

CHRISTIAN SERVICE UNIVERSITY COLLEGE

DEPARTMENT OF BUSINESS STUDIES

**CUSTOMER RELATIONSHIP MANAGEMENT IN THE
GHANAIAN BANKING INDUSTRY**

1. (GHANA COMMERCIAL BANK AS CASE STUDY)

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STATEMENT OF AUTHENTICITY

We have read the University regulation to plagiarism and certify that the dissertation is our work and do not contain unacknowledged work from any other source.

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ABSTRACT

Over the last decade, too many organizations have assumed that their products or services were so superior that customers would automatically keep coming back for more. But in order to compete effectively in today's marketplace, organizations must change their strategy to become more customer focused, not product focused. Customer Relationship Management (CRM) is the best way to integrate this customer-facing approach throughout an organization. Aimed at understanding and anticipating the needs of an organization's current and potential customers, this innovative book shows how CRM links people, process, and technology to optimize an enterprise's revenue and profits by first providing maximum customer satisfaction. Covers developing a market-oriented strategy, innovation in products and services, sales and channels transformation, customer relationship marketing, and customer care

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DEDICATION

This study is dedicated to our families for the love and support they exhibited throughout this research work.

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CHAPTER ONE

GENERAL INTRODUCTION

1.0 INTRODUCTION

This chapter gives an introduction to Customer Relationship Management practices and how it is practiced amongst banking firms in Ghana. It highlights the research objectives, relevance of the research, and scope of the study and the rationale for the study.

1.1 BACKGROUND OF THE STUDY

The contemporary business environment is confronted with many challenging issues. Providing clients with the best and thus maintaining the relationships rank among top issues in most organization especially service providing companies. Contemporary clients are enlightened and therefore face a growing range of choices in the products and value addition. Companies need to understand the determinants of client value and satisfaction. Clients delivered values are the difference in the total clients cost. Clients will always choose the offer that maximizes the delivered value. Customer's demand that the service bank provides accommodates their busy lifestyle and fulfills their need for information. Banks must address those aspects of service that customers most readily appreciate: relationship between bankers, meaningful and understandable information: and participation in their own bank care and service decision making processes. Without a doubt, long term relationship will have a significant impact on shaping the banking industry as it has had on all other aspects of business. Although the perspective of banking professionals is widely regarded to be important and result, other facets of quality have also emerged to be of significance. The most important change has been the recognition that banking service must respond to the preferences and values of the customers of the industry, and that their opinion about care important indicators of its quality. Long term relationship between customers may be as a result of satisfied service that the banking industry has given to its clients and customers over a given period of time. Again the relationship marketing process is usually defined as a series of stages, and there are many different names given to these stages, depending on the marketing perspective and the type of business. For example, working from the relationship beginning to the end;

Interaction to communication to valuation to termination
Awareness to comparison to transaction to reinforcement to advocacy
Potential customer to prospect to customer to partner to advocacy to former customer

1.1.1 Overview of Banking Industry in Ghana

The banking industry in Ghana now provides to large extent intangibles offerings to customer. The manner in which firms and that matter banks treat customers would determine whether customers will do repeat purchase of their services. In addition banks in Ghana now have taken the advantage of an enhanced information technology system, to introduce internet banking. All these have been done to increase profits and enhance shareholder value.

The Banking industry in Ghana like any other business organization in order to implement customer service strategies and reap the benefits of good customer service will need to develop the process of good customer service. The customer is the reason for every business existence. In the client business world of competition, it has more critical to care for clients or customers. A negative customer service experience often leads to a dissatisfied customer and an unsatisfied customer can tarnish the image of a company by generating negative feedback. Customer service is standard in customer satisfaction, so consumers expect to have their issue managed while being addressed in a polite and a timely manner. Customer want efficient, well trained people representing the business they deal with routinely.

1.1.2 Relevance of Customer Relationship Management to the Banking Industry

Customers in long-term relationships are more comfortable with the service, the organization, method and procedures. The longer a relationship continuous the better a bank can understand the customer. A relationship-based management approach has the following benefits: overtime, retail bank customers tend to increase their holding of the other products from across the range of financial products or services.

1.2 STATEMENT OF THE PROBLEM

The banking industry in Ghana has seen a steep increase in entrants over the past decade. This rapid increase in the number of players has boosted competition and increased the focus on competitiveness and core service values. Each of these banks is battling for a common market share using the latest technology, marketing and experience to retain their customers' loyalty. It is in the light of this that, the research seeks to address the following questions. Why some banks are only interested in satisfying clients present needs at the expense of relationship? What forms does customer relationship management take in the banking industry, and why some banks fail to achieve their stated goals and objectives?

1.3 RATIONALE AND OBJECTIVES OF THE RESEARCH

The rationale of the study is to provide information on how customer relationship management practices affect the banking industry in Ghana as well as clients who patronize these banks. The main objective of the research includes the following.

1.3.1 To find out and discuss the interpretation attitudes towards the CRM concepts.

1.3.2 To ascertain and evaluate the extent of CRM adoption and interpretation into the overall organizational planning of banking firms.

1.3.3 To examine the various CRM strategies, programmes and methods that underpins CRM implementation amongst banking firms.

1.3.4 To understand and discuss the facilitating and /or inhibiting the factors that influence CRM practices.

1.4 RESEARCH QUESTIONS

The following are research questions formulated for the study.

1.4.1 What are the structures put in place to enhance CRM?

1.4.2 What types of strategies are employed to help in CRM?

1.4.3 Do the banking firms use CRM strategies and methods to enhance profitability?

1.4.4 To what extent do employees seek to build a strong relationship with customers?

1.5 RESEARCH METHODS

The three main sections that helped in the implementation of the research were the research strategy and approach, data collection procedure and data analysis techniques. The methods used to achieve the objectives of the study include data collection and an in-depth interview. The methodology used, answers questions on the population size, and data collection process. Qualitative research was mainly used, since it is an inquiry process of understanding based on distinct methodological traditions of inquiry that explore a social or human problem. The idea was to build a complex, holistic picture, analyzed words, report detailed views of informants, and conducts the study in a natural setting.

1.6 THE SCOPE AND LIMITATIONS OF THE STUDY

The scope of this study covers an efficient and effective customer-seller relationship from the service provider. It's also an assessment of the extent to which banking firms have developed their relationship with customers and how best to coordinate a customer relationship management programme. CRM is a strategic business and process issue, not merely a technology solution as most often conceived in practice. The CRM process is a continuous learning process where information about individual customer is transformed into a customer relationship. A theoretical model on which future empirical analysis should be based when conceptualizing CRM. Financial constraints made the work very challenging and successful. Gathering information from respondents was difficult, as some of the respondent were not willing to divulge information to the researcher. The research was not conducted in all branches of Ghana Commercial Bank, but in fifteen Branches of the Bank in the Ashanti Region.

1.7 THEORETICAL AND CONCEPTUAL FRAMEWORK OF THE STUDY

The study shows a schematic representation of a process-oriented framework that may help to facilitate successful implementation of a sustainable CRM strategy. The framework links components of CRM strategy with the key dimension of its implementation. The rationale behind this step in the research process is to examine the various CRM strategies, programmes and methods that underpin CRM implementation amongst banking firms, and new theories in marketing in general, we need to look back and try to understand the evolution, roots and foundations of knowledge. The researchers then used the analysis of the historical background of

relationship marketing and the extant definitions and conceptualization extracted from the literature as a foothold from which to identify the components of CRM that we regard as important when implementing a customer relationship management programme. The concepts are derived from scholars such as: Dwyer et al 1987, Gronroos (1990) and Morgan &Hunts. Donaldson and O'Toole, (2002), Grossman, (1998); Chan and Ndubisi, (2004).

1.9 ORGANISATION OF STUDY

Chapter one is an introduction to the research report. It contains background information to the subject at hand and how information in the research report will be organized. It highlights the research objectives, objectives of the study, the relevance of the study and the scope of the study.

Chapter two contains a review of the literature published in the area of the study and provides an insight into relevant views and trends that emerged in the area under consideration.

Chapter three details the methods used in the collection of data for the research work and analyzing data.

Chapter four involves the presentation of information from the data collected from survey respondent.

Chapter five looks at the summary of findings, conclusion and recommendation based on the findings.

CHAPTER TWO

LITERATURE REVIEW

2.0 INTRODUCTION

It would be appropriate to consider the views of selected authorities and other related literature in the area of study, in order to have a fair judgment of the study which focuses on relationship marketing program. The opinions and critics of some writers are brought to light in this chapter. This chapter again highlights the major sections which include; the definitions of Customer relationship management (CRM), their components, benefits, implementations and limitations of Customer relationship management.

2.1 CUSTOMER RELATIONSHIP MANAGEMENT DEFINED

Customer relationship management is a widely-implemented strategy for managing a company's interactions with customers, clients and sales prospects. It involves using technology to organize, automate, and synchronize business processes-principally sales activities. New forms of competition and structural modifications of exchange processes have led to the emergence of the relationship paradigm for creating long-term relationships among customers and suppliers. This is partly due to the globalization of business, internationalization, deregulation, information technology advances, shorter product life cycles, and the evolving recognition of the relationship between customer retention and profitability (Morgan and Hunt, 1994; Zineldin and Johnson, 2000; Chandra and Kumar, 2000; Sahay, 2003). Gronroos (1990) started that, "the purpose of CRM is to establish, maintain and enhance long- term relationship with customers and other parties so that objectives of both parties would be met." In other words a key objective is to foster customer loyalty, which Oliver (1999) defined as deeply held commitment to re-buy or re-patronize a preferred product or service in future despite there are situational influence and marketing effort having the potential to cause switching behavior. Morgan & Hunts (1994), defined customer relationship management as "all marketing activities directed towards establishing, developing, and maintaining successful relational exchanges". In their definitions of these key constructs, Morgan and Hunts draw from clinical and social psychology namely, social exchange theory, and the marriage literature. In their model, trust and commitment are the key mediating variables because they encouraged exchange partners to preserve relationship investments, resist attractive short- term alternatives, and maintain the believes about partners.

2.2 COMPONENTS OF CUSTOMER RELATIONSHIP MANAGEMENT

The core components of customer relationship management include six mutually dependent criteria (Donaldson and O'Toole, 2002):

Emphasis on quality. Poor service is the dominant reason for losing business. The core product alone is no longer enough, and service quality is stressed as the key to successful business.

Measure customer satisfaction but manage customer service. This implies understanding and defining the various benefits that a prospect expects prior to purchase and the management of the gap between expectations and performance after the purchase process.

Invest in people. Internal relationships are as important as external relationships. Implementation of a relationship orientation can only come from the people in the organization understanding the objectives set and meeting the required standards.

Maintaining dialogue with customers. Building long-term relationships is the key issue in CRM. Companies that listen and adapt to preferences of individual customers have a higher propensity to retain them and make them loyal.

Setting realistic targets and assessing performance. Organizations must have an understanding of customer perceptions of the various elements in the offering and the elements important to each individual customer.

Relationship-based interfaces. This means being in touch with both internal and external customers in a responsive and flexible manner. In practice, there is a gap between what firms do, what they should do, and what is most desirable to do. The means of communication should be adapted to the needs of the individual customer.

2.3 CHARACTERISTICS OF CUSTOMER RELATIONSHIP MANAGEMENT

First it will track and report every interaction with, customer, describing the customer's purchase, interest or demand. It will report also the changing needs of the customer and the way your business reacts effectively to them. Activities of the firm are predominately directed towards existing customers. Implementation is based on interactions and dialogues

Again the firm tries to achieve profitability through the decrease of customer turnover and the strengthening of customer relationship. However, Gronroos (1990) was of the view that, relationship marketing characteristics are more focused on the relationship per se. He listed the relationship marketing characteristics as; long- term focus interactive marketing supported by marketing mix activities. Managing customers database by direct approach. Real time customer feed- back system based on interface of substantial importance. Internal marketing is of substantial strategic importance to success.

2.4 UNDERPINNINGS OF CUSTOMER RELATIONSHIP MANAGEMENT

The marketing literature has theorized key virtues that underpin relationship marketing, such as communication or sharing of secret (Ndubisi and Chan, 2005, Morgan and Hunts, 1994), Trust (Morgan and Hunt, 1994; Veloutsou et al, 2002), conflict handling (Dwyer et al 1987; Ndubisi and Chan, 2005), and commitment (Grossman, 1998; Chan and Ndubisi, 2004)

Communication

Refers to the ability to provide timely and trustworthy information. There is a new view of communication as an interactive dialogue between the company and its customers, which takes place during the pre-selling, selling, consuming and post- consuming stage (Anderson and Narus, 1990). It is the communicators task in the early stages to build awareness, develop consumer preference (by promoting value, performance and other features), convinced interest buyers and encourage them to make the decision (Ndubisi and Chan, 2005). Communication in relationship marketing means keeping in touch with valued customers, providing and trustworthy information on service and service changes and communicating proactively if a delivery problem occurs.

Trust

Moorman et al (1993) defined it as willingness to rely on an exchange partner in whom one has confidence. According to Moorman a betrayal of this trust by the supplier could lead to defection. Fulfilling promises that have given in equally important as a means of achieving customer satisfaction, retaining the customer base and securing a long-term profitability (Reichheld and Sasser, 1990), besides fanning the fire of trust. Caloniuss (1998) emphasized that,

the integral element of the relationship marketing approach in the promise concept. He argues that the responsibility of marketing do not only, or predominately, include giving promises and thus persuading customers as passive counterparts in the market place to act in a giving way, but also in keeping promises, which maintains and enhances evolving relationship.

Conflict

Defined by Dwyer et al (1987) as a supplier's ability to avoid potential conflicts, solve manifest conflict before they create problems, and discuss solutions openly when problems arise. How well this is done will determine whether the outcome is loyalty, "exit" or "voice". Rusbult et al (1998) concluded that the likelihood of these behaviours in individual cases depends on the degree of prior satisfaction with the relationship, the magnitude of the customer's investment in the relationship, and evaluation of the alternatives available.

Commitment

Is another important determinant of strength of a marketing relationship, and a useful construct for measuring the likelihood of customer loyalty and predicting future purchase frequency (Gundlach et al, 1995; Morgan & Hunt, 1994; Dwyer et al, 1987). Wilson (1995) observed that commitment was the most common dependent used in buyer-seller relationship. Moorman (1992) have defined commitment as an enduring desire to maintain a valued relationship. This implies a higher level of obligation to make a relationship succeed and to make it mutually satisfying and beneficial (Gundlach et al, 1995; Morgan & Hunt, 1994).

2.5 DIMENSIONS OF CUSTOMER RELATIONSHIP MANAGEMENT

The tactical, strategic and philosophical levels are the three broad approaches that relationship marketing can be classified into; building on Berry's conceptualization. At the tactical level, relationship marketing is used as a sales promotion tool. Development in information technology has however spawned many short-term loyalty schemes (Treacy and Wierseman, 1993). According to Barnes (1994), the implementations of such schemes have often been opportunistic, leading to expensive loyalty schemes which create loyalty to the incentives rather than the suppliers. At the strategic level, relationship marketing has been seen as a process by which suppliers seek to tie-in customers through legal, economic, geographical, technological and time bounds (Liljander and strandvik, 1995). It has been pointed out that such bonds may lead to customer detention rather than customer retention (Dick and Basu, 1994) and that a company

which has not achieved more deep-seated affected relationship with customers may be unable to sustain those relationship if the legal or technological environment changes. An asymmetric association based on inequalities of knowledge, power, and resources, rather than mutual trust and empathy are what often poses as a relationship. At a more philosophical level, he started that, relationship marketing goes to heart of the marketing philosophy. Traditional definition of marketing focus on the primary of customers' needs and relationship marketing as a philosophy refocuses marketing strategy away from product and their life cycles towards customers' relationship life-cycle. Recent conceptualization of marketing as being the integration of a customer orientation, competitor orientation and inter functional coordination (Narver and Slater, 1990) stress the key features of a relationship marketing philosophy; using all employers of an organization to meet profitability the lifetime needs of targeted customers better than competitors.

2.6 METHODS USED IN DEVELOPING CUSTOMER RELATIONSHIP

According to Dawyer and Tanner (1999), many companies enter into long-term contracts, build relationship that enable buyers and sellers to plan jointly, and work to secure the future for both parties, they further went on to develop four stages of buyer and seller relationship development:

Awareness

In the awareness stage, buyers and sellers independently consider the other as an exchange partner. Supplier advertisement and the trade show exhibits might be noticed by the prospective buyer. At the same time, the supplier may collect information about product specifications, buying process, and the like at the prospective seller

Exploration

In the exploration stage, according to Dawyer and Tanner, the parties probe and test each other. The prospective buyer may attend a seminar given by the supplier. The suppliers may take several sales calls and initial purchases can take place in this stage. They are part of a trial process.

Expansion

The association moves from one of the testing and probing to one of the enlarging rewards and the scope of exchange in the expansion stage. Accounts development; cross selling are manifestations of the expansion phase.

Commitment

Is a lasting desire to maintain or preserve valuable, important relationship? This means that commitment phase is characterized by the parties exchanging significant resources. When the parties share a common belief the effectiveness of the future exchange in the commitment phase, they dedicate resources to maintain the relationship.

However, contrary to this, Trivers (1996) said that building relationships is caring more about the customer during the sale and after the sale than the competitors. He went on to say that keeping customer is about creating an active program in which the organization and the employees say “thank you” in many different ways, and the customer say “you are welcome, and I cannot wait to tell my friends what a nice time I had”.

2.7 TOTAL CUSTOMER SATISFACTION

Total customer satisfaction comes across as viewing customer satisfaction in a competitive market place (Palmer 2000). Customer satisfaction is the surest way to ensure that buyers return repeatedly. To achieve high levels of satisfaction requires the efforts of all functions within the organization. Relationships development can be simply to the relationship manager. There are many notable cases of companies that have developed any explicit relationship marketing programme, but nevertheless achieve high level of customer advocacy. Many companies enjoy a high level of repeated business without providing high level of customer satisfaction. Many customers of train companies may complain about the price and reliability of their train services, but return to it because they do not have any realistic alternative. Even companies which have an apparent poor standard of services can achieve high levels of repeat business by charging low prices. Some retail chains have developed strong loyalty from price sensitive customers who consider that the total service offer (access to the store, range of products, cleanliness and friendliness) are acceptable in the turn for price that they have paid for. James Lynch(1995) however cautioned that, the danger here is that competitors may enter the market with similar low prices, but offering higher level of service. Would customers still remain loyal?

2.7.1 Adding Value to a Relationship

Invariable, Palmer (2002) asserted that organization see adding to the relationship as a solution to the question of why should a customer want a relationship with us? The answer is that a relationship, to be sustainable, must add value in the eyes of the customer. They said this value come about in number of ways including: Making reordering of goods and services easier (for example many hotels record guests' details and preference so that they do not have to be re-entered each time that guest checks in).Offering privileges to customers who wish to enter into some type of formal relationship (for example, many retailers hold special previews events for card holders and send a free copy to the stores magazine).Developing to solve problems jointly. For example, a car repair garage may take on bored identifying exactly what the problem is that a customer seeks fixing, rather than leaving it to the customer to have to specify the work that they require to be carried out. Such joint problem solving requires a considerable level of trust to have been developed between the parties.

2.7.2 Loyalty Programmes

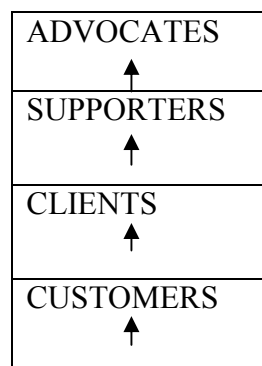
Palmer (2002) began by saying that the loyalty programmes because sometimes of a 'flavour of the month' during the 1990s.Loyalty programmes work on the basis of providing rewards to customers in return for their continuing patronage. He stated that for the customer, a loyalty program can add to the value of the relationship in the ways described above. For the seller, the main attraction are based on the ability to gather large amount of information about identifiable individuals, rather than aggregate customer, at least in the short-term while the customer collects sufficient points in order to obtain a reward. Palmer (2002) was however quick to state that, there is of course nothing new in the idea of a loyalty programme-co-operative society shops have given a 'dividend' to members in proportion to their expenditure since the early days of the co-operative movement. The recent proliferation of loyalty programmes has been encouraged by developments in information to be collected and analyzed. They are particular useful in sector where knowledge of individual buyers' behaviour has been limited. For example, the typical grocery retailer would have little idea about the specific product combination bought by shoppers, on the basis of which merchandising could be refined. Modern loyalty programmes as he puts it, have spread rapidly between sectors, learning a lot from the early experience of the airline sector. However there is evident that, while the innovators in any sector may generate additional profitable business with their loyalty programme, it is very easy to copy and soon cease to act as a competitive differentiator.

2.7.3 Creating Barriers to Exist

Companies can try to keep their customers by making it difficult for them to defect to a competitor. Customers can unwittingly walk into traps where they become dependent upon a supplier for continuing support. Suppliers of industrial machinery create ongoing relationships where they are the sole suppliers of spare parts or consumables items which the purchaser must buy if they are to continue using their equipment. Many companies negotiate exclusive supply agreements with a supplier in return for a promise of preferential treatment. In both cases, the customer is dependent in the short term. He noted however that, such ties can usually be broken eventually (for example when a machinery is replaced or when an exclusive supply contact comes up for renewal), and it is at that point the true loyalty of a customer is put to the rest. (Adrian Palmer, 2000).

2.8 BENEFITS OF CUSTOMER RELATIONSHIP MANAGEMENT

Kotler (2000) identifies the lifetime value of a customer to a company, In terms of revenue and profits. This is known as life time customer value. Existing, loyal customers are valuable because They do not have to be acquired, or cost less to acquire. They buy a broader range of products; they cost less to service as they are familiar with the company's ways of doing business. They become less sensitive to price over time, they can recommend by word-of-mouth to other. He said the process of retaining customers for their lifetime is an important one- and one in which integrated marketing communication has an important role to play. Instead of one-way communication aimed solely at gaining a sale, it is necessary to develop an effective two-way communication process to turn a prospect into a lifetime advocate. This is shown in the ladder of customer loyalty:



PROSPECTS

Figure 2.1 ladder of customer loyalty

According to Kotler (2000), the main justification for relationship marketing comes from need to retain customers. It has been estimated that the cost of attracting a new customer may be five times the cost of keeping a current customer happy. In terms of the competitive forces, relationship marketing attempts to make it harder, or less desirable, for a buyer to switch to another seller. It raises switching cost (emotional if not financial) (Kotler 2002). According to Kotler 2002, CRM also opens channels of communication for marketers to cross-seller related product, solicit feedback for further marketing planning, make special offers (to boost sales or increase customer loyalty and so on). According to Reicheld et al (1990), 'customer relationship management' has an important part of marketing planning during the 1990s, attracting considerable recent interest from marketing academics and practitioners. Practitioners have seen the potential advantage of reducing levels of customers churn by improving the retention rates of profitable customers (Reicheld and Sasser 1990: Webset 1992). Within the academic community, although some have viewed CRM merely as, applied topic of marketing with an insubstantial theory base, other have argued that relational exchange represents a paradigm shift in marketing thought (Gronous 1994; Morgan and Hunt 1994). During the 1990s numerous academic article have argued that customer relationship management, supplemented by growing range of practitioner publications. The general thrust of such articles has been to extend relational exchange as a paradigm beyond its traditional domain of high value industrial goods.

2.9 IMPLEMENTATION OF RELATIONSHIP MARKETING

According to Cook (2000), a well thought out relationship process must be well implemented. She identifies these implementation processes as follows: Continuous improvement she said, in order for a service quality philosophy to be readily assimilated into the company, service excellence must not be presented as novelty; rather it must be presented as logical extensions of what the company is already doing. These companies which are most successful in installing Service philosophy ensures that this is marketed throughout the organization as a continuous process rather than a one-off campaign.

Motivation, according to Cook (2000), in energizing the team to deliver superior customer service, managers has a difficult but crucial role to play. She stressed that managers must to be personally committed to customer service, to practice what they teach. Furthermore, she went on to say that managers need to create an environment where processes are customer-driven and where standards are set to deliver a consistent level of service. They need to train and develop their staff and involve everyone in focusing on the customer. They must encourage excellence, build motivation, commitment and measure, and also review and reward performance. Furthermore, they often have to manage performance in an environment where staff members need to be motivated to bring out their best. Kotler (1996) also started that companies recognize that sales teamwork will increasingly be the key to winning account. Yet they recognize that asking their people for teamwork does not necessarily get them to give out their best. The company needs to revise its compensation system to give credit to work on shared accounts. To conclude, Berry (1983) stated, “The heart and soul of relationship marketing is personal attention, treating customers as clients rather than a face in the cloud. Individualizing the service, tailoring it, adding touch of grace and making client feel special. He said personalized service can be taught of in terms of quality look with five sections. These include the following:

Establish standards: precise standards for various facets of the service encounter must be established. This includes waiting time, the delivery schedule, the maintenance schedule and waiting list. To hire helpful personnel: personnel with the capacity to meet the standard must be employed. He said it is essential to identify the optimum mix of skills, knowledge and personal traits that contact personnel should have in order to meet the requirement for effective implementation strategy. Personnel qualities should include the physical attainments, skills, dispositions, interest which are usually embodied in seven point plans.

- a. Physical- weight, height, health, status
- b. Attainment-qualifications and work experience
- c. Disposition-temperament
- d. Intelligence-analytical power
- e. Skills-example computer literacy
- f. Circumstance-experience
- g. Interest- flair

2.10 LIMITATIONS TO THE DEVELOPMENT OF CUSTOMER RELATIONSHIP MANAGEMENT

Customer relationship management must be viewed as a universal blueprint suitable for all business, or a special case that suits just a few types of organization? The argument in favour of pursuing strategies designed to obtain a greater share of customers' total expenditure have now been well rehearsed. However, as CRM has been extended from high value capital goods to relatively low value consumer goods, limitations have become apparent. (McNeil 2003).

According to McNeil(2003), the relational exchange has been an unrealistic pursuit in any one of the following circumstances: where there is no reason why a buyer will ever wish to return to a seller, where buyers seek to avoid an asymmetric relationship in a way that prevents a seller developing relationship based on social bonds; where buyers confidence lowers the need for risk reduction which is an outcome of relationship development; and where the cost associated with relationship development put a firm at a cost disadvantage in a price sensitive market. From a social welfare prospective, relationship has been associated with competitive practice which limits buyers' choice finally, a relationship marketing strategy which has work in the domestic market may fail when exported overseas. These limitations to the concept of rational exchange are considered below: Buyer or seller may have no expectation of ongoing relationships.

One of the defining characteristics of relational exchange identification by McNeil (2003) is a time orientation within which exchange takes place. However, it may be naïve to assume that a longer time, rational orientation. In the short to medium term, rational exchange may be seen by one or both parties as a means of gaining competence which they can subsequently use encroach on their rational partners' value added activity. In this case, USA manufacturing firm may have been a strategic to acquire skills from their Japanese partners, whereupon they have broken off their partnership to operate independently. Secondly, many businesses serve market segments where customers have no underlying need to make further purchase of a category of product that a company is able to supply. In the extreme case, a small-scale company may appeal to the curiosity of buyers for whom a second time will have little of its original value curiosity. This phenomenon is resent in many tourism related businesses in destinations of symbolic rather than aesthetic quality (for example, many people make a religious pilgrimage once in their lifetime with little incentive to return again) .Power imbalance between a buyer and a seller may create a desire by one party to reduce their dependence .Sellers often have a lot of lower over buyers

whiles the buyers has little or no power over the seller. A food manufacture selling 80 percent of its food to one retailer may perceive that the latter exerts considerable power over it, where as for the retailer, the manufacture may represent just a small portion of its total purchases. The manufacturer may seek to lessen its dependence on the relationship with one powerful buyer.

In the absence party of symmetric power and dependence, one party will have little incentive to show flexibility, because no guarantee exists that such action will be reciprocated. In fact, short-time disturbances might represent opportunities for individual parties to pursue opportunistically short-term advantages. Balance or symmetric dependency represents a mutual safeguard and collective incentives to maintain the relationship. Formalized buying processes may also prevent the development of ongoing relationships based on social bonds. An alternative view is that social bond can become too persuasive to the point where they allow economic inefficiencies to develop. In an extreme case, corrupt networks of buyers and sellers may acquire sufficient market power to cause an overall loss of economic welfare. (McNeil 2003)

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 INTRODUCTION

The current chapter outlines the methods used to achieve the objectives of the study. It explains the methodology used, which answers questions on the population size, sample size and data collection process. The main sections include research strategy and approaches, data collection procedure and data analysis techniques.

3.1 RESEARCH STRATEGY AND APPROACH

The study is principally an explorative research. Saunders et al (1997) asserts that explorative studies are particularly useful if a researcher wishes to clarify his understanding of a problem. Explorative studies are a valuable means of findings out ‘what is happening: to seek new insights; to ask questions and assess phenomena in a new light’ (Robson, 1993).

3.1.2 Research Population and Unit of Analysis

A research population is generally a large collection of individuals or objects that is the main focus of a scientific query. It is for the benefit of the population that researches are done. However, due to the large sizes of populations, researchers often cannot test every individual in the population because it is too expensive and time-consuming. This study was made up of staff (of various departments) and customers of Ghana Commercial Bank as the target population. Various departments of GCB were selected because they were needed to provide information and insight as regards to Customer relationship management. With regards to GCB, it was thought wise to seek their views as they were directly involved in the relationship process.

3.1.3 Single Case Study Strategy

According to Robert Yin (2003), single focuses on a single case, you should not permit slippage from the exploratory phase into the actual case study to occur. Single-subjected design or single-case research design most often used in applied fields of psychology, education, human behavior in which serves as his/her own control (Robert Yin (2003).

3.1.4 Qualitative Research Approach

Qualitative research seeks to find out the ‘why’, and ‘how’ of the research topic through the analysis of unstructured information, with things like interview transcripts, open-ended survey responses, emails, notes, feedback forms, photos and videos. It does not just rely on statistics or numbers, which are domain of quantitative researchers. Qualitative research is often regarded as a precursor to quantitative research, in that it is often used to generate possible leads and ideas which can be used to formulate a realistic and testable hypothesis. The survey research design was used for this research, because it is a very valuable tool for assessing opinions and trends, even on a small scale, such as local government or small businesses, judging opinion with carefully designed surveys.

3.1.5 Key Informants Techniques

The survey was conducted at the Ghana Commercial Bank, and the respondents included the heads of all the departments or firms at G.C.B. It was essential that a large size was obtained (100 respondents) to ensure that the research was representative of the population under consideration. This is because the research proceeded on the believe that these officials served as a great source of information required for the study.

3.2 DATA COLLECTION PROCEDURE

3.2.1 Research Instrument

Questionnaires and interviews were the research instrument mainly used. These survey researches were sent out to the key informants of GCB, the questions were made up of open-ended questions, which allowed the respondents to express their views. Designing questions was as vital as this would determine the validity and reliability of the data obtained as well as response rate achieved. This approach is more informal and more flexible.

3.2.2 Contact Method

The several contact methods include, mail questionnaires, personal interviews, telephone interviews and online interviews. But the contact method which was used for this research was personal interview because of its advantages which includes: high response rates, great flexibility, that is, to adapt or explain questions. Show or demonstrate items fuller and also timely explanations.

3.2.3 Data Sources

Secondary data

Desk research was conducted at the initial stage of the study. This was to inform and provide a background into the area of study namely relationship marketing. Journals, marketing week review, quality newspaper, published survey, academic books and reports were used as secondary source of data and current news around the area of study were closely followed on television and radio. Desk research enabled the writer. To make good use of readily available data that would have been otherwise difficult or even impossible to obtain due to time and financial constraints.

Primary data

After secondary data had been exhaustively studied, the identified gap was investigated further through primary research involving both quantitative and qualitative methods, with emphasis on a questionnaire-based survey.

3.2.4 Field work Approach

The two dominant methodologies of fieldwork practice, the traditional and the scientific, have different aims implicit within them. The traditional approaches, sometimes termed 'fieldwork excursions' have aims rooted in the development of content knowledge. The scientific approach of data collection/hypothesis testing and field enquiry extends the learning opportunities available and promotes the application of learning objectives to the planning of fieldwork. Using the scientific methodology, learning in the field becomes as rigorous as learning in the classroom from a planning perspective. The deductive approach was used because the researchers generated aims based upon prior theoretical knowledge, and selected appropriate methods, collected data and carried out analysis. The deductive was useful in that, it improved our observation skills and

a better way of understanding of the processes that contributed to the development of environmental features.

CHAPTER FOUR

4.0 DATA ANALYSIS AND INTERPRETATIONS

4.1 INTRODUCTION

This chapter gives presentation, analysis of data collected from the administrated questionnaires, and interpretation of the findings. Data collected from respondents are represented in tables and graphical charts. The questions were administered to (100) respondents, that is (40) to the staff and (60) to the customers.

In all, the Analyses are presented as it was answered by the respondents without any influence from researcher.

4.2 ANALYSIS OF CUSTOMER RESPONSES

Table 4.1: How long customers have patronized the services of GCB.

Reasons	Frequency	Percentage (%)
Under 1 yr	6	10
1-3 yrs	10	17
3-5 yrs	24	40
5-7 yrs	18	30
7 yrs and above	2	3
Total	60	100

Table 4.1 shows responses on how long customers have used the Ghana Commercial Bank service. 40% of the respondents appear to be loyal to the GCB. This is because they have used the service for 3 to 5 years. 30% of the respondents have used the service for 5-7 years. 17% of

the respondents have used the service for 1 and 3 years. 10% of the respondents have used the service of GCB for under 1 year. 3% had used the service for 7 years and above. This reveals a certain degree of customer loyalty or lack of better option.

Figure 4.1: depicts how long customers have patronized the services of GCB.

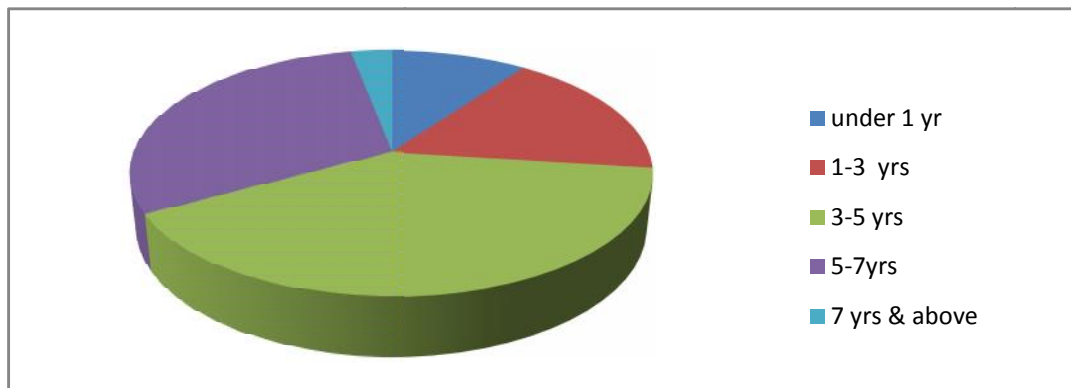


Table 4.2: Shows why Respondents are

customers of GCB.

	Frequency	Percentage (%)
Good customer relation	34	57
Courteous staff	-	-
Cheap services	12	20
Others	14	23
Total	60	100

Table 4.2 shows the reasons why respondents are customers of the GCB. 57% of the respondents are customers of the GCB because of the good customer relation. 23% also had different reasons for being customers of the GCB, (Because they have quality service). 20% of the respondent indicated they patronize because the GCB. Service is cheap compared to other banking institutions.

Figure 4.2: depicts why respondents are customers of GCB.

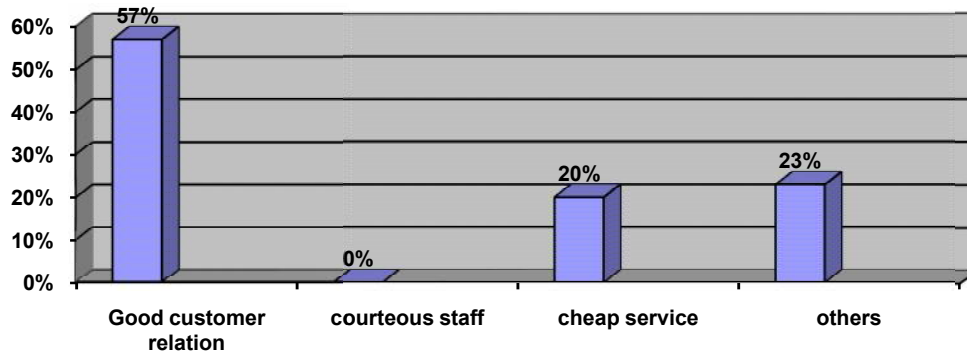


Table 4.3: Distribution showing whether customers have encountered any service failure.

	Frequency	Percentage (%)
Yes	28	47
No	32	53
Total	60	100

Table 4.3 indicates the level of complaints to GCB's services. The question tested whether customers have encountered any failure in the service provided by GCB. 47% of the respondents said they have encountered service failure and 53% of the respondents had not encountered any service failure.

Figure 4.3: Bar chart depicting whether customers have encountered any service failure.

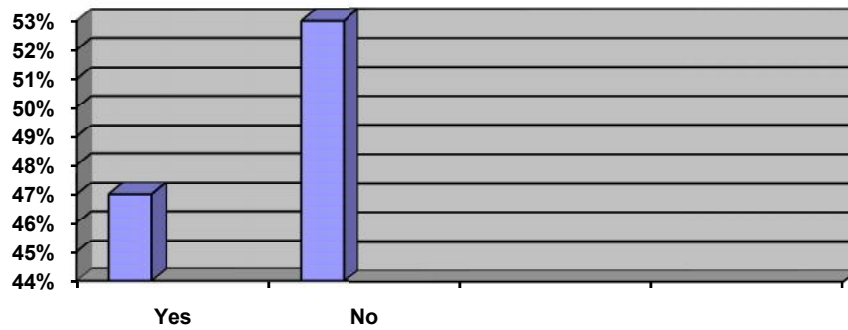


Table 4.4: Distribution showing whether customers made complaints

	Frequency	Percentage (%)
Yes	18	30
No	42	70
Total	60	100

Table 4.4 indicates the level of complain made with regards to the failure of service encountered. 30% of the respondents said they made complains when they encountered the service failure and 70% of the respondents said they made no complains

Figure 4.4: Pie chart depicting whether customers made complaints.

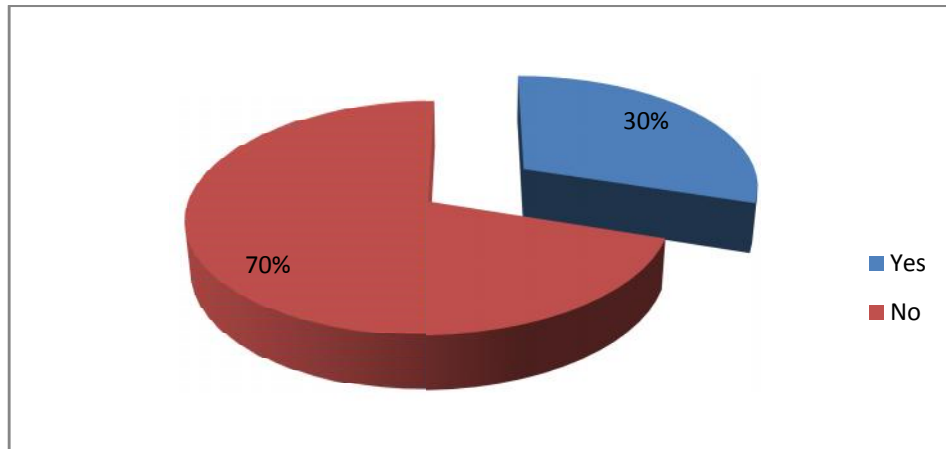


Table 4.5: shows customers level of satisfaction with regards to the way their complaints were handled.

	Frequency	Percentage (%)
Extremely satisfied	28	46
Satisfied	18	30
Indifferent	8	14
Dissatisfied	6	10
Extremely Dissatisfied	0	0
Total	60	100

Table 4.5 indicates the level of satisfaction to the customers complains. 46% of the respondents were extremely satisfied, 30% said they were satisfied, 14% were indifferent about the way their complaints were handled and 10% of the respondent were dissatisfied with the way their complaints were handled however none of them were extremely dissatisfied. This indicates that high majority were satisfied with the way their complaints were handled.

Figure 4.5: depicts the customer's level of satisfaction with regards to the way their complaints were handled.

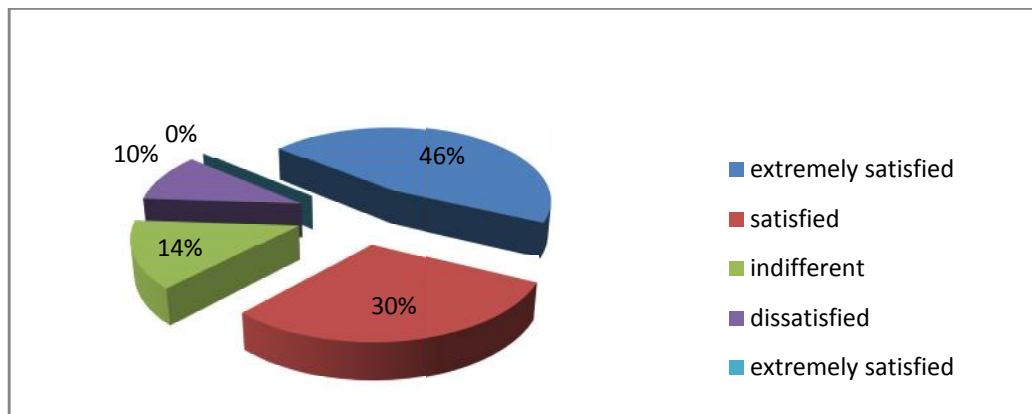


Table 4.6: Distribution showing whether customers would recommend the GCB to others.

	Frequency	Percentage (%)
Yes	32	53
No	28	47
Total	60	100

Table 4.6 illustrates whether customers would recommend the GCB to others. 53% of the respondent indicated that they would recommend the GCB to friends and relatives. 47% of the respondent also started no, indicating they would not recommend the GCB to others.

Figure 4.6: Bar chart depicting whether customers would recommend the GCB to others.

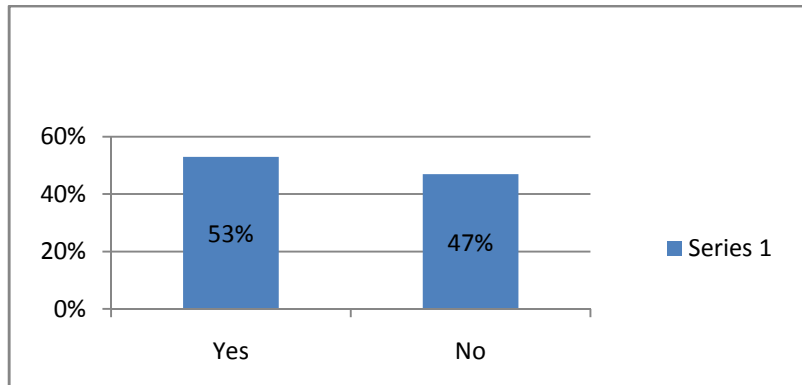


Table 4.7: shows whether customers are loyal.

	Frequency	Percentage (%)
Very loyal	20	33
Loyal	26	43
Somewhat loyal	10	17
Not Loyal	4	7
Total	60	100

Table 4.7 indicates the level of loyalty of the GCB customers. 43% are loyal. 33% of the respondents stated they are very loyal. 17% stated somewhat loyal while the remaining 7% stated they were not loyal. This shows that a high majority of the customers are loyal to GCB.

Figure 4.7: depicts customer's level of loyalty.

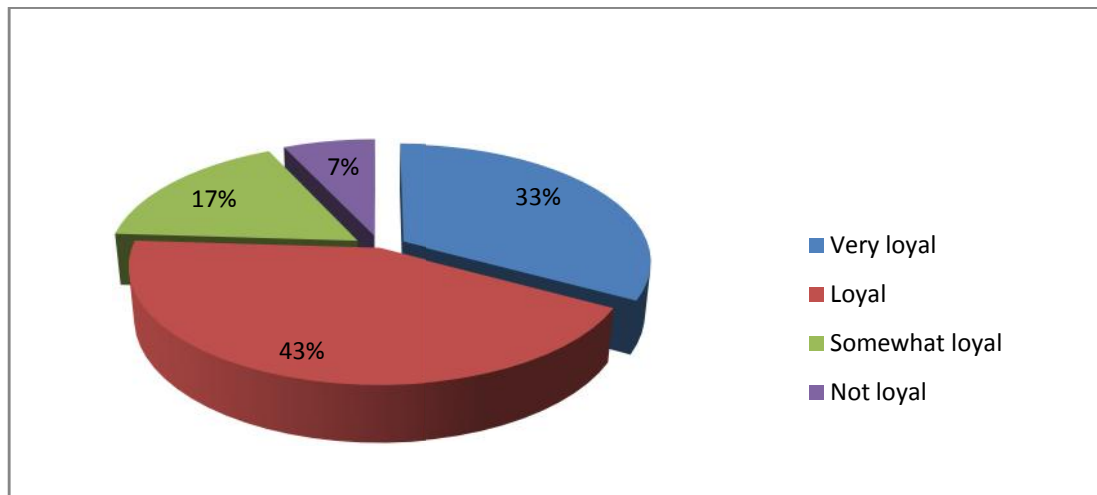


Table 4.8: shows the extent to which customer's level of loyalty is related to the relationship with GCB.

	Frequency	Percentage (%)
To a greater extent	28	46
To some extent	20	34
Not at extent	12	20
Total	60	100

Table 4.8 indicates whether the level of loyalty is related to the relationship with customers. 46% of the respondent indicated that their level of loyalty is influenced to a greater extent by the relationship they have with the service provider. 34% of the respondent said to some extent it is not related to the relationship but because of cheap service. The remaining 20% stated their level of loyalty was not at all because of the relationship. Majority of the respondents to some extent level of loyalty is related to their relationship with GCB.

Figure 4.8: Pie chart depicting the extent to which customers' level of loyalty is related to the relationship with GCB.

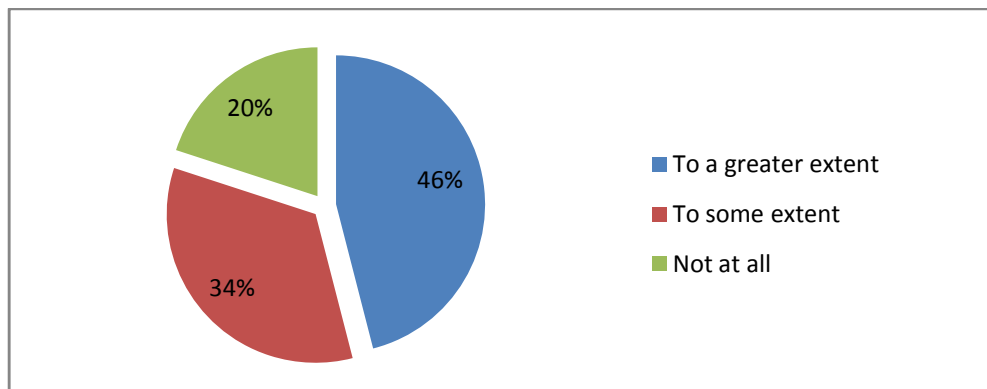


Table 4.9: showing whether GCB puts measures to reward loyal customers.

	Frequency	Percentage (%)
Yes	46	76
No	14	24
Total	60	100

Table 4.9 indicates whether GCB put measure to reward loyal customers. 76% of the respondent stated yes to the question while the remaining 24% of the respondents also stated no to the question. This indicates that GCB has put measures to reward loyal customers.

Figure 4.9: depicts whether GCB puts measures to reward loyal customers.

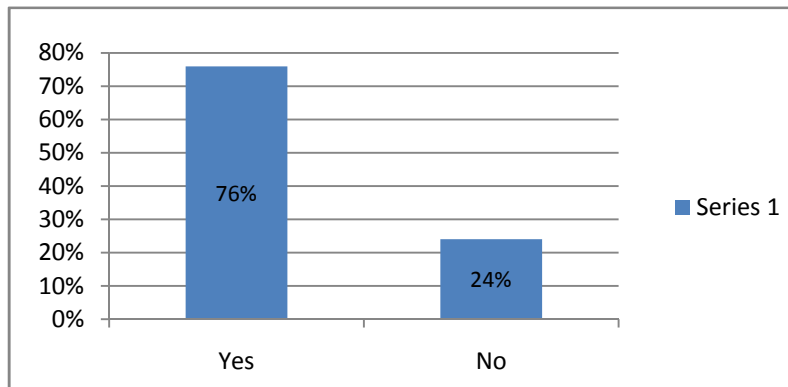


Table 4.10: Showing whether GCB has in place customer relation schemes

	Frequency	Percentage (%)
Yes	47	76
No	14	24
Total	60	100

Table 4.10 indicates that GCB has in place customer relation schemes. 76% of the respondents stated GCB has in place customer relation schemes, indicating yes to the question while 24% of the respondents said no.

Table 4.11: shows whether GCB seeks to build strong relationship with customers.

	Frequency	Percentage (%)
Yes	46	76
No	14	24
Total	60	100

Table 4.11 shows that GCB seek to build strong relationship with customers. From the table, 76% of the respondents indicated GCB seeks to build strong relationship with them and 24% of the respondent said no to the question.

76% of the respondent who said GCB seeks to build strong relationship with customers indicated that they do this by placing a great deal on customers and also through their loyalty schemes.

Table 4.12: showing GCB's level of relationship with its customers.

	Frequency	Percentage (%)
Excellent	8	14
Very Good	6	10
Good	24	40

Fair	19	32
Poor	2	4
Total	60	100

Table 4.12 indicates the level of relationship GCB has with its customers. 40% of the respondent said they have a good relationship with GCB. 32% of the respondent also indicated the level of relationship with GCB is fair. 14% also indicated the relationship level is excellent. 10% also said the relationship is very good and 4% of the respondent also indicated the relationship is poor.

Figure 4.12: depicts GCB level of relationship with its customers.

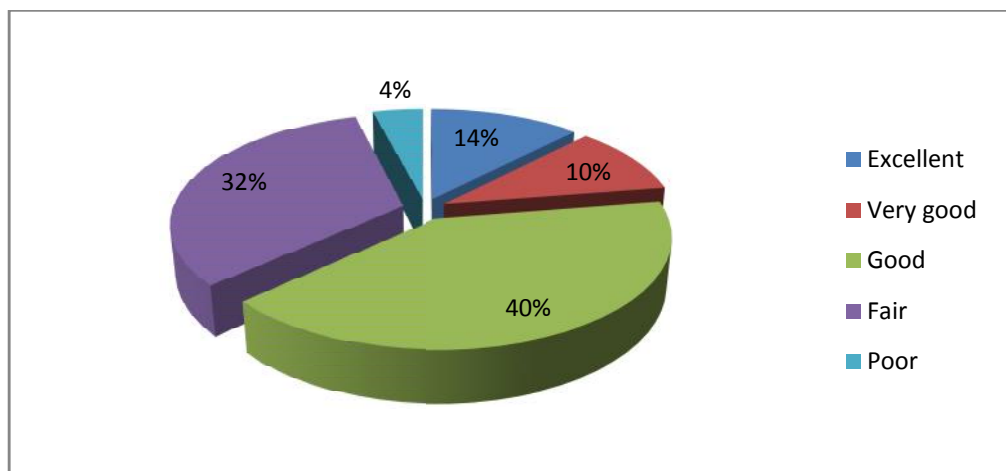


Table 4.13: Gender Distribution of customers of GCB.

Sex	Frequency	Percentage
Male	34	57
Female	26	43

Total	60	100
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With regards to the sex distribution it clearly shows on table 2 that male forms the majority of 57% of customers while the female constitute 43%. An attempt was therefore made to capture the views of both male and female.

Table 4.14: Shows the Age Profile of GCB Customers.

AGE	FREQUENCY	PERCENTAGE (%)
18-25	6	10
26-35	8	13
36-45	24	40
46-55	18	30
56 & above	4	7
Total	60	100

In analyzing the background characteristics of customer respondent, the second consideration was the age variable. This is because age is considered as a very essential stratification in research methods. It also gives an insight and provides data on which age group is involved in the research carried out. Table 4.14 shows that 40% of customers were within the age range of 36-45 years old. 30% represents the age range of 46-55 years old. 13% represents the age range of 26-35 years old. 10% represents the age range of 18-25 years old and 7% represents the age range of 56 and above. Clearly customers of GCB cuts across various age groupings. Majority of the customers are within the age of 36-

45 years.

Table 4.15: Highest Educational Background.

QUALIFICATION	FREQUENCY	PERCENTAGE (%)
Masters degree & above	4	7
Professional certificate (ACCA,CIB)	20	33
First degree	16	27
HND/Diploma	12	20
A/O Level		
SSSCE/WASCE	8	13
Total	60	100

Table 15 indicates that customers of GCB have certain level of education. 33% of the respondents have professional certificate. 27% have first degree and 20% of the respondents have HND/Diploma qualifications. 13% and 7% of the respondents have SSSCE/ WASCE and Masters Degree and above respectively.

4.3 ANALYSIS OF GCB STAFF RESPONSES

Table 4.16: Shows working duration of staff respondents.

Reasons	Frequency	Percentage (%)
Under 1 yr	3	8
1-3 yrs	7	17
3-5 yrs	17	42
5-7 yrs	10	25
7 yrs and above	3	8
Total	40	100

Table 4.16 above shows that majority (42%) of the staff have worked for 3-5 years. 25% of the respondents have also worked for 5-7years whiles 17% have also worked for 1-3 years. 8% fall within under 1 year and 7 years and above. This is very important because it gives the research a very fair idea of how staffs have worked with GCB.

Figure 4.13: Depicts working duration of GCB staff.

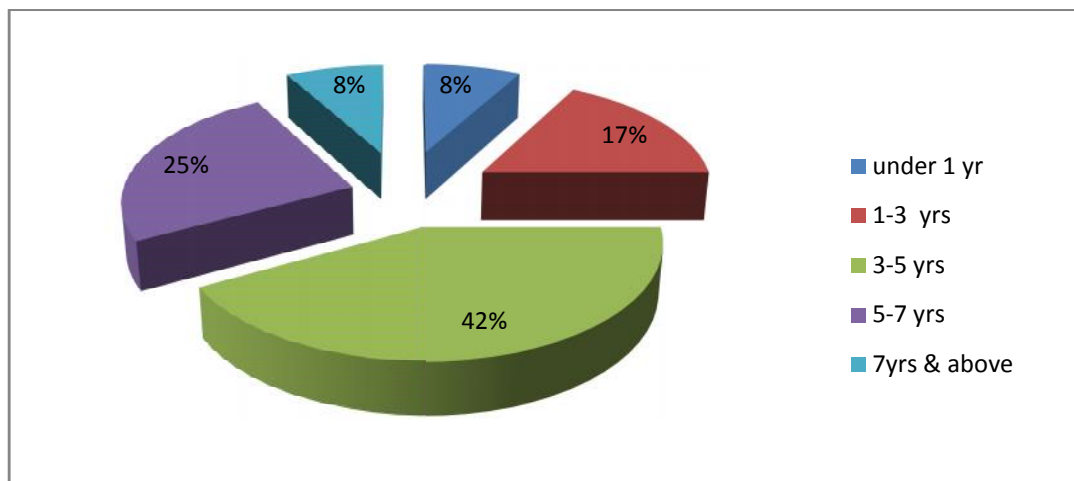


Table 4.17: showing why staffs choose to work with theGCB (Harper Road).

	Frequency	Percentage (%)
Because it's the only work opportunity available	7	17
I have always wanted to work in the banking industry	20	50
Good remuneration	13	33
Others		

Total	40	100
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Table 4.17 indicates the reasons why staffs choose to work with the GCB. The majority 50% indicated that they have always wanted to work in the banking industry whiles 33% of the respondents also stated that it's because of the good remuneration. However 17% of the respondents stated it's because it's the only work opportunity available.

Table 4.18: Shows whether Staff Encourage Customers to Complain.

	Frequency	Percentage
Yes	40	100
No	0	0
Total	40	100

From table 4.18, it could be deduced that 100% of the staff indicated that they encourage customers to complain about services provided by GCB.

Table 4.19: Show how often customers complain.

	Frequency	Percentage
Very Often	12	20
Often	20	34
Rarely	28	46
Not at all	0	0

Total	60	100
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Table 4.19 indicates how often customers complain about services delivered by GCB. From the chart, it clearly shows 45% of the staff respondent stated that customers rarely complain. 35% of the respondent also stated customers often complain while 20% of the staff respondents stated customers often complain.

Figure 4.14: Depicts how often Customers Complain.

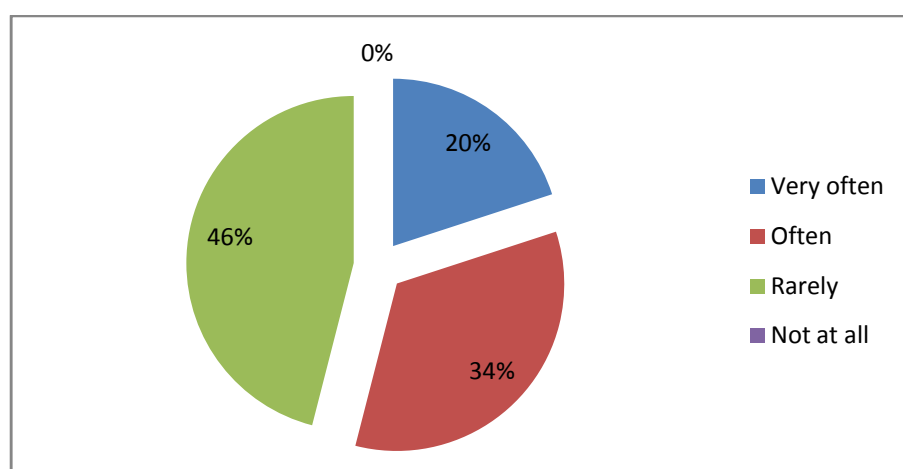


Table 4.20: Shows customers' level of satisfaction.

	Frequency	Percentage (%)
Extremely satisfied	30	50
Satisfied	18	30
Indifferent	12	20
Dissatisfied	0	0

Total	60	100
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Table 4.20 indicates customers are satisfied with the way their complaints are handled by majority of the staff respondents. 50% of the respondents in their opinion believe customers are extremely satisfied. Again most of the 50% who were extremely satisfied, have commended GCB staff for calling them on their birthdays and giving them free financial consultation. 30% of the respondents also stated that customers were satisfied with the way their complaints are handled while 20% stated customer were indifferent about the way their complaints are handled.

Figure 4.15: Depicts Customers Level of Satisfaction.

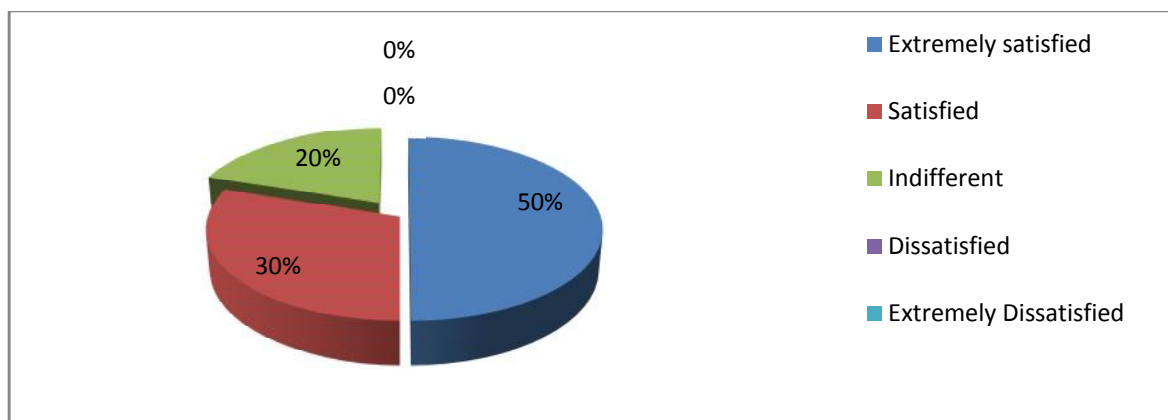


Table 4.21: Shows whether GCB Has Loyalty Schemes in Place.

	Frequency	Percentage (%)
Yes	60	100
No	0	0
Total	60	100

Table 4.21 indicates GCB has in place loyalty schemes to in order to enhance their relationship marketing program. The table also shows that the entire respondents said the GCB has loyalty schemes in place to enhance their relationship marketing program.

The respondents also stated loyalty cards, cash back guarantees and special discounting as some of their loyalty schemes they have put in place to enhance their relationship marketing programme.

Table 4.22: Shows whether GCB put measures to build Strong Customer Relationship.

	Frequency	Percentage (%)
Yes	60	100
No	0	0
Total	60	100

Table 4.22 indicates GCB put in place measures to build strong customer relationship. This was started by the entire staff respondents.

Table 4.23: Show services provided by GCB to build strong Relationship with Customers.

1. Prestige Banking
2. Speed banking
3.ATM Master cards

Table 4.23 indicates some important services provide to customers to enable them build strong relationship with customers.

Table 4.24: Shows whether GCB Identifies the Changing Needs of Customers.

	Frequency	Percentage (%)
Yes	60	100
No	0	0
Total	60	100

Table 4.24 indicates GCB puts in place measures to identify the changing needs of customers to enable build strong customer relationship. The entire staff stated yes to the question indication 100% of the percentage.

Table 4.25: Shows GCB's level of Relationship with Customers.

	Frequency	Percentage (%)
Excellent	37	92
Very good	3	8
Good	0	0
Fair	0	0
Poor	0	0

Total	40	100
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Table 4.25 indicates how the respondents rated GCB level of relationship with customers. 92% of the respondents stated the relationship with customers is excellent whiles 8% of the respondent stated the relationship is very good.

Table 4.26: Shows whether Customers Needs are incorporated in the Organization's Strategic Plan.

	Frequency	Percentage (%)
To a greater extent	32	80
To some extent	8	20
Not at all		
Total	40	100

Table 4.26 indicates the extent to which GCB puts measures so that the needs of customers are incorporated in the organizations strategic plan. 80% of the respondents stated to a greater extent. 20% of the respondents also indicated to some extent. This indicates that to a greater extent, the needs of customers are incorporated in the organizations strategic plan.

Table 4.27: Shows whether Staffs will recommend the Service to a Friend.

	Frequency	Percentage (%)
Yes	40	100

No	0	0
Total	40	100

Table 4.27 shows that the entire respondents said they would recommend the service of GCB to a friend.

Table 4.28: Shows GCB competitive position.

MARKETPOSITION	FREQUENCY	PERCENTAGE (%)
Market leader	36	90
Market follower	-	-
Market niche	-	-
Market challenger	4	10
Other	-	-
Total	40	100

Table 4.28 depicts the market position of GCB. Majority (90%) of the respondents indicated is a market leader. 10% of the respondents also indicated that GCB is a market challenger. None of the respondents see GCB as a market follower, niche and others.

Table 4.29: Shows whether GCB competitive position is influenced by relationship.

	Frequency	Percentage (%)
Yes	40	100
No	0	0
Total	40	100

Table 4.29 indicated whether GCB competitive position is as the result of level of relationship, they have with customers. The entire (100%) respondent to this question indicated yes, meaning relationship with customers could affect the competitive position of the organization positively or negatively. This means GCB's competitive position is influenced by the relationship they have with customers.

Table 4.30: Gender Distribution of GCB staff

SEX	FREQUENCY	PERCENTAGE (%)
Male	27	67
Female	13	33
Total	40	100

With regards to the sex distribution it clearly shows on table 8 that males form a majority 67% of staff while the female constitute 33%. An attempt was therefore made to capture the views of both male and female.

Table 4.31: Age Profile of GCB staff

AGE	FREQUENCY	PERCENTAGE (%)
18-25	3	8
26-35	7	17
36-45	17	42
46-55	10	25
56 & above	3	8
Total	40	100

In analyzing the background characteristics of staff respondents, the second consideration was the age variable. This is because age is considered as a very essential stratification in research methods. It also gives an insight and provides data on which age group is involved in the research carried out. Table 4.31 shows that 42% represent the age range of 36-45 years old. 25% represents the age range of 46-55 years old. 17% represent the age range of 26-35 years old while 8% of staff respondents both the age of 18-25 years and above.

Table 4.32: Highest Education Background of GCB Staff.

QUALIFICATION	FREQUENCY	PERCENTAGE (%)
Master degree & above		
Professional certificate	10	25

(ACCA,CIB)		
First degree	23	58
HND/Diploma	7	17
A/ O' LEVEL		
SSSCE/WASCE		
Others		
Total	40	100

As shown from table 32, masters degree and above, A/O' level and SSSCE/WASCE were not represented. 25% had professional certificate. 58% had first degree education and 17% had HND/Diploma education.

4.4 DISCUSSIONS OF RESEARCH QUESTIONS

4.4.1 Research question one: Does GCB put Measures to Build Strong Customer Relationship?

From table 4.10 and 4.11 of customers responds, high majority of the customers indicated that GCB puts measures to build strong relationship with customers, table 4.21 and table 4.22 of staff responds also indicates that GCB puts measures such as allowing customers to complain, giving rewards to customers, identifying changing needs of customers, just to mention a few, to help build strong customer relationship. It is evident that, it is important to build strong relationship with customers in order to gain their loyalty.

4.4.2 Research question two: Does GCB Company Limited integrates Relationship marketing into their corporate plan?

From table 4.21, it has been shown by the entire staff respondents that, GCB has put in place loyalty schemes to enhance their relationship marketing programme. Table 4.22, shows the company has customer relationship schemes to enhance them build strong relationship with customers. Table 4.23 also shows services such as discounting, just in time delivery and loyalty cards provided by GCB to customers in order to build strong customer relationship. Table 4.24 indicated GCB has measures in place to build strong customer relationship. However, from table 4.26, 80% which is high majority of the staff respondents indicated to a greater extent GCB incorporates customer needs into its corporate plan. It is clearly evident that GCB integrates relationship marketing into its corporate plan.

Research question three: Does GCB have in place customer loyalty schemes to enhance its relationship marketing programme?

From table 4.21, the entire staff respondents stated GCB has in place loyalty schemes to enhance their relationship marketing programme. From table 4.9, high majority of the customer respondents stated GCB has measures in place to reward loyal customers. This clearly indicates GCB has customer loyalty schemes to enhance its relationship marketing programme.

CHAPTER FIVE

5.0 SUMMARY, CONCLUSIONS AND RECOMMENDATION

5.1 SUMMARY

This chapter contains a summary of findings made by the researcher during the study. The research instrument used for the data collection was questionnaire. The findings were derived from the responses provided to the questionnaire. Two different questionnaires were administered to two groups namely officials of GCB and Customers of GCB.

5.2 Summary of findings

The main findings were:

The GCB put measures such as rewarding customer loyalty, identifying changing needs of customers, listening and dealing with customer complaints, just to mention a few to build strong customer relationship.

The GCB integrates relationship management into their corporate plan by expressing interested in what their customers need and helping to solve their banking needs.

The GCB has in place customer loyalty schemes to enhance its relationship marketing programme.

Other findings were:

- Customers would serve as advocates for GCB to friends and relatives because of the good service been rendered to them.
- GCB frequently rewards their loyal customers by promptly solving their banking needs to enhance good customer relationship.
- GCB encourages customers to complain which goes a long way to enhance service delivery.
- Most customers are satisfied with the way their complaints are handled.
- GCB incorporates customer needs into its strategic plan.

5.3 CONCLUSION

The following conclusion could be deduced based on the findings of study. It has been established that Relationship marketing has been recognized as being of great importance to the GCB.

With the liberalization of the banking sector, there has been significant increase in the number of banking service providers making competition keener and harder to beat.

Competitively, GCB have developed strategies to build upon their relationship marketing programme to compete against the combined technological, marketing, management and experience of competitors to retain their customers' loyalty.

All these strive would be a mirage if a conscious effort is not continuously made to build a strong relationship between customers and GCB.

Judging by this study, relationship management when managed efficiently, evaluated and controlled effectively would provide for GCB to retain its customer loyalty.

5.3 RECOMMENDATIONS

For Relationship management to be managed well, GCB needs to add value to the relationship with customers through the following:

- Offering top notch services to both new and existing customers. Relationship created, should be managed very well to keep these customers.
- In order for Relationship Management philosophy to be readily assimilated into the company, service excellence must not be presented as novelty; rather must be presented as logical extensions of what the company is already doing. For example GCB should not be seen as strictly following some instruction in a book when serving their customers, but should handle customers in a manner that depicts their everyday lifestyle as a bank.
- GCB must know that the heart and soul of relationship marketing is personal attention, treating customers as clients rather than a face in the cloud, hence must continue to treat customers as clients.

As identified, customers' focuses on relationship building hence the need for GCB to develop Relationship programmes that will allow them achieve customer loyalty. Examples of such programmes could be constantly showing interest in the customers' needs and staff giving customer complaints all the attention it deserves.

Again, GCB should endeavor to train staff on customer relationship management.

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CHRISTIAN SERVICE UNIVERSITY COLLEGE

Kumasi

Dear respondent,

We are final year students of the above mentioned institution offering a degree program in Banking and Finance. This questionnaire will be used for an academic research. As such all rules relating to academic research such as confidentiality will be ensured. Please read through the questions carefully and answer.

INSTRUCTIONS: From your own objective point of view, please tick or provide response that represents each item.

QUESTIONNAIRE FOR CUSTOMERS

SECTION A: DEMOGRAPHIC DATA

- | | | | | | |
|----|----------------|----------|--------------------------|----------|--------------------------|
| 1. | AGE: | BELOW 30 | <input type="checkbox"/> | ABOVE 30 | <input type="checkbox"/> |
| 2. | SEX | MALE | <input type="checkbox"/> | FEMALE | <input type="checkbox"/> |
| 3. | MARITAL STATUS | MARRIED | <input type="checkbox"/> | SINGLE | <input type="checkbox"/> |
| | | | | DIVORCED | <input type="checkbox"/> |

1. How long have customers patronized the services of G.C.B?

Under 1yr ☐
☐

1-3yrs

3-5yrs ☐

5-7yrs ☐

7yrs and above ☐

2. Why are you a customer of GCB?

Cheap services ☐

Courteous staff ☐

Good customer relation ☐

3. Have you encountered any service failure?

No ☐

Yes ☐

4. Explain the kind of service failure you encounted.....

5. Did you make complaints to the authorities of GCB?

No ☐

Yes ☐

6. What was the level of satisfaction with regards to the way the complaints were handled?

Extremely satisfi ☐

Satisfied ☐

Indifferent ☐

Dissatisfied ☐

Extremely dissatisfied ☐

7. Would you recommend GCB to others?

☐

No

Yes ☐

Dear respondent,

We are final year students of the above mentioned institution offering a degree program in Banking and Finance. This questionnaire will be used for an academic research. As such all rules relating to academic research such as confidentiality will be ensured. Please read through the questions carefully and answer.

INSTRUCTIONS: From your own objective point of view, please tick or provide response that represents each item.

QUESTINNAIRES FOR EMPLOYEES

SECTION A: DEMOGRAPHIC DATA

1. AGE: BELOW 30 ☐ ABOVE 30 ☐

2. SEX MALE ☐ FEMALE ☐

3. MARITAL STATUS MARRIED ☐ SINGLE ☐ DIVORCED ☐

4. EDUCATION QUALIFICATION

Master degree & above ☐

Professional certificate (ACCA,CIB) ☐

First degree ☐

HND/Diploma ☐

A/ O' LEVEL ☐

☐

SSSCE/WASCE

Others ☐

1. Are customers loyal to GCB?

Loyal ☐

Very loyal ☐

Not Loyal ☐

Somewhat loyal ☐

1. Tell us about your observation with regards to question
one.....

2. Do you put measures in place to reward loyal customers?

No ☐

Yes ☐

3. Do you put in place loyalty relation schemes?

No ☐

Yes ☐

4. Does GCB build a strong relationship with its customers?

No ☐

Yes ☐

5. How?

6. What is the level of relationship GCB has with its customers?

Poor ☐

Very Good ☐

Good ☐

☐

Fair

Excellent ☐

7. Why do you choose to work with GCB?

Zeal to work in the banking industry ☐

Good remuneration ☐

Others ...

8. Do you encourage customers to complain?

No ☐

Yes ☐

9. How do you handle customer complaints?

10. How often do customers complain?

Very Often ☐

Often ☐

Rarely ☐

Not at all ☐

11. What is the customer's level of satisfaction with GCB?

Extremely satisfied ☐

Satisfied ☐

Indifferent ☐

Dissatisfied ☐

Extremely Dissatisfied ☐

12. How do you measure customer satisfaction?

13. Do you put loyalty schemes in place to reward customers?

No ☐

Yes ☐

14. Do you put measures to build Strong Customer Relationship?

No ☐

Yes ☐

15. Does GCB identify the changing needs of customers?

No ☐ Yes ☐

16. To what extent are customer's needs incorporated into the firm's strategic plan?

To a greater extent ☐

Not at all ☐

To some extent ☐

17. Would you recommend GCB to a friend?

No ☐ Yes ☐

18. What is the market position of GCB?

Market leader

Market follower

Other

Market challenger

Market niche

THANK YOU FOR YOUR TIME.

