented in this write up would provide details on the marketing policy an orientation of Access Bank PLC and further give an insight into the practical nature of the marketing functions of Commercial Banks in general. The data presented are responses to the questionnaire indicated as appendix 1 and 2

5.2 MARKETING STAFF OF ACCESS BANK (S)

QUESTION ONE

The essence of this question is to know whether the respondent has joined the bank long enough to understand the operations of the Bank.

DATE	NUMBER OF RESPONDENT	PERCENTAGE
BEFORE 1997	5	33.4%
1998	9	60%
1999	1	7.6%

The above table shows that 5 or 33.3% of the respondent joined the bank before 1997, while 9 or 60% of the respondent and 1 or 7.6% of the respondent jointed the bank in 1998 and 1999 respectively. It can be deduced from the table that majority of the respondent have been in the bank long enough to know the bank's activities

QUESTION TWO

This question is to further confirm that, having been the bank long enough, whether the respondent were grounded in marketing activities of the bank.

PERIOD	NO OF RESPONDENTS	PERCENTAGE
2 year and above	14	93.3%
1 year and below	1	6.7%
Total	**15**	**100%**

The above table indicates that 14 or 93.3% of the respondents have been in the marketing department for more than 2 years while only one person has been there fore less than 2 years in the marketing unit long enough to understand the marketing operation of the bank.

QUESTION THREE

The importance of this question is to confirm from the staff whether they understood the operation of the marketing unit as would be expected the response was 100%.

	NO OF RESPONDENTS	PERCENTAGE
YES	15	100%
NO	-	-

QUESTION FOUR

The essence of this question is to establish the practical involvement of the respondent as there would have been no need asking for information from somebody who could not attract a customer to his bank.

	NO OF RESPONDENTS	PERCENTAGE
MEET TARGET	8	53%
EXCEED TARGET	6	40%
BELOW TARGET	1	7%
Total	**15**	**100%**

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The above table indicating the attainment or non attainment of marketing target by staff shows that 8 or 53% of the respondent met their target, 6 or 40% of the respondent exceeded their target while 1 person or 7% did not meet the target. That most of the marketing staff are adequately involved in rigorous marketing as they met their target.

QUESTION FIVE

This question is ascertain the medium through which the carry out its marketing activities.

The response was unanimous as all available medium is used by the bank to reach out to customer's

QUESTION SIX

This question is to further elaborate question 5 i.e if the bank uses the available media which have been most effective.

	NO OF RESPONDENTS	PERCENTAGE
PERSONAL SELLING	10	66.6%
ELECTRONIC MEDIA	4	26.6%
BRANCH NETWORKING	1	5.8%
	15	**100%**

The above table indicates that 10 or 66.6% of the respondents believe that personal selling has been the most effective medium used as it is through it that there were able to meet the target set for them by the Bank. 4 or 26.6% of the respondents believe that electronic media is the best medium as it the means through which the bank can reach out to all customers. 1 or 5.8% believe that branch networking is best marketing medium. the conclusion here is that personal selling is the main medium of marketing in Access Bank.

QUESTION SEVEN.

This question is a follow up to question six, i.e. if the bank has effectively used all the communication medium particular personal selling, then it will be expected that marketing tools such as mobility, telecommunication, empowerment comfortable working environment, competitive product etc is provided to the marketing team for effective performance.

	NO OF RESPONDENTS	PERCENTAGE
YES	13	86.7%
NO	2	13.3%

The table shows that 13 or 86.7% of the respondent believe that the bank has provided enough marketing tools. 2 respondent or 13.3% believe that the bank is still ways behind its competition in the provision of market tools. The general consensus as shown in the table is that the bank has provided enough marketing tools.

QUESTION EIGHT.

	NO OF RESPONDENTS	PERCENTAGE
YES	15	100%
NO	-	-

From the table above all the respondent agreed that the provision of adequate marketing tools has effectively aided their marketing efforts, i.e. 100% response.

QUESTION NINE.

This question is to give an insight as to what were the main attractions of the customer from the point of view of the respondents.

	NO OF RESPONDENTS	PERCENTAGE
MARKETING SKILL	10	67%
QUICK SERVICE DELIVERY	3	20%
GOOD FACILITIES	2	13%
	15	100%

From the table above, 10 or 67% of the respondents believe that, their marketing skill was what attracted the customers. 3 or 20% believe that quick service delivery were the main attraction of the customer. 2 or 13% of the respondents believe that good facilities were what attracted the customers.

The consensus is that the personal marketing skill of the bank staff is the main attraction to customers.

QUESTION TEN.

In view of the importance of information technology in modern banking and its influence on the decision of the customer to open an account, this question is asked to ascertain whether the bank has a good information technology system to face the challenges of the time and whether it has influence the customer decision to operate an account in their bank.

	NO OF RESPONDENTS	PERCENTAGE
YES	15	100%
NO	-	-

As indicated by the table, 15 or 100% of the respondents agreed that with over 250m spent in upgrading the computer system, the bank is fully ON-LINE REAL TIME and has one of the best systems in the banking industry. This has strong influence on customer decision to start a relationship with the bank.

QUESTION ELEVEN

The importance of segmentation as a marketing strategy in Banking cannot be over emphasised. It has been realised that all customers don't have the same need in terms of service requirements. To meet the many diverse needs in the market place, bank marketers, target their efforts toward system or group withing the larger market place.

Customers withing a segment tend to have similarities that hold them together. These similarities can be based on personal characteristics, buying behaviour, or psychological make up. marketer's develop different marketing mixes that best march each segment's wants and needs. This segmentation strategy is fashioned to effect the marketing concept, that is bending supply to meet the will of demand. As a result, market segmentation effects a better march between what the marketer does and what the market desire.

This question is to ascertain whether Access Bank has satisfactorily adopted market segmentation.

	NO OF RESPONDENTS	PERCENTAGE
YES	14	93%
NO	1	7%
Total	**15**	**100%**

The table above shows that 14 or 93% of the respondent believe that the Bank customer are segmented and satisfied. 1 or 7% of the respondent believe that the segmentation strategy has not been beneficial to retail customers.

The conclusion is that the Bank has adequately segmented their customers.

QUESTION TWELVE.

In line with the needs of building an ideal corporate image and a good marketing skill, bank staff are adequately trained and versed enough to meet the challenges that are now synonymous with the Banking Industry.

Access bank Limited places considerable value on the training of its staff at all level both locally and offshore as needed. For this reason, the bank painstakingly select, train, motivate and empower their staff at all levels to deliver value added customer service. Every year a sizeable proportion of the bank's profit is committed in training staff thereby developing their skill, knowledge and ability to respond creatively to their customer's requirement.

	NO OF RESPONDENTS	PERCENTAGE
YES	15	100%
NO	-	-

As indicated by the table, 15 or 100% of the respondents agree that the bank has adequately invested in human resource development.

Because real marketing is done by human beings, it is necessary for the bank to invest enough in updating the skill of marketing staff as obtained n Access Bank.

QUESTION THIRTEEN.

Superior service quality is only there if the customer say so, improving service quality thus begins and ends with the customer assessment. It has been established that exchange decisions are evaluated at some point in time, which means that the Bank that offers a serve needs to monitor the level of customer satisfaction. There should be a process through which when customers see changes they should be able to give possible feed back and momentum for further improvement builds.

	NO OF RESPONDENTS	PERCENTAGE
YES	15	100%
NO	-	-

All the 15 or 100% of the respondents were of the opinion that the bank has an adequate customer feedback process. The respondent confirmed that the use of suggestion box is no longer in vogue in Access Bank as it is considered old fashioned. Alternatively, the bank has established a customer forum and by organisation cocktail parties. through which a feed back is obtained direct and first hand. Also relationship managers, account officers normally make's business development call on major and prospective customers to discuss issues of mutual concern. These are ways the bank gets feedback from customers.

QUESTION FOURTEEN.

Banking business is all about profitability and investors expect a good and steadily return on their investment. Profitability as the main instrument for measuring business success is expected to increase proportionality to the marketing efforts.
An analysis of the profitability of Access bank indicates an increase in the banks profit between 1998 to 1999 by more than 500% from 17.9m to 108m

	NO OF RESPONDENTS	PERCENTAGE
YES	15	100%
NO	-	-

From the table above there is a consensus that the marketing efforts of the bank has impacted positively on the bank's profitability.

QUESTION FIFTEEN.

The Banking industry is highly dynamic and continuously changing. The industry is also going through periods of consolidation, and competition is equally intensifying. Profitability now depends on the ability to increase trading volume, product and revenue base diversification and cost control. consequently, Access Bank Plc took the strategic decision of expanding its share of the market by using any of the option indicated in the questionnaire.

	NO OF RESPONDENTS	PERCENTAGE
RAPID BRANCH EXPANSION	ALL RESPONDENTS	100%
AGGRESSIVE MARKETING	ALL RESPONDENTS	100%
INVESTMENT IN TECHNOLOGY	ALL RESPONDENTS	100%

As indicated in the table all the respondents chose all the option as there is no single way for the bank to increase its share of the market. Rather all the measures as indicated in the questionnaire are necessary.

QUESTION SIXTEEN.

Marketing research as an imperative is very important in the financial industry. This is essentially a task assigned to the corporate strategy division of the bank. The division has staff specially assigned to task involving short range forecasting, product research with other's engaged in studies of competitive products.

The research activity had led Access bank to launching new products like the Access Gold Investment and other. The research activities of the Bank is guiding its quest to diversify its range of services with a view to penetrating all sections of the economy.

	NO OF RESPONDENTS	PERCENTAGE
YES	12	80%
NO	3	20%

From the table above 12 or 80% of the respondents believe that with a corporate strategic planning department in place in Access, the Bank is in the forefront of marketing research. 3 or 20% of the respondents believe that the Bank has not done enough in marketing research.

The conclusion here is that the bank has adequately provided machinery for marketing research.

QUESTION SEVENTEEN.

Access Bank policy towards branch location and comfort is based on the principle of AIDA, that is a beautiful and comfortable office within a good location would generate attraction followed by interest, desire and finally action.

	NO OF RESPONDENTS	PERCENTAGE
ABOVE AVERAGE	12	80%
AVERAGE	3	20%
BELOW AVERAGE	-	-

From the table provided, 12 or 80% of the responded believe that the Bak has done very well in providing attractive and comfortable location for its branches. 3 or 20% fo the respondent believe that the bank has not done enough.

The conclusion here is that the bank has done very well in providing good environment for its operation. This view is confirmed by my physical assessment of the bank's premises in comparison to other banks in the same peer group.

5.3 CUSTOMERS OF ACCESS BANK

QUESTION ONE.

The question was asked to ascertain whether the customer has operated with the Bank long enough to enable him/her comment well on the bank's activities.

PERIOD	NO OF RESPONDENTS	PERCENTAGE
1998 OF BEFORE	9	63%
AFTER 1998	5	37%
Total	**14**	**100%**

The table indicates that 9 or 60% of the respondents have been customers of the bank for not less than 2 years. while 5 or 37 of the respondents have been with the bank for less than 2 years.

It can therefore be concluded that the customer has adequate knowledge of Access bank.

QUESTION TWO.

This question is to enable me know the status of the customer's.

STATUS	NO OF RESPONDENTS	PERCENTAGE
CURRENT ACCOUNT	9	63%
SAVINGS ACCOUNT	4	33%
FIXED DEPOSIT	1	7%

The table shows that 9 or 60% of the respondents are in the current account category, 5 or 33% in the savings account category whiled 1 or 7% of the customers are in the fixed Deposit category.

The conclusion here is that most of the respondents are in a good position to comment on the Banks activities.

QUESTION THREE

For the purpose of this question all the customers are group into two segment i.e corporate customers or individual or retail customers. This is necessary because customers in the two group have different behaviour and are therefore likely to view the bank from different angle.

CATEGORY CORPORATE	NO. OF RESPONDENT	PERCENTAGE
CORPORATE CUSTOMER	7	50%
RETAIL CUSTOMER	7	50%
TOTAL	**14**	**100**

The table indicate 7 or 50% of the customer operate in the corporate category while 7 or 50% of the customer operate in the retail category.

The questionnaire therefore has cut across all categories of customers.

QUESTION FOUR

This question was asked to find out how the customer got to know the bank.

	NO OF RESPONDENT	PERCENTAGE
YES	12	86%
NO	2	14%
TOTAL	**14**	**100**

From the table above it is clear that 12 or 86% of the customer's were approach by Bank Staff before they commenced banking relationship. 2 or 14% of the were walk in customer as they were not approach by any of the Bank's Staff, rather they saw the advert and liked the Bank

We can conclude that most of the customer opened relationship with the Bank as a result of the marketing efforts of the Bank.

It should be noted that Access Bank does not so much encourage relationship with walk-in customers as most fraud are perpetrated by them.

QUESTION FIVE

This question was asked to ascertain what attracted the Bank's customers to operate with the Bank.

OPTIONS	NO. OF RESPONDENT	PERCENTAGE
EFFICIENT AND PLEASANT	10	72
PROMISED LOAN FACILITIES	3	21
PROXIMITY TO CUSTOMER	1	7
A FRIEND OR RELATION WORK IN THE BANK	-	-
	14	100

The table above shows that 10 or 72% of the respondent were attracted to the Bank due to the efficient and pleasure on manner the Bank Conduct its operations: 3 customers were attracted by the loan facility promised them. I or 7% of the customer said the attraction is the proximity of the Bank to his office.

From the customers responses, it is obvious that Access Bank customers have various reasons for operating an account with them. The majority of the customers were however attracted by the personality of the Bank Staff.

QUESTION SIX

In recent years, Bank's has resorted to using information technology as a marketing tool. This is as a result of the increasing sophistication of customers. This sound information technology enable customers to transact business in a minimal time and also to access their account and transact in any of the bank's branches.

	NO. OF RESPONDENT	PERCENTAGE
YES	14	100
NO	-	-
	14	100

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The table above shows that 14 or 100% of the respondent agreed that there have been a complete transformation in the operation's of the bank's information technology. The Bank has changed from the old Bunkos software to a more sophisticated flexcue. The Bank is now ON-LINE REAL TIME which now allows for easier business transaction in any of the Bank's branches. This development has certainly influence the customers decision to keep their account with Access Bank.

The importance of information technology as a marketing tool cannot be over emphasised.

QUESTION SEVEN

. The modern practice in Banking is that, all corporate customers are attached to a marketing staff called a relationship officer. All enquires with regards to that particular account is handled by that officer. This is to enable customers direct their needs to a specific staff, so as not to have difficulty operating their account.

	NO. OF RESPONDENT	PERCENTAGE
YES	10	71
NO	4	29
	14	100

From the above table 10 or 71% of the respondent all in the corporate category have relationship officer attached to them. The remaining 4 or 29% of the respondent are not even aware that there is any such attachment. They further accused banks in Nigeria of concentrating on big customers at the detriment of retail customers.

The Conclusion is that although there is resentment by a segment of the customers, majority of the customers have relationship officers and are satisfied with the arrangement.

QUESTION EIGHT

This question is geared towards having an incite as to the adequacy and competitiveness of the services provided by Access Bank as a marketing strategy Visa Vis other banks.

	NO OF RESPONDENTS	PERCENTAGE
Yes	11	79
No	3	21
	14	100

From the table above it can be seen that 11 or 79% of the respondent believe that the services provided by Access Bank is both adequate and Competitive. They believe that these services are not different from what is obtained in other Banks.

3 or 21% of the opinion that the Bank is not innovative enough as none of the Bank's product is unique to it. This same respondent claimed that other Banks have unique service like the free Internet services and respectively.

We can conclude that although majority of the customers agree that, the services provided by Access Bank are both adequate and competitive, these service are universe and therefore not unique to Access Bank PLC.

QUESTION NINE

The importance of this question is to establish whether Access Bank is the major Bank for its customers. This is because after convincing a customer to start a banking relationship the next step is to convince him to do all his banking business with the Bank.

	NO. OF RESPONDENT	PERCENTAGE
61-100%	4	28.5
51-60%	4	28.5
1-50%	6	43

From the table above it can be seen 4 or 28.5% of the customer all in the retail section do all or almost all their banking transaction with Access Bank. Also 4 or 28.5% of the customer in the corporate segment do most of their banking transaction with Access Bank. While 6 or 43% of the Bank's customers do most of their Banking transaction with other Banks.

The conclusion here is that, to most Access Bank customers the Bank is their No.1 Bank or preferred Bank. The above statistic equally shows that the retail customers are more loyal to the Bank as they do virtually all their business with the Bank.

QUESTION TEN

As a token of appreciation for the customer's patronage, Banks do send corporate gift to their customers during festivities. The distribution of this gifts is been used as a marketing strategy. Banks over the years here tried to out class each other in the design and packaging of this gift.

	NO. OF RESPONDENT	PERCENTAGE
YES	13	93
NO	1	7
	14	100

From the above table 13 or 93% of the respondent have received gift at different times. These customers are appreciative of the fact that the Bank through this gift shows recognition for their contribution to the progress of the Bank.

I customer or 7% of the respondent was displeased that the bank has never deemed it fit to send him a gift, not even a calendar.

QUESTION ELEVEN

A satisfied and proud customer will introduce others to his Bank. If the customer has confidence in his Bank how many customers did he introduce.

	NO. OF RESPONDENT	PERCENTAGE
YES	14	100
NO	-	
	14	100

Form the table above it is seem that all the respondent 14 or 100% claimed to have introduced customers to the Bank. The claimed were however confirmed by some of the Bank's Staff.

QUESTION TWELVE

The importance of this question is to establish whether the Bank have a god public image.

	NO. OF RESPONDENT	PERCENTAGE
YES	8	57
NO	6	43
	14	100

The above table shows that 8 or 57% of the respondent believe that the Bank has done very well in terms good public image. 6 or 43% of the respondent believe that the Bank is moving too slowly in this respect. They buttress their argument by saying that some of the Banks that started around the same time as Access Bank are Known all over the place.

The conclusion is that the Bank has a good public image but needs to establish it presence through the opening of new branches all over the country.

5.4 FINDING OF THE STUDY

The following are the findings on the questionnaire and interview carried out.

1. That there are very few literature on the marketing of financial services especially on the Nigeria market.
2. That even the existing literature on the marketing of financial services in Nigeria do not reflect the realities of the moment as events in the last five years have overtaken those literature.
3. That the marketing concept is in practice in the Nigerian Banking industry.
4. That Access Bank has a well structured and focused marketing unit.
5. That the population that responded to the questionnaire are adequate i.e. bank staff and customers. Beside the population are well grounded on the marketing operations of the bank, their response ca therefore be relied on for the purpose of this research.
6. That Access Bank staff were active in the market as on the average they have either met or exceeded the target set for them by the Bank on the number of account they are expected to bring.
7. That the bank has in place relation manager who interface between the bank and its customers for the purpose of ensuring that customers need are properly attended to. The customers are satisfied with this as they are able to give feedback on how they perceive the bank's operations.
8. That in Access Bank emphasis is on personal selling as the medium of sales.
9. That the deregulation of the economy and the liberal banking licencing policy has spurred in fierce competition among banks as more banks have come on stream with sophisticated marketing style.
10. That the bank's branch network is inadequate as the branches are not evenly spread round the Country i.e. 10 of the 14 branches are located in Lagos and environs with one and three in the Eastern part and Northern part respectively.

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11. That the bank's level of innovation and product development is low as it chooses to a market follower i.e. adopt and repackage products developed by other banks. This is an acceptable practice in Banking.

12. That retail customers whose transactions constitute a small percentage of the banks turnover are more loyal and most of them do almost all their transaction with Access Bank.

13. That corporate customers who constitute the most of the bank's turnover are very volatile, for that reason they get adequate attention from the bank's staff. Their requests are quickly responded to and they are satisfied with the Bank.

14. That Access Bank has equal market leader in the provision of information technology. This fact is always used as a marketing tool.

15. That in appreciation of the customers patronage, the bank do send corporate gift to them at the end of the year or during festivities, to further promote the bank's image.

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CHAPTER SIX

SUMMARY, CONCLUSION AND RECOMMENDATIONS

6.1 SUMMARY

This project focussed on the fundamental importance of marketing, the marketing concept and its application in the financial institution, in the course of the research, Access Bank Plc was adopted as a case study with the view to finding how marketing activities are applied and how it has impacted on the performance of the banks.

The findings have clearly shown that the Nigerian Banking environment is undergoing serious accelerated marketing changes now and will remain so in the years to come. We have tried to establish that there is a relationship between marketing orientation and impressive performance in the Banking PLC between 1998 and 1999. The slogan that customer is King is being given serious thought in the banking industry as all activities are now customer focused.

The first chapter of this write up has extensively introduced the topic giving a clear picture of the nature of the study, evolution of the problems at hand, what the study intends to achieve, the method used in achieving the aim, the problems that are likely to be encountered in the cause of the study. The chapter is aimed at providing an insight into what he expects to find in this write up.

The second chapter which is a combination of relevant foreign and Nigerian work contains previous works and write up of some authors and scholars in the field of marketing especially of Banking services. This chapter has adequately defined and explained marketing activities especially in the financial institution, its meaning, its context and composition, its functions and implementations, as well as how to obtain maximum result.

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The third chapter has extensively review the Banking industry; its history, evolution, structure and its operations. It has also extensively dwelled on the corporate profile of Access Bank, the organizational structure and general operations, the marketing structure and strategy, the objectives, goals, mission and vision of the bank as well as the prospects of the Bank in Nigeria.

The fourth chapter is perhaps the most crucial among the chapters, as it aims at bringing fourth a clear picture of the practical nature of Bank marketing with Access Bank in focus in this chapter data collected through questionnaire and oral interviews were presented with the help of basic statistical techniques. Conclusion is draw on each question based on simple causes it forms the basis for recommendation. At the end of the chapter findings were summarized.

The fifth chapter tries to summarise the context of the research project. In addition atom is also made to recommend measures ans possible solution to some of the short comings that have been identified in the marketing of banking services in this study. An attempt is finally made to arrive at a conclusion of the overall picture of the Banking system in Nigeria.

6.2 CONCLUSION

The Nigerian banking environment is undergoing serious accelerated marketing changes. These changes will affect the nature and shapes of the financial institution in no small measure. The banks are changing most of their inherited traditions in line with the changing environment. There is the need to change further from the present stance to a customer taste philosophy of banking. Only marketing oriented banks are likely to survive, since at all times they are being governed by customers needs which ideally should be the source of change.

The rise in educational pursuits and enlightenment is sweeping through the country a sense of awareness. Bank customers are becoming literate, critical and rational in their savings patterns. Bank customers are becoming increasingly aware of their financial strength. It is known that customers have the ultimate decisions on

their savings. The Nigerian Banking industry is no longer a seller market as the era of arm chair Banking is gone.

There is no doubt that banks are developing new marketing strategies to out do other competitors. This has reflected on the impressive performance of the Banks, Access Bank is not an exception.

It may be argued that conclusion arrived at on this basis may not represent the situation of banks in Nigeria and that for a more generalized result, all or a good number of banks in Nigeria should have been used. However the case study, Access Bank PLC is a middle class Bank and its marketing pattern could be said to represent the average practice in the Banking industry.

From the above it is certain that the key to customer retention is customer satisfaction and a satisfied used the Banks service more and stay loyal, talks favourably about the bank, its staff and services, pay less attention to the banks competitors and above all offers profitable business ideas to the Bank.

6.3 RECOMMENDATION

1. That more research should be carried out on the marketing of financial service in Nigeria. That the few existing literature on the topic no longer represent the realities of the moment.
2. That the liberal banking licensing policy of government should continue, and more Merchant banks should be authorised to operate like commercial bank, so that every Nigeria will fill the impact of baking. Nigeria is said to be under banked.
3. Given the importance of information technology in the fast and efficient delivery of financial service, the future of banking in Nigeria will no doubt be technologically driven. The future customers will want to access his account with his bank write in the comfort of his office. Nigerian banks should enlarge

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and deepen their technology base if they are to be viable domestically and international.

4 That Banks should be innovation, quality conscious and customer driven. Future leaders in the industry will be those bank that acknowledged this attributes.

5. That banks should develop adequate product and give fair attention to the retail customer (individual) who constitute the majority of the population.

6. That the adoption for customer segmentation as a strategic is inevitable for any bank that is customer focussed. Most banks are yet to embrace customer segmentation.

7. That the practice of bank management given special treatment to marketing staff as opposed to staff in the operations unit (those that delivers services) is unhealthy. Attracting a customer to the bank is one thing. Converting him to a loyal customer is a function of what kind of services he get and it is delivered to him.

8. Banks should make social responsibility an integral part of their marketing plan. Banks are known to contribute very little to the environment within which they operate prices and qualities been equal, future customers will switch banks depending on the role a particular bank plays in its host community.

9. That banks should invest in other forms of advertising especially the electronic media, instead of relying mainly on personal selling.

10. The growing agitation for the Sharia legal system in some of the country, (Nigeria) has brought with it a new class of customers, who may not be comfortable with the conventional banking products. Bank should be proactive by fashioning out product that will meet and satisfy the needs of this evolving market segment. Any bank that is left behind in this direction would be over looking a segment the size of which could be enormous. Habib bank Limited has taken the lead in this direction.

QUESTIONNAIRE ADMINISTERED ON BANK CUSTOMERS
ACCESS BANK "C"

1. When did you open your account with the bank? State the year
   .....
2. Type of account saving or current or both, others state as appropriate
   .....
3. Do you hold corporate account or individual account? Please state
   .....
4. Did any of the bank staff talk to you about the bank before you commenced relationship with them?
   Yes [ ] No [ ]

5. What will you say is the main attraction of the bank?
   a) They are efficient and pleasant [ ]
   b) They promised me loan facilities [ ]
   c) Proximity to my place [ ]
   d) A friend or relation works in the bank [ ]

6. Does the provision of sound information technology have impact on your relationship with the bank?.....

7. Do you have a relationship manager attached to you?
   Yes [ ], No [ ]

8. Are the service provided by your bank adequate and competitive comment?.....
9. Is Access Bank you No.1 Bank; what percentage of your total business do you do with Access Bank? Comment
   .....
10. Have you ever received a gift from your bank and did that influence your relation with the bank in any way? Comment
    .....
11. Have you ever introduced any customer to the bank?
    Yes [ ], No [ ]

12. How do you assess the bank's image?
    .....

Thank you for your understanding. Please be reassured of your anonymity.

Yours faithfully,

MOH'D ADNAN LADAN.

13. Does your bank have adequate customer feedback machinery
    a) Yes [ ] No [ ]

14. Is it safe to conclude that the high performance of Access Bank was as a result of the marketing efforts?
    a) Yes [ ] No [ ]

15. The banking industry is highly dynamic and competitive, what measures is your bank taking to expand its own share of the market?
    a) Rapid Branch expansion [ ] b) Aggressive marketing [ ]
    c) Investment in technology.

16. Do you think your banks investment in marketing research is adequate?
    a) Yes [ ] b) No [ ]

17. The first component of the principle of AIDA, attraction, requires a bank to have a beautiful and comfortable office within a good location. How would you rate you bank in this respect.
    a) Above average [ ] b) Average [ ]
    c) Below Average [ ]

Thank you for your understanding, please be reassured of anonymity.

Yours faithfully,

MOH'D ADNAN LADAN

QUESTIONNAIRE ADMINISTERED ON MARKETING STAFF "S" OF ACCESS BANK

1. When did you join the bank? State
   .....

2. When did you join the marketing unit of the bank? State
   .....

3. Will you say that you understood the operations within the marketing unit of the bank since you joined the bank?
   a) Yes [ ] b) No [ ]

4. How many customer do you introduce to the bank on a monthly bases? [ ]

5. To what extend do the bank market its product and through which medium? Comment.....

6. Which is the main medium use by the bank?
   State.....

7. Will you say that the marketing staff are well equipped?
   a) Yes [ ] No [ ]

8. Has the marketing tool aided the efforts of the market unit?
   a. Yes [ ] No [ ]

9. What will you say is the main attraction of the customer to the bank ?
   a) Marketing skill [ ] b) Quick service delivery [ ]
   c) Good Facilities [ ]

10. Will you say that your bank's investment in information technology is adequate, and has it aided our marketing effort?
    a) Yes [ ] No [ ]

11. In recent years most bank have resorted to grouping their customers into segment. Does this apply to your bank and are your customers satisfied
    a) Yes [ ] No [ ]

12. In your opinion, will you say your bank has invested adequately in human resource development?
    a) Yes [ ] No [ ]