

**THE PERCEIVED INFLUENCE OF THE MARKETING MIX ON  
BRAND CHOICE AMONG SME CUSTOMERS OF CHASE BANK  
(IN RECEIVERSHIP)**

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## **DECLARATION**

I, the undersigned, declare that this research project is my original work and that it has not been presented in any other university or institution for examination or academic credit.

**Signed**.....**Date**.....

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## **SUPERVISOR'S DECLARATION**

This Research project has been submitted for examination with my approval as University Supervisor.

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My appreciation goes my husband, Joel, for inspiring and pushing me to greater heights.

Above all, to Almighty God for His grace and blessings.

## **DEDICATION**

This research is dedicated to the Almighty God for His providence, to my husband Joel, the wind beneath my wings. Lisa & Eva, for inspiring me to be better, daily.

To my father and mother, for guidance, nurture and unconditional love. You are my daily inspiration.

## ABSTRACT

Marketing strategy should enable firms to concentrate their limited resources towards opportunities that offer the greatest positive impact on their brand equity towards the realization of enduring competitive advantage. It is from this understanding that marketing scholars and practitioners developed the concept of the marketing mix. However, little research focus has been directed on the most salient element or set of elements that marketers in the banking sector in Kenya should pay more attention to. The main objective of this study was to determine the perceived influence of marketing mix on brand choice among SME customers of Chase Bank. The sample comprised 96 SME clients of Chase Bank drawn from 17 branches in Nairobi County. A questionnaire was used to collect data. Both descriptive and inferential statistical techniques were used to analyse data. Brand choice was regressed on a composite measure of each of the 7Ps of marketing using multiple linear regression modelling. Data was analysed using SPSS. Results showed that all the marketing mix elements together explained 71.3% of brand choice to a statistically significant degree ( $R^2=.713$ ,  $p<.01$ ). However, the effect size of each element of the 7Ps varied markedly. Product mix had the highest explanatory power on the variability of respondents' brand choice to a statistically significant degree ( $\beta=.383$ ,  $p<.05$ ) followed by process dimensions of banking services ( $\beta=.355$ ,  $p<.05$ ) and lastly, place dimensions ( $\beta=.235$ ,  $p<.05$ ). People factors ranked fourth out of the 7Ps of the marketing mix factors in terms of effect size on brand choice ( $\beta=.169$ ,  $p>.05$ ). Price was the only marketing mix element with a negative effect size on brand choice, although not to statistically significant degree ( $\beta=-.165$ ,  $p>.05$ ). Physical evidence had a very small effect size on brand choice, explaining only 3.1% of the variability in brand choice ( $\beta=.026$ ,  $p>.05$ ). Promotion had the least effect size on brand choice, accounting for only 2.0% of its variability ( $\beta=.020$ ,  $p>.05$ ). Each marketing mix element have different degrees of salience on brand choice and thus, demand varying degrees of marketing attention and prioritization. Product and process elements were the most salient. Chase Bank should consolidate its strong brand choice by allocating more resources and attention to its products and processes

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## **LIST OF ABBREVIATIONS AND ACRONYMS**

ATM	Automatic Teller Machine
CBK	Central Bank of Kenya
CMA	Capital Markets Authority
DTB	Diamond Trust Bank
KCB	Kenya Commercial Bank
KPMG	Klynveld Peat Marwick Goerdeler
M	Mean
RBA	Retirement Benefits Authority
SACCO	Savings and Credit Cooperative Society
SD	Standard Deviation
SME	Small and Medium Enterprises
SPSS	Statistical Package for the Social Sciences

## CHAPTER ONE: INTRODUCTION

### 1.1 Background to the Study

The concept of marketing mix and its elements has endured in marketing literature as the factors that marketing managers manipulate to influence consumer behavior including brand choice (Mohammad, 2015). A brand is regarded by marketing managers as one of the important differentiators that need to be managed effectively to remain competitive in business (Pourdehghan, 2015). Thus, the factors affecting brand choice remains a subject of continued significance to organizations (Alshurideh, Bataineh, Alkurdi, & Alasmr, 2015). Understanding the antecedents of brand choice and the marketing mix strategies that can be deployed to effectively influence brand choice lies at the heart of marketing (Eberechukwu & Chukwuma, 2016).

A number of theories have been put forward to advance research on brand choice. One of the earliest theories is known as SERVQUAL, developed by Parasuraman, Zeithaml and Berry (1985). This theory proposes that brand choice is influenced by a set of service quality dimensions such as reliability, assurance, tangibility, empathy and responsiveness. The Brand Equity Pyramid Model developed by Keller (2001) is a set of brand-building blocks necessary to create a strong brand. At the base is brand awareness, followed by brand association, then response and finally, intense, active relationship. In addition, the Importance-Satisfaction model on the other hand, suggests that brand choice is influenced by the degree of importance consumers attach to an aspect of the brand and the level of satisfaction with that feature (Yang, Yang, & Pai, 2009).

The competitive environment of today is characterized by loss of traditional markets and borders, increasingly impatient customers and competition from non-banking sectors (Aqrobaee, Amirkabiri, & Evanaki, 2016; Lilly & Juma, 2014). Consequently, today's banks have to reconcile with the new reality that competition arises not only from each other; but new competition is emerging from other financial and non-financial institutions (Auka, 2014). This scenario characterizes the competitive landscape of Kenya's banking sector in which Chase Bank operates.

### **1.1.1 Marketing Mix**

Marketing influences are a combination of strategies and tactics calculated to appeal to consumers and motivate them to buy, leading to valuable transactions (Peter & Donnelly, 2015). It is from this understanding that marketing scholars and practitioners developed the concept of the marketing mix, which has been characterized as a blend of variables that a firm put together to elicit the desired response from the market segment targeted (Mohammad, 2015). Initial thoughts underpinning the marketing concept thus led to the development of a classical model of marketing mix known as the 4Ps of marketing. The 4Ps of marketing which make up the essential attributes of a marketing strategy according to traditional marketing thinking are; product, price, promotion and place elements (Karakaya, Badur, & Aytekin, 2011).

As the business environment increasingly became service oriented, the classical models of 4Ps of marketing were considered inadequate for services marketing. A modified marketing mix that incorporates the 4Ps and three extra Ps which are; process, physical evidence and people, was thus proposed to account for the non-physical nature of services and the fact that it involves significant investment in human resource (Bangre, Ghangale, & Ghaisas, 2015; Mohamood & Kan, 2014). Collectively, the 7Ps have become accepted as the essential marketing mix elements that marketers in the banking industry control to influence brand choice (Mohamood & Kan, 2014).

### **1.1.2 Brand Choice**

Brand choice as a concept refers to the discrimination and selection that consumers make towards a particular brand out of many brand options (Govender, 2017). Brand choice is regarded as the ultimate measure of marketing effectiveness (Mitchell, 2013). It can be driven both by experienced emotions and sensory information (Schmitt, 2012). This puts into perspective the significant role marketing plays in enhancing emotional experiences and stimulating sensory information. Brand choice does not just happen but is the result of concerted marketing efforts in an attempt to create awareness, elicit interest and generate desire which should translate into a favourable action towards a particular brand (Ahmad, Ahmad, & Nadeem, 2014). This is because consumers tend to choose known brands than unknown brands (Kocoglu, Tengilimoglu, Ekiyor, & Guzel, 2015). This only happens when more than one brand exists (Kocoglu et al., 2015).

### **1.1.3 The Banking Sector in Kenya**

Data from the Central Bank of Kenya reveals that Kenya has a well-developed banking sector. The sector is made up of 43 commercial banks, 15 microfinance institutions, 130 foreign exchange bureaus and two mortgage finance companies (CBK, 2017). In addition to these, there are savings and credit cooperatives, insurers, building societies, postal services offering savings products and non-bank financial institutions that claim a share of the market (Maingi, Wanjiru, Samuel, Njeri, & Mwau, 2013). Kenya's banking sector has experienced a rapid growth that has triggered a lot of competition in the industry (Mwega, 2014; Muturi & Karanja, 2014; Cherotich, Sang, Sishia, & Mutungu, 2015).

Despite gains made in the sector in the past few decades, the Kenyan banking sector has experienced a lot of challenges over time thereby necessitating the implementation of several reforms by the government to enhance growth (Onuonga, 2014). In terms of regulations, there are five main agencies that ensures prudential governance of the sector. These are; Capital Markets Authority (CMA), Central Bank of Kenya (CBK), SACCO Society Regulatory Authority, Insurance Regulatory Authority and Retirement Benefits Authority (RBA) and. All these authorities are under the Ministry of Finance (Ariemba, 2012).

According to Kathuni and Mugenda (2012), Kenya's banking sector has identified the Small and Medium Enterprise (SME's) sector as the next growth frontier. A report by the Financial Sector Deepening Kenya-a financial capacity building trust backed by KPMG (2015) noted a remarkable growth in targeting of the SME segment by Kenyan banks in the last few years. The report added that the segment has also received growing interest from policymakers and donors, recognizing the pivotal role that SMEs play in economic development, investment and employment creation. The report further noted that SME lending hit KSh332 billion in December 2013, representing 23.4% of the banks' total loan portfolio. These figures were interpreted to mean that in within the general expansion of the financial industry; SME financing is growing at a relatively fast rate, and is thereby representing an expanding share of commercial banks' loan portfolios. It is in view of these developments that this study sought to establish the role of the marketing mix on bank choice among SME customers of Chase Bank.

#### **1.1.4 Chase Bank**

Chase Bank has a history that dates back over 21 years since its establishment. The bank's mission is to enable people to achieve the thing that matters to them most. The bank provides a variety of financial services targeting a diverse clientele including business, retail customers and SMEs (Chase Bank, 2016). Currently, the bank has 33 branches all over Nairobi County. The bank was however put under receivership by the regulatory authority for 12 months due to what the Central Bank of Kenya termed, unsafe financial conditions (CBK, 2016).

#### **1.2 Research Problem**

Marketing strategy enables firms to concentrate their limited resources towards opportunities that offer the greatest positive impact on their brand equity towards the realization of enduring competitive advantage (Aliata et al., 2016). The decision of the customer about which brand to choose largely depends on the level of confidence he has on the service provider. Hence, the need to pay attention to customer needs and meet them via appropriate marketing mix offering, and to nurture an enduring relationship which lead to brand choice in favor of the service provider (Adeneye, 2015). A key criterion for measuring the value of a brand is in its ability to draw and retain customers and turn them in to advocates (Owino et al., 2016).

With the prevailing competitive environment of the banking sector in Kenya giving customers many options to choose from, there has been a growing pressure on the banks to offer high quality and immediate service while keeping the price low, with many increasingly growing impatient by banks whose services do not meet these expectations (Sakwa & Oloko, 2014). In such an environment, it is important for banks to have a wholesome knowledge of what customers value and how they perceive various services offered by the banks and adopt competitive strategies that will enhance customer satisfaction and influence brand choice (Auka, 2014).

In this respect, marketing mix takes a central role in the endeavour to present the bank in favourable light so that the consumer forms a preference for it from among competing bank brands. Although the marketing mix elements have been found to influence brand choice, little research focus has been directed on the most salient element or set of

elements that marketers in the banking sector in Kenya should pay more attention to. Existing studies have either focused on a single element or a section of the 7Ps of marketing. Murangiri (2014) examined the contribution of the marketing mix to the bottom-line of microfinance banks in Kenya. Results showed that sales promotion had the highest influence on performance. However, her study focused on the effect of promotion on the performance of microfinance institutions and to find out the extent to which pricing affects the performance of microfinance institutions. There exists a knowledge gap with respect to which elements of marketing mix among the 7Ps are the most important in terms of their influence on brand choice in the banking sector.

Further, because of the little differentiation between banks' services in the financial industry, it is necessary to explore the antecedents of customer choice among providers of financial services (Hoseini, Bargi, Safari, & Hakimi, 2014). Chase Bank faced stiff competition that called for a study on which marketing mix elements can enhance brand choice. A comprehensive study of the 7Ps of marketing was therefore called for as it relates to brand choice at Chase Bank. The study sought to establish: What is the perceived influence of the marketing mix on brand choice?

### **1.3 Research Objectives**

The main objective of the study was to determine the perceived influence of marketing mix on brand choice among SME customers of Chase bank.

### **1.4 Value of the Study**

The study contributes to the advancement of theory relating to the study of brand choice since it seeks to establish the significance of the role each element of the 7ps of marketing plays in influencing brand choice among SME clients of a bank. It applied services marketing theories and concepts to narrow down the set of elements of the marketing mix that are the most important in determining brand choice in the banking sector.



The study is also of value to policymakers who need to anchor their marketing policies and strategies on evidence from research. Policy makers at Chase Bank, for instance, would be able to identify which marketing mix element they should concentrate organization resources on in order to enhance brand choice. Members of academia would also find the study useful in furthering research on the relationship between marketing mix and brand choice. The study is a useful reference point for identifying knowledge gap on the subject of brand choice.

The study is of value to marketing practitioners and consultants who offer professional services to the banking sector. They would have a better appreciation of the marketing mix elements that have the highest influence on brand choice so that strategic marketing resources can be reallocated to the elements with the highest impact.

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Introduction**

This chapter presents a review of the literature pertinent to the subject of study. The chapter begins by presenting relevant theories and models that provide the framework within which the study was underpinned. It then critically reviews the conceptual literature and past research work on the marketing mix as it applies to the banking sector. A synopsis of the literature and research gaps is provided, along with the conceptual framework that guided the study.

### **2.2 Theoretical Framework**

Four theoretical models were considered in this study as relevant for explaining the relationship between marketing mix and brand choice in the service sector that can be extended to the banking sector. These are; Brand Equity Pyramid Model, SERVQUAL Model and Importance-Satisfaction Model.

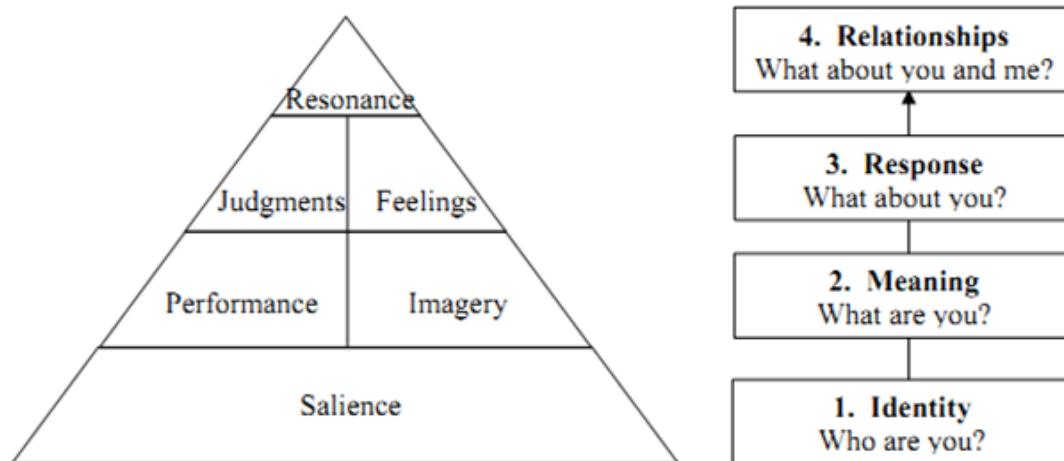
#### **2.2.1 Brand Equity Pyramid Model**

Brand Equity Pyramid Model was developed by Keller (2001) to address two important questions namely; what is the secret of a strong brand? How can a strong brand be built? The basic premise of the model, according to its proponents, is that in keeping with the elements of the marketing mix discussed by Peter and Donnelly (2015) brand choice decisions lie in the information that customers have acquired about the brand in the course of time. Thus, marketers are challenged to develop lasting brands by making sure that customers have a positive experience with products and services and the marketing campaigns that are undertaken in order to have a favourable brand association (Keller, 2015). The model is illustrated as shown in Figure 2.1.

As Keller (2001) explains, the four steps in the model represent a set of fundamental questions that customers seek to know about a brand. These questions revolve around brand identity, brand meaning and brand responses. Customers also want to know what is in the brand for them, the association and attachment they want to have with brand. At the base of the pyramid is brand salience which addresses aspects of customer awareness of the brand as influenced by the promotion element of the marketing mix.

Questions such as; how frequent and easy it is in the mind of the customer, the extent to which the brand is recognized, and the necessary types of cues or reminders, are

answered at the base. The second building block is performance and imagery wherein the primary characteristics of the brand and secondary features are considered. These include; product reliability, durability, and serviceability as well as service effectiveness, efficiency, empathy, style, design and price. Imagery is represented by customer experiences. The third building block is a further aspect of service experience including perceived credibility, quality, and superiority as well as feelings of excitement, fun, warmth, social approval, security and self-respect. At the apex is consumer brand resonance which can be equated with brand choice. Brand choice is measured through loyalty, commitment, and engagement with the brand.



**Figure 2.1: Brand Equity Pyramid**

Source: Keller (2001).

### 2.2.2 SERVQUAL Model

Auka (2014) suggests that brand choice in the financial service sector is influenced by customer perception of service quality. According to Murangiri (2014), banks should discover find the best way reach customers and ensure service offerings leave customers delighted. Due to the intangibility of products offered in the banking sector, one of the dominant theories that have been used to explain brand choice is the SERVQUAL model credited to Parasuraman, Zeithaml and Berry (1985).

Customer evaluation of a product or service is based on the satisfaction of needs and expectations (Sakwa & Oloko, 2014). SERVQUAL approach seeks to help in the assessment of customer service experience which forms a core aspect of services

marketing and is of significance to the service sector which defines bank services (Gichuki & Ogollah, 2014).

The SERVQUAL model, also known by the acronym RATER (Schmithausen, 2012) is a theory used for gaps in the service quality of organization in reference to customer service needs using a scale. In the SERVQUAL scale, Gannage (2009) identified five determinants. These are: “reliability”, “assurance”, “tangibles”, “empathy” and “responsiveness” as the main items for measuring service quality. Parasuraman *et al.*’s (1988) defines five gaps or discrepancies which may impinge on service quality also known as SERVQUAL model. The first one refers to the gap between expectations of customers and management’s perception of the same. The starting point in the endeavour to narrow this gap is to undertake customer satisfaction surveys. The second gap is the difference between management perception of customer specification and the customer’s actual specification. A clear definition of service level is important in addressing this gap. The third gap that managers should be concerned with is the gap between customer experience the organization has specified and the actual delivery of the same.

An audit of the actual experience the company delivers to its customer is necessary if an organization wishes to live up to specifications. The fourth gap lies between that which is communicated to the customer and what is actually delivered to them. Firms should strive to promote the realistic case rather than the best case in order to manage customer expectations. The last gap is what customers perceive of their experience and what they expected. Post-purchase surveys are a key aspect of establishing customer perceptions of the service offered (Parasuraman *et al.* 1988).

The usefulness of SERVQUAL is inherent in its systematic approach to evaluating and supporting the management of service quality by putting emphasis on customer feedback and aligning internal procedures and processes to expectations of the customers (Buttle, 2012). The framework was and has been adopted by various service providers and researchers as an instrument for empirical research (Gannage, 2009).

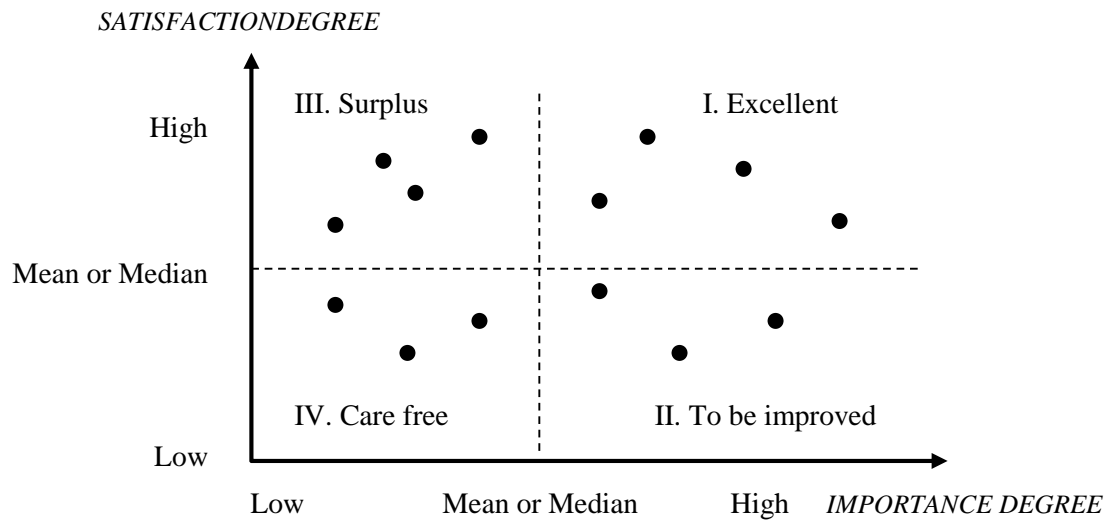
However, its major criticism is that the dimensions of SERVQUAL are unstable and because of that, it is difficult to adapt the characteristics to unique research needs of an individual firm (Green, 2007). Gronroos (2007) consolidated the SERVQUAL model, broadly delineating customer experiences within two overarching dimensions. These are: functional quality and technical quality. Schmithausen (2012) drew from the ideas of Gronroos (2007) seven essential criteria for service quality that significantly influences brand choice. They are; accessibility and flexibility, reputation and credibility, professionalism and skills, reliability and trustworthiness, service recovery and attitudes and behaviour. According to Voudouris (2008), the fundamentals of quality service such as accessibility, availability, and responsiveness consistently form core aspects of a good service. It can be noted that many elements in the SERVQUAL model are characteristic of the people and process elements found in the additional 3Ps of the marketing mix.

### **2.2.3 Importance-Satisfaction Model**

Developed by Yang et al. (2009), the Importance-Satisfaction (I-S) framework addresses some of the gaps in SERVQUAL model which, as Hernández, Tur, Peiro´ and Ramos (2009) point out, somewhat ignores other facets of service quality such as the tangible facets and cite the need for an encompassing and customizable model of quality for evaluating different aspects of services that helps identify the most important facet to customers. In this model, the horizontal axis denotes the degree of importance customers attach to the service facet and their level of satisfaction with the same is represented by the vertical axis. In this two-dimensional model, the central tendencies of the level of importance and the satisfaction levels used to draw two axes accordingly. The coordinates constitute four areas as shown in figure 2.2.

In the figure, the service attributes found in the “Excellent” area are considered important by the customers and their performance is also satisfactory. Banks should ensure they maintain the best service quality in this quadrant. Attributes listed in the “To be improved” area are those that are also important to customers but the firm is yet to satisfy customers with respect to them. This quadrant demands the immediate attention of the customers and resources should be allocated to making improvements immediately. The area designated “Surplus” represents aspects of service which are of less importance to customers, but customers are nevertheless satisfied with them. Banks

should focus less on the attributes in this quadrant and if need be, should be the target of cost-cutting since such a move would be inconsequential to customer brand choice. Lastly, in the “Care-free” quadrant, quality attributes are less satisfactory but also unimportant to customers. Banks should be least concerned with these attributes.



**Figure 2.2: Importance-Satisfaction Model**

### 2.3 Influence of the Marketing Mix on Brand Choice

Typically, marketing involves influencing perceptions of customers in favour of the products and services on offer by controlling marketing mix elements (Mohamood & Kan, 2014). According to Mohamood and Kan (2014), this calls for blending all the 7Ps of marketing to attract and retain customers. Pour, Nazari and Emami (2012) examined the influence that marketing mix has on customer attraction and found that the influence relationship was significant. These elements are discussed as follows:

#### 2.3.1 Product and Brand Choice

Discussing the element of product within the context of brand strategy, Peter and Donnelly (2015) defines a product as the combination of the material and psychosocial satisfaction derived from a purchase, consumption or acquisition of the product. Extending this definition, Kaura (2013) introduced the idea of the core product and secondary product. In his view, the core product is core benefit that a customer is buying while purchasing a product. He argues that the core product specifies what business the firm is engaged in and what the customer actually buys. The core business of banks is the provision of safe deposits and disbursement of advances. Differentiating these

among banks is therefore difficult and banks must, therefore, engage in value addition to be competitive. This has seen the emergence of technology-driven services such as ATM services, internet banking and mobile banking (Mohamood & Kan, 2014).

Banks also provide a variety of financial products and services such managing the various account of the depositors, guarantor, and investment advice, a financial intermediary between the importer/exporter, money transfer, financial consultancy, provision of credit cards and so on (Adeneye, 2015).

Additional banking services investment advice, money transfers, credit and debit cards (Oke, 2012). Similarly, a diverse number of savings and loan schemes are being targeted at different market segments (Mohamood & Kan, 2014). Nuseir and Madanat (2015) explored the positive or negative impact of the marketing mix on brand choice. The results showed that all the marketing mix elements that constitute the four Ps have the same level of importance and any lack of balance among them can adversely affect business since buyer intentions are influenced by expectations in the context of the four Ps.

### **2.3.2 Price and Brand Choice**

Nuseir and Madanat (2015) define price as the monetary value that a service provider attaches to the service offering. Price has a significant impact on consumer psychology and influences their brand choice. The setting of an appropriate price is dependent on a myriad of factors including the cost of producing and delivering the service and the customer's ability and wiliness to buy. Mohamood and Kan (2014) assert that pricing ranks second in importance to the product since it can be used to counteract competitor actions as well ensure the continuity of business.

For banks, price relates to interest rates charged on loans and other service charges (Kaura, 2013). Due to the complexity of pricing loans, it is important to be transparent and avoid hidden charges. Since price is regulated by the government, not much effect can be expected in terms of the effect on bank choice. In a study of the role of the marketing mix in customer satisfaction in the South African retail banks conducted by Ateba, Mareza, Ohei, Deka, and Schutte (2015), it was found that price influenced customers' brand choice most.

In the study by Maharishi and Bhardwaj (2014) in the Indian banking sector, it was found that though price element is an effective criterion, the price was less significant marketing mix in the Indian banking industry since rates were controlled by the government, thereby standardizing rates across banks.

The study by Mbugua (2014) found that customers of Barclays Bank were not sensitive about product and service prices charged and the fee they paid for their accounts was reasonable and they were not likely to leave Barclays because of prices. Thus, the role of price and its importance in influencing brand choice in the banking sector is inconclusive.

### **2.3.3 Place and Brand Choice**

Banks are today making every effort to locate themselves to the convenience of customers and provide services that address all types of banking needs (Mohamood & Kan, 2014). However, place is concerned with the distribution of services to reach customers and, with respect to the banking sector, the concept of place is concerned not just with the physical location of the bank. Place in banking refers to the provision of financial services conveniently and timely (Kaura, 2013). Kazemi, Hosseini, and Moradi (2013) analyzed the influence of brand equity on customer brand choice in selected branches of Mellat Bank in Bushehr City. The results showed that brand equity was influenced by place (location) as marketing mix. Because customers prefer, convenience, the bank out to be located close enough to the customer for quick access. According to a research by Kazemi (2013), brand equity confers value to the business and particularly to marketing managers who get an idea of the impact of their marketing efforts.

### **2.3.4 Promotion and Brand Choice**

According to Peter and Donnelly (2015), the promotion mix concept refers to the combination of marketing communication efforts intended to create awareness, knowledge, conviction, and ordering by the customer. Murangiri (2014) examined the role that marketing mix plays in the business performance of MFIs in Kenya. Specifically, her study focused on the effect of promotion on the performance of MFIs and to find out the extent to which pricing affects the performance of microfinance institutions. Sales promotion had the highest influence on the performance of MFI



followed by publicity; the third element of promotion mix which influenced the performance of MFIs was an advertisement.

Public relation did not strongly associated with the performance of MFIs. Other factors that had significant influence though with the weaker level of association were personal selling and display of products. A study by Sadek, Redding, and Tantawi (2015) identified the major promotion tools that are beneficial for building brand equity of a bank on dimensions such as awareness, brand associations, brand perceived quality, brand trust and brand loyalty from customers' perspective in the Egyptian. They found that the major bank promotion tools in the Egyptian banking sector consist personal selling, direct marketing and of advertising, in that order.

Maharishi and Bhardwaj (2014) study examined the importance of the 7Ps of marketing in promoting customer loyalty and to establish the effect of the elements on consumer perception. In contrast to the finding by Murangiri (2014), the promotion was rated by the customers as the least effective element influencing customer loyalty. This finding implies that the role of promotion mix on customer appeal and brand choice varied from context to context.

### **2.3.5 People and Brand Choice**

The element of client relationship in the banking sector puts people at the center of service satisfaction and brand choice. People are the employees that offer services at the bank. Employee attitudes and responsiveness to customers as well as their professionalism and promptness at service delivery all have a significant influence on customers brand choice (Mohamood & Kan, 2014). Jesri, Ahmadi and Fatehipoor (2013) investigated the relationship between relationship marketing components and customer loyalty based on a case study of Mehr Bank in Iran. Their study found that there was a relationship between commitment, trust, communication quality, competence and conflict handling on customer loyalty.

Hoseini, Bargi, Safari, and Hakimi (2014) reason that building a solid relationship with customers is the secret to competitive advantage since it translates to repeat sales, reduced marketing costs, enhanced operating efficiencies, customer advocacy, customer loyalty, which translate to greater sales volumes and favourable brand choice. According to Peter and Donnelly, (2015), the staff must be knowledgeable and

competent in their service provision in order to convey trust and confidence that makes the customer choose the bank as their preferred bank.

They should also have empathy that is, understanding customer needs and meeting them with personalized service. Both customers and employees are responsible for effective service delivery since customers cannot be separated from the production process of service firms (Kaura, 2013).

### **2.3.6 Process and Brand Choice**

Process represents one element of the overall marketing mix that denotes all the procedures and steps followed in the service cycle (Peter & Donnelly, 2015). Since customers are involved in the production of services, process present challenge to service providers (Kaura, 2013). In the study by Maharishi and Bhardwaj (2014) in the Indian banking sector, the process as an element of the marketing mix was identified as the leading factor in determining brand equity. It has been observed that customer expectation of high-quality services from banks is high and this puts a lot of demand for better processes and high professionalism (Mohamood & Kan, 2014).

Hoseini et al. (2014) investigated the significant factors in the preference of bank choice among students of Yadz University – Iran. The study found that accuracy in the transaction, self-banking facilities, low charges, among many more, were preferences which respondents put into consideration in making bank choice decision, and the leading attributes were: transaction accuracy and self-directed banking.

### **2.3.7 Physical Evidence and Brand Choice**

Peter and Donnelly (2015) assert that physical evidence is the tangibles and include all the material evidence of a service. Since services, by definition, are intangible, tangible cues and other physical evidence are used by customers to make an assessment of the service before making a purchase decision. This is because physical evidence represents the element which can be easily linked to the service (Mohamood & Kan, 2014). For example, aspects of physical evidence such as signage, landscape, parking, interior design, air quality, physical layout, seating comfort and appearance of staff provide cues that consumers use to make a choice about their preferred bank.

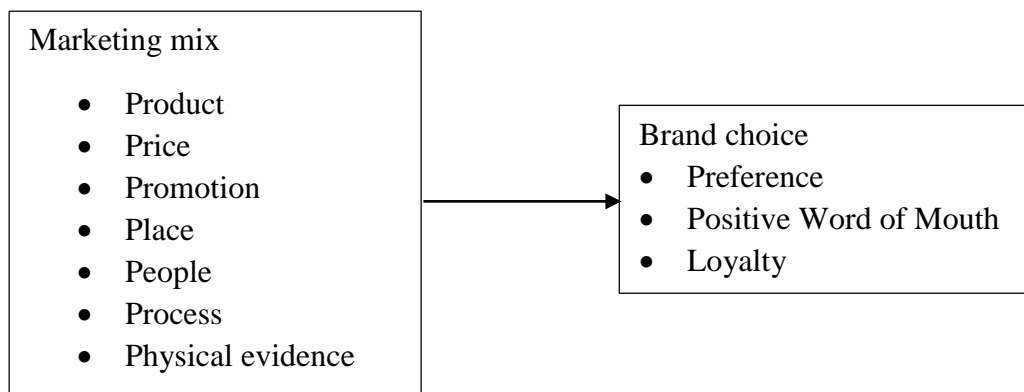
## 2.5 Conceptual Framework

The conceptual model below shows the relationship between the study variables. The direction of the arrows shows the influence relationship.

The independent variables were the 7Ps of marketing. The independent variable is brand choice which is the selection of a brand among a set of alternatives. This was measured by preference.

### INDEPENDENT VARIABLES

### DEPENDENT VARIABLE



**Figure 2.3: Conceptual Framework**

## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.1 Introduction**

The general objective of the study was to determine the perceived influence of marketing mix on brand choice. This chapter presents the blueprint for the collection and analysis of data. It discusses the research design and explains the population of the study. It also describes the sampling design including the sampling frame, sampling technique, and sample size. It further explains the data collection methods, tools, and procedures. It further discusses the data analysis technique and presents the data analysis model that was used to address the research question.

### **3.2 Research Design**

Descriptive research design Descriptive survey design was used. This research design is applied when the researcher seeks to describe the dataset as well as explain the relationship between the study variables (Saunders, Lewis & Thornhill, 2012). The research design was selected because of the researcher's interest in identifying and describing the marketing mix elements that have an impact on brand choice in relation to the banking sector. In this study, the dependent variable was brand choice whereas the independent variables are the 7 elements of the marketing mix.

### **3.3 Target Population**

Saunders et al. (2012) define population all the subjects about which inferences are drawn while a target population refers to specific population group from which a sample is drawn. It is the population of interest to the researcher. For the purpose of the current study, the target population was all the 18,239 SME customers of Chase Bank in Nairobi County as at 31<sup>st</sup> October 2017 records in Appendix II.

### **3.4 Sampling Design**

In terms of sampling design, the list of all the SME clients as per the bank's client database as of October 2017 was used. The sampling technique applied was stratified random sampling technique. This is whereby the sample from each branch was drawn in proportion to its share of the total population. Within each branch, simple random sampling technique was applied. The random numbers were generated using the Statistical Package for the Social Sciences (SPSS).

The sample size was determined using the Gill and Johnson's (2010) formula:

$$N = \frac{P(100-P)Z^2}{E^2}$$

Where;

N = sample size required

P = the percentage incidence of a state or condition, always recommended at 50%

E = the percentage maximum error required. This denotes the level of precision or the risk the researcher wishes to accept. In this case, 10% error margin is accepted.

Z = the z value associated with confidence level required. This is the confidence that the results established by the study findings are accurate. Z is the statistical value corresponding to the level of confidence required, typically 95% (equal to 1.96). This would imply, for instance, that if the population were to be sampled repeatedly, the average value of a variable obtained would be equal to the true population value by 95%.

Therefore;

$$N = \frac{50(100-50)1.96^2}{10^2}$$

$$N = 96$$

The sample thus comprised 96 SME clients of Chase Bank drawn from the 17 branches in Nairobi County. The sampling unit was executive director or owner of the respective SMEs. The sample size distribution is shown in Appendix II.

### **3.5 Data Collection**

Data was collected using a questionnaire tool. According to Cooper and Schindler (2014), a questionnaire is an instrument containing a set of questions designed to capture data from the research subjects in order to measure key characteristics of a subject of research, answers of which are often limited to a few predetermined, mutually exclusive outcomes. In this study, Likert Scale statements was used.

This is a 5-point rating beginning from strongly agree to strongly disagree; whereby 1=strongly disagree, 2=agree, 3=neutral, 4=agree, 5=strongly agree (Denscombe, 2010). The questionnaire was divided into two major sections. The first section sought respondents' general information about the SMEs. The other section comprised Likert Scale statements measuring the influence of the 7Ps of marketing on brand choice.

Before collecting data, the researcher sought official permission from the Bank to approach its SME clients. Respondents were assured confidentiality and anonymity of their participation. The final questionnaire was administered by the respective Branch Managers to the target respondents.

### 3.6 Data Analysis

The process of analyzing data entailed first coding and entering the data into SPSS software. The data was then prepared and cleaned before analysis commences. Both descriptive and inferential statistical techniques were used. The following regression model was based on the general form proposed by Ghauri and Gronhaug (2010):

$$Y_i = b_0 + b_1x_1 + b_2x_2 + \dots b_nx_n + \varepsilon_i$$

Where:

$Y_i$  = dependent variable

$b_0$  = intercept term

$b_1 \dots b_n$  = slope coefficient for each of the predictors

$x_1 \dots x_n$  = predictors

$\varepsilon_i$  = standard error

Substituting for the regression equation, the following model was used to explain the influence of marketing mix on brand choice.

$$BC = b_0 + b_1PD + b_2xPR + b_2xPL + b_2xPM + b_2xPC + b_2xPP + b_2xPE + \varepsilon_i.$$

Where; BC= Brand Choice, PD=Product, PR=Price, PL=Place, PM=Promotion, PC= Process, PP= People, PE= Physical Evidence.

## **CHAPTER FOUR: DATA ANALYSIS, PRESENTATION AND DISCUSSION**

### **4.1 Introduction**

The objective of the study was to determine the perceived influence of marketing mix on brand choice among SME customers of Chase bank. This chapter presents the analysis and presentation of data. The chapter begins by analysing the response rate and other general information from the respondents. The rest of the chapter is divided into four sections. The first section comprises descriptive analysis of respondents' brand choice. The second section also presents descriptive statistics on the seven marketing mix elements: product, price, promotion, place, people, process and physical evidence. The third section presents an inferential analysis of the influence of the 7Ps of marketing on brand choice. The chapter ends with a discussion of the findings in comparison to literature.

### **4.2 Response Rate**

A total of 96 questionnaires were administered. Out of this, 74 were successfully filled and returned. This translates to 77% response rate, which was adequate.

### **4.3 Descriptive Analysis of Respondents' Demographic Information**

This section analyses the distribution of respondents by gender, number of years of banking, number of accounts with Chase bank, possession of accounts with other banks, most preferred bank, and customer recommendations.

#### **4.3.1 Gender of Respondents**

Female participants accounted for the majority of the respondents at 56.8% while male respondents were 43.2%. Therefore, there were more female participants than male participants. The results suggest that Chase Bank potentially had more female SME clients.

#### **4.3.2 Years of Banking with Chase Bank**

Respondents were asked how long they had been banking with Chase Bank. Table 4.1 presents the descriptive statistics. The table shows that on average, respondents had banked with Chase Bank for about 4 years, with a deviation of about 2 years ( $M=4.05$ ,  $SD=2.145$ ).

The results revealed that the minimum number of years was 1 year and the maximum was 12 years. The figure suggests that most of the respondents had banked with Chase Bank for not more than 5 years.

**Table 4.1: Years of Banking with Chase Bank**

Measure (Years)	Descriptive statistics
Mean	4.05
Mode	5
Standard Deviation	2.145
Minimum	1
Maximum	12

#### **4.3.3 Possession of Multiple Accounts with Chase Bank**

Respondents were asked whether they held multiple accounts with Chase Bank. Results showed that 59.5% of the respondents said “Yes” and 40.5% said “No”. The distribution suggest that most of the respondents held multiple accounts with Chase Bank.

#### **4.3.4 Possession of Accounts with Other Banks**

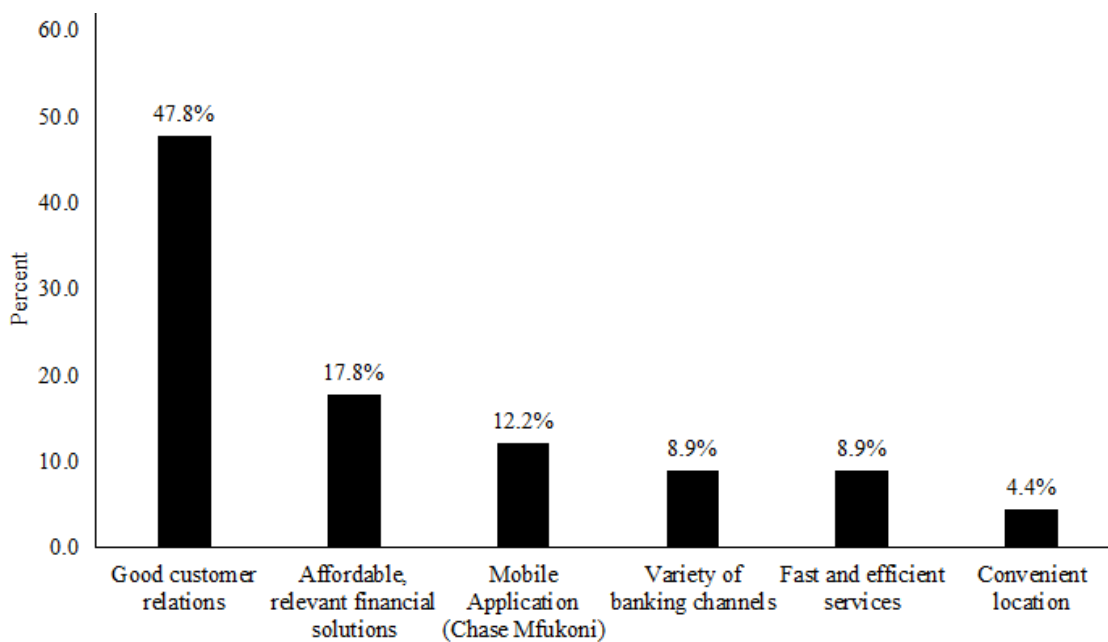
The study sought to establish whether respondents possessed bank accounts with other banks. Results revealed that 89.2% of the respondents said “Yes” and 10.8% of the respondents said “No”. Therefore, majority of the respondents had accounts with other banks in addition to Chase Bank.

#### **4.3.5 Customer Recommendation**

Respondents were asked whether they had recommended any other person to bank with Chase Bank. Findings were that 91.9% of the respondents had recommended other persons to bank with Chase Bank while 8.1% of the respondents had not. The study further sought to establish whether respondents would recommend another person to bank with Chase Bank. It was established that 89.2% of the respondents said “Yes” and 10.8% of the respondents said “No”. Therefore, most of the respondents would readily recommend another person to bank with Chase Bank.



Thematic analysis of respondents' reasons for their answers revealed six main themes as represented in Figure 4.1. The leading reason respondents gave for recommending Chase Bank to other people was because of good customer relations (47.8%), followed by affordable, relevant financial solutions (17.8%), then mobile application, particularly Chase Mfukoni (12.2%). The other two major reasons respondents cited for recommending the bank to other people were variety of banking channels including online platforms (8.9%) and fast and efficient services (8.9%). Some 4.4% of the respondents mentioned convenient location. The finding implies that Chase Bank provided good customer experience.



**Figure 4.1: Reasons for Customer Recommendations**

#### **4.4 Descriptive Analysis of Brand Choice**

The study sought to assess brand choice preferences and attitude towards Chase Bank. This section presents the results. Table 4.2 presents the frequencies, percentages, mean (M) and standard deviation (SD) scores of various brand choice dimensions on a 5-point scale from 1=Strongly disagree (SD); 2=Disagree(D); 3=Neutral(N); 4=Agree(A); to 5=Strongly agree (SA).

**Table 4.2: Descriptive Statistics of Respondents' Brand Choice**

Brand choice dimensions		1 (SD)	2 (D)	3 (N)	4 (A)	5 (SA)	Total	M	SD
I would most probably chose Chase Bank over other banks if I am to make a choice	<i>f</i>	1	2	12	28	31	100	4.16	0.89
	%	1.4%	2.7%	16.2%	37.8%	41.8%	100.0%		
I can readily recommend another person to bank with Chase Bank	<i>f</i>	2	3	10	34	25	100	4.04	0.94
	%	2.7%	4.1%	13.5%	45.9%	33.8%	100.0%		
I am generally satisfied with Chase Bank brands	<i>f</i>	1	2	11	36	24	100	4.08	0.84
	%	1.4%	2.7%	14.9%	48.6%	32.4%	100.0%		
Chase Bank is the main bank where I do bank transactions regularly	<i>f</i>	1	7	9	33	24	100	3.97	0.98
	%	1.4%	9.5%	12.2%	44.6%	32.4%	100.0%		
I have no need of another account with another bank	<i>f</i>	10	12	29	12	11	100	3.03	1.22
	%	13.5%	16.2%	39.2%	16.2%	14.9%	100.0%		

Table 4.2 shows that a high mean score was obtained on a 5-point scale on whether respondents would most probably choose Chase Bank over other banks if they were to make a choice ( $M=4.16$ ,  $SD=0.89$ ). This implies that most of the respondents agreed that they would probably choose Chase Bank over other banks. With respect to whether they would readily recommend another person to bank with Chase Bank, Table 7 shows that a high mean score was obtained ( $M=4.04$ ,  $SD=0.94$ ), meaning that most of the respondents agreed that they would readily refer another person to Chase Bank.

Respondents were asked whether they were generally satisfied with Chase Bank brands. Table 4.2 shows that a high mean score was obtained on a 5-point scale ( $M=4.08$ ,  $SD=0.84$ ). This suggests that respondents were satisfied with the bank. Concerning whether Chase Bank was the main bank where they did bank transactions regularly, a relatively high mean score was obtained ( $M=3.97$ ,  $SD=0.98$ ). This indicates that Chase Bank was the main bank for most of the respondents.

Concerning whether respondents had no need of another account with another bank, a moderate mean score was established ( $M=3.03$ ,  $SD=1.22$ ). This means that most of the respondents were neutral to this statement.

#### 4.5 Descriptive Analysis of Marketing Mix Elements

This section presents the analysis of the practice of marketing as perceived by respondents based on the seven Ps of the marketing mix: product, price, promotion, place, people, process and physical evidence.

##### 4.5.1 Product as a marketing mix element

The study sought to establish respondents' views on products of Chase Banks. Table 4.3 presents the descriptive analysis of respondents' views on several dimensions on a scale of 1 to 5.

**Table 4.3: Respondents' Perception of Chase Bank Products**

Product mix		1 (SD)	2 (D)	3 (N)	4 (A)	5 (SA)	Total	M	SD
Chase Bank evokes positive emotions in me	<i>f</i>	2	1	9	37	25	74	4.11	0.87
	%	2.7%	1.4%	12.2%	50.0%	33.8%	100.0%		
I feel proud to own an account with Chase Bank	<i>f</i>	4	2	12	27	29	74	4.01	1.08
	%	5.4%	2.7%	16.2%	36.5%	39.2%	100.0%		
The name Chase Bank is a symbol of quality	<i>f</i>	1	1	14	37	21	74	4.03	0.82
	%	1.4%	1.4%	18.9%	48.6%	28.4%	100.0%		
Chase Bank products are suitable for banking needs	<i>f</i>	1	3	13	27	29	74	4.10	0.93
	%	1.4%	4.1%	17.6%	36.5%	39.2%	100.0%		

Table 4.3 shows that with regards to whether Chase Bank evokes positive emotions in respondents, a high mean score was obtained on a 5-point scale ( $M=4.11$ ,  $SD=0.87$ ), implying that most of the respondents agreed that Chase Bank evoked positive emotions in them.

Concerning whether respondents felt proud to own an account with Chase Bank, table 4.3 shows that a high mean score was computed ( $M=4.01$ ,  $SD=1.08$ ), meaning that respondents were proud of owning an account with Chase Bank. In terms of whether the name Chase Bank was a symbol of quality, a high mean score was determined ( $M=4.03$ ,  $SD=0.82$ ), which means that most of the respondents perceived that Chase Bank represented a symbol of quality. Respondents were also asked whether Chase Bank products were suitable for their banking needs. Table 4.3 indicates that a high mean score was computed ( $M=4.10$ ,  $SD=0.93$ ), which means that most of the respondents agreed that the bank's products were suitable for their needs.

#### 4.5.2 Price as a marketing mix element

The distribution of respondents' views with regards to product mix is shown in Table 4.4. The table presents the frequencies, mean ( $M$ ) and standard deviation ( $SD$ ) of the dataset.

**Table 4.4: Respondents' Perception of Chases Bank's Charges**

Price mix		1 (SD)	2 (D)	3 (N)	4 (A)	5 (SA)	Total	M	SD
I am happy with the interest rate I am receiving on my savings	<i>f</i>	2	10	28	23	11	74	3.42	0.99
	%	2.7%	13.5%	37.8%	31.1%	14.9%	100.0%		
Interest rates on loans are fair at Chase Bank	<i>f</i>	0	5	22	32	15	74	3.77	0.86
	%	0.0%	6.8%	30.1%	42.5%	20.5%	100.0%		
Bank charges for various financial transactions at Chase Bank are reasonable	<i>f</i>	0	2	18	34	20	74	3.97	0.79
	%	0.0%	2.7%	24.3%	45.9%	27.0%	100.0%		
I get value for money for all the services I receive at Chase Bank	<i>f</i>	0	2	13	37	22	74	4.07	0.76
	%	0.0%	2.7%	17.6%	50.0%	29.7%	100.0%		
All bank charges are made clear and there are no hidden charges to my account	<i>f</i>	0	5	16	28	25	74	3.99	0.91
	%	0.0%	6.8%	21.6%	37.8%	33.8%	100.0%		

Respondents were asked whether they were happy with the interest rates they were receiving on their savings.

A moderate mean score was obtained on a scale of 1 to 5 ( $M=3.42$ ,  $SD=0.99$ ), meaning that most of the respondents were neutral concerning interest rates on savings. Respondents were also asked whether interest rates on loans were fair at Chase Bank. Table 4.4 shows that a moderately high mean score was obtained ( $M=3.77$ ,  $SD=0.86$ ). The results suggest that respondents agreed that the bank charged fair interest rates.

The views of the respondents were sought as to whether banking charges for various transactions at Chase Bank were reasonable. Table 4.4 indicates that a high mean score was obtained ( $M=3.97$ ,  $SD=0.79$ ) meaning that most of the respondents viewed bank charges at Chase Bank as reasonable. Concerning whether they got value for money for all the services they received at the bank, the results indicate that a high mean score was computed ( $M=4.07$ ,  $SD=0.76$ ), which means that most of the respondents agreed that they got value for their money. Respondents were also asked whether all bank charges were made clear and there were no hidden charges to their account. Table 4.4 reveals that a high mean score was obtained ( $M=3.99$ ,  $SD=0.91$ ). This implies that most of the respondents agreed that bank charges at Chase Bank were made clear and had no hidden charges.

#### **4.5.3 Promotion as a marketing mix element**

The study sought to establish the perception of respondents concerning Chase Bank's promotion campaigns. Table 4.5 shows the frequency distribution of respondents and mean ( $M$ ) as well as standard deviation ( $SD$ ) scores on a 5-point scale from 1= Strongly disagree to 5=Strongly agree. The study sought to determine whether respondents were regularly informed/ reminded of the products and services they can receive at Chase Bank. Table 4.5 shows that a high mean score was obtained on a 5-point scale ( $M=4.01$ ,  $SD=0.97$ ) which means that most of the respondents agreed that they received regular information on Chase Bank's products and services.

Respondents were asked whether they always noticed the advertisements by Chase Bank in the media. Table 4.5 indicates that a moderate mean score was obtained ( $M=3.08$ ,  $SD=1.07$ ). This suggests that respondents were indifferent as to whether they noticed advertisements in the media.

As to whether the bank always gave respondents incentives to continue banking with it, a moderate mean score was obtained on a 5-point scale ( $M=3.43$ ,  $SD=1.10$ ) indicating that respondents were neutral on the statement.

**Table 4.5 Respondents' Views on Chase Bank's Promotions**

Promotion mix		1 (SD)	2 (D)	3 (N)	4 (A)	5 (SA)	Total	M	SD
I am regularly informed/ reminded of the products/ services I can receive at the bank	<i>f</i>	1	6	11	29	27	74	4.01	0.97
	%	1.4%	8.1%	14.9%	39.2%	36.5%	100.0%		
I always notice the advertisements by Chase Bank in the media	<i>f</i>	6	14	29	18	7	74	3.08	1.07
	%	8.1%	18.9%	39.2%	24.3%	9.5%	100.0%		
The bank always give me incentives to continue banking with it	<i>f</i>	3	14	17	28	12	74	3.43	1.10
	%	4.1%	18.9%	23.0%	37.8%	16.2%	100.0%		
Stories about Chase Bank are always positive and inspiring	<i>f</i>	2	12	14	28	18	74	3.65	1.10
	%	2.7%	16.2%	18.9%	37.9%	24.3%	100.0%		
The bank regularly reaches out to me to offer me products that may be of benefit to me	<i>f</i>	2	7	10	29	26	74	3.95	1.06
	%	2.7%	9.5%	13.5%	39.2%	35.1%	100.0%		

The opinion of the respondents was sought as to whether stories about Chase Bank were always positive and inspiring. Table 4.5 shows that a moderately high mean score was established on a 5-point scale ( $M=3.65$ ,  $SD=1.10$ ), which means that most of the respondents agreed that stories about the bank were positive and inspiring.

Regarding whether the bank regularly reached out to them to offer products that may be of benefit to them, the results showed that high mean score was obtained on a 5-point scale (M=3.95, SD=1.06). This implies that respondents were regularly updated on new products that could be beneficial to them.

#### 4.5.4 Place as a marketing mix element

The respondents' views with regard to various place dimensions of Chase Bank are shown in Table 4.6.

**Table 4.6: Respondents' Views on Chase Bank's Place Dimensions**

Place mix		1 (SD)	2 (D)	3 (N)	4 (A)	5 (SA)	Total	M	SD
The bank is conveniently located for my needs	<i>f</i>	1	5	12	30	26	74	4.01	0.96
	%	1.4%	6.8%	16.2%	40.5%	35.1%	100.0%		
The opening hours are accommodative for me	<i>f</i>	0	1	8	35	30	74	4.27	0.71
	%	0.0%	1.4%	10.8%	47.3%	40.5%	100.0%		
The branch networks are strategically located	<i>f</i>	0	11	18	30	15	74	3.66	0.97
	%	0.0%	14.9%	24.3%	40.5%	20.3%	100.0%		
I can access the services I need even when the bank is closed	<i>f</i>	0	2	9	30	33	74	4.27	0.78
	%	0.0%	2.7%	12.2%	40.5%	44.6%	100.0%		
I feel safe visiting the bank wherever it is located	<i>f</i>	2	1	9	23	39	74	4.30	0.93
	%	2.7%	1.4%	12.2%	31.1%	52.7%	100.0%		

The study sought to establish respondents' perceptions with regards to whether the bank is conveniently located for their needs. A high mean score was obtained on a scale of 1 to 5 (M=4.01, SD=0.96). This means that most of the respondents agreed that the bank was conveniently located. With regards to whether the branch networks were strategically located, table 4.6 indicates that a moderately high mean score was obtained (M=3.66, SD=0.97). This means that majority of the respondents were of the view that the branch networks were strategically located. Respondents were asked whether Chase Bank's opening hours were accommodative to them.

Again, a high mean score was realized on a 5-point scale ( $M=4.27$ ,  $SD=0.71$ ). This indicates that respondents perceived the opening hours as accommodative to their banking needs. The views of the respondents were sought as to whether they could access the services they needed even when the bank is closed. According to table 4.6, a high mean score was realized on a 5-point scale ( $M=4.27$ ,  $SD=0.78$ ) which means that most of the respondents agreed that they could access services banking services irrespective of closure of banks. Concerning whether respondents felt safe visiting the bank wherever it was located, a high mean score was realized ( $M=4.30$ ,  $SD=0.93$ ). This suggests that most of the respondents perceived banking with Chase bank as safe.

#### 4.5.5 People as a marketing mix element

The distribution of respondents' views with regards to people dimensions of Chase Bank is presented in Table 4.7.

**Table 4.7: Respondents' Views on People aspects of Chase Bank**

People mix		1 (SD)	2 (D)	3 (N)	4 (A)	5 (SA)	Total	M	SD
Employees are always willing and ready to provide service	<i>f</i>	1	1	6	23	43	74	4.43	0.81
	%	1.4%	1.4%	8.1%	31.1%	58.1%	100.0%		
All my calls and inquiries are returned/addressed promptly	<i>f</i>	1	0	9	31	33	74	4.28	0.79
	%	1.4%	0.0%	12.2%	41.9%	44.6%	100.0%		
I am confident with the competence of staff of the bank	<i>f</i>	1	1	4	30	38	74	4.30	0.82
	%	1.4%	1.4%	5.4%	40.5%	51.4%	100.0%		
Staff make effort to understand my needs and provide the best possible solution	<i>f</i>	1	1	4	30	38	74	4.39	0.77
	%	1.4%	1.4%	5.4%	40.5%	51.4%	100.0%		
Staff always offer services with a smile	<i>f</i>	0	0	6	25	43	74	4.50	0.65
	%	0.0%	0.0%	8.1%	33.8%	58.1%	100.0%		



The views of the respondents were sought as to whether employees are always willing and ready to provide service. Table 4.7 indicates that a high mean score was obtained on a 5-point scale ( $M=4.43$ ,  $SD=0.81$ ) which means that most of the respondents agreed that employees of Chase Bank were always willing and ready to service. Respondents were asked whether all their calls were returned and inquiries addressed promptly. As per the results in table 4.7 above, a high mean score was realized on a 5-point scale ( $M=4.28$ ,  $SD=0.79$ ), which implies that most of the respondents agreed that their calls were promptly returned and queries addressed.

Concerning whether respondents were confident with the services of the bank, the results in Table 4.7 indicate that the mean score on a 5-point scale was high ( $M=4.30$ ,  $SD=0.82$ ) which indicates that most of the respondents agreed. Thus, respondents generally had confidence in the services offered. The study sought to establish whether staff made effort to understand respondents' needs and provide the best possible solution. According to Table 4.7, a high mean score was obtained on a 5-point scale ( $M=4.39$ ,  $SD=0.77$ ). This means that most of the respondents agreed that staff were understanding and responsive to their needs. Concerning whether staff always offered services with a smile, results showed that a very high mean score was established ( $M=4.50$ ,  $SD=0.65$ ) which means that majority of the respondents strongly agreed that they were always served with a smile at the Bank.

#### **4.5.6 Process as a marketing mix element**

The distribution of respondents' views on various dimensions of process aspects of services offered by Chase Bank is presented in Table 4.8. Respondents were asked whether services at the bank were offered with speed. A high mean score was computed on a scale of 1 to 5 ( $M=4.12$ ,  $SD=0.88$ ) meaning that most of the respondents agreed that the bank provided quick services. Concerning whether transactions were always accurate, table 13 indicates that on a scale of 1 to 5, the mean score was high ( $M=4.00$ ,  $SD=0.89$ ), which means that most of the respondents agreed that transactions were accurate.

**Table 4.8: Respondents' Perception of Process Dimensions of Bank Services**

Process dimensions		1 (SD)	2 (D)	3 (N)	4 (A)	5 (SA)	Total	M	SD
Services at the bank are offered with speed	<i>f</i>	1	4	6	37	26	74	4.12	0.88
	%	1.4%	5.4%	8.1%	50.0%	35.1%	100.0%		
Transactions are always accurate	<i>f</i>	1	4	11	36	22	74	4.00	0.89
	%	1.4%	5.4%	14.9%	48.6%	29.7%	100.0%		
I can always depend on the bank to provide financial services whenever I need	<i>f</i>	2	3	16	32	21	74	3.91	0.95
	%	2.7%	4.1%	21.6%	43.2%	28.4%	100.0%		
Value-added service processes like internet and mobile banking are reliable	<i>f</i>	2	3	9	28	32	74	4.15	0.98
	%	2.7%	4.1%	12.2%	37.8%	43.2%	100.0%		
I always have the assurance that my data and money are safe	<i>f</i>	3	4	12	29	26	74	3.96	1.05
	%	4.1%	5.4%	16.2%	39.2%	35.1%	100.0%		

The views of the respondents were sought as to whether they could always depend on the bank to provide financial services whenever needed. A relatively high mean score was determined on a scale of 1 to 5 ( $M=3.91$ ,  $SD=0.95$ ) which means that respondents agreed that they always found the services dependable.

Concerning whether value-added service processes like internet and mobile banking were reliable, a high mean score was obtained ( $M=4.12$ ,  $SD=0.98$ ). This implies that most of the respondents agreed that value-added services at Chase Bank were reliable. The study sought to determine whether respondents always had the assurance that their data and money were safe. A high mean score was established on a 5-point scale ( $M=3.96$ ,  $SD=1.05$ ), which indicates that respondents had the assurance about safety of their data and money.

#### 4.5.7 Physical Evidence as a marketing mix element

Respondents' perception of the various dimensions of physical evidence aspect of marketing mix of Chase Bank is presented in Table 4.9.

**Table 4.9: Respondents' Perception of Physical Evidence Dimensions**

Physical evidence		1 (SD)	2 (D)	3 (N)	4 (A)	5 (SA)	Total	M	SD
The bank has an appealing interior design	<i>f</i>	1	1	6	19	47	74	4.49	0.82
	%	1.4%	1.4%	8.1%	25.7%	63.5%	100.0%		
The bank is always visible online and offline	<i>f</i>	0	3	9	29	33	74	4.24	0.82
	%	0.0%	4.1%	12.2%	39.2%	44.6%	100.0%		
Bank equipment such as ATM are always functional	<i>f</i>	0	2	15	30	27	74	4.11	0.82
	%	0.0%	2.7%	20.3%	40.5%	36.5%	100.0%		
The bank is equipped with state-of-the-art machines	<i>f</i>	0	4	15	28	26	74	4.04	0.89
	%	0.0%	5.5%	20.5%	38.4%	35.6%	100.0%		
The banking hall is comfortable	<i>f</i>	0	0	8	21	45	74	4.50	0.69
	%	0.0%	0.0%	10.8	28.4%	60.8%	100.0%		

Respondents were asked to comment on whether the bank had an appealing interior design. Table 4.9 shows that a high mean score was obtained on a 5-point scale (M=4.49, SD=0.82), meaning that most of the respondents agreed that the interior design of the bank was appealing. The study sought respondents' views on whether the bank was always visible online and offline. As per table 4.9 above, a high mean score was computed on a scale of 1 to 5 (M=4.24, SD=0.82), implying that respondents agreed that the bank was visible.

Respondents were asked whether bank equipment such as ATM were always functional. Table 4.9 shows that a high mean score was realized for this statement (M=4.11, SD=0.82), which indicates that most of the respondents agreed that the bank's equipment were always functioning.

Concerning whether the bank was equipped with state-of-the-art machines, a high mean score was also obtained (M=4.04, SD=0.89), meaning that most of the respondents noted that the bank had state –of – the art machines. The study sought to determine whether respondents perceived that the banking hall was comfortable. A very high mean score was computed on a scale of 1 to 5 (M=4.5, SD=0.69). This suggests that most of the respondents strongly agreed that Chase Bank had a comfortable banking hall.

#### 4.5.8 Composite Scores of Marketing Mix Elements

The composite mean scores (M) and composite standard deviations (SD) of each marketing mix element was computed and ranked in on a 5-point scale from highest to lowest as presented in Table 4.10.

**Table 4.10: Composite Scores of Marketing Mix Elements**

Element	M	SD
People	4.38	0.67
Physical evidence	4.28	0.68
Place	4.10	0.69
Process	4.02	0.81
Product	3.98	0.67
Price	3.91	0.65
Promotion	3.62	0.79

Table 4.10 shows that people element of the marketing mix had the highest composite score on a 5-point scale (M=4.38, SD=0.67), followed by physical evidence (M=4.28, SD=0.68), place (M=4.10, SD=0.69), process (M=4.02, SD=0.81), product (M=3.98, SD=0.67), price (M=3.91, SD=0.65), and lastly, promotion (M=3.62, SD=0.79). The results suggest that most of the respondents agreed with each element of the marketing mix at Chase Bank.

#### 4.6 Inferential Analysis

The composite mean scores of brand choice was regressed on the composite mean scores of the seven marketing mix variables using the following multiple linear regression model;

$$BC = b_0 + b_1PD + b_2xPR + b_2xPL + b_2xPM + b_2xPC + b_2xPP + b_2xPE + \varepsilon_i.$$

Table 4.11 presents the model summary, table 4.12 displays the ANOVA results and Table 4.13 gives the coefficients.

**Table 4.11: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.844 <sup>a</sup>	.713	.682	.45092

a. Predictors: (Constant), PD, PR, PL, PM, PC, PP, PE

**Table 4.12: ANOVA<sup>a</sup>**

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	33.262	7	4.752	23.370	.000 <sup>b</sup>
1 Residual	13.420	66	.203		
Total	46.682	73			

a. Dependent Variable: BC

b. Predictors: (Constant), PD, PR, PL, PM, PC, PP, PE

**Table 4.13: Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-.517	.428		-1.206	.232
Product (PD)	.455	.156	.383	2.917	.005
Price (PR)	-.202	.154	-.165	-1.310	.195
Promotion (PM)	.020	.096	.020	.212	.832
Place (PL)	.270	.148	.235	1.827	.042
People (PP)	.203	.157	.169	1.290	.201
Process (PC)	.351	.128	.355	2.741	.008
Physical Evidence (PE)	.031	.113	.026	.273	.786

a. Dependent Variable: Brand Choice (BC)

According to Table 4.11 and Table 4.12, marketing mix explained 71.3% of respondents' brand choice to a statistically significant degree ( $R^2=.713$ ,  $p<.01$ ). This means that the model had explanatory power on the variability of brand choice at Chase Bank.

Table 4.13 indicates that product mix had the highest explanatory power on the variability of respondents' brand choice to a statistically significant degree ( $\beta=.383$ ,  $p<.05$ ) followed by process dimensions of banking services ( $B=.355$ ,  $p<.05$ ) and lastly, place dimensions ( $B=.235$ ,  $p<.05$ ). The final model takes the form:

$$BC = -.517 + .383PD - .165PR + .235PL + .020PM + .355PC + .169PP + .026PE$$

#### 4.7 Discussion

The results revealed that Chase Bank was sharing its customers with ten other banks, whereby close to 90 percent of the study participants held accounts with other banks in addition to Chase Bank. This means that the banking sector was characterized by stiff competition which agrees with the observations by Mwega (2014) that growth in Kenya banking sector has made the sector to become highly competitive. However, that Chase Bank was the most preferred bank by over two-thirds of its clients imply that the bank had a brand appeal among its SME clients. This is further depicted in subsequent findings which indicated that close to 60 percent of the research participants held multiple accounts with Chase Bank, over 90 percent of the research participants had recommended the bank to other customers and close to 90 percent would readily recommend the bank to other customers. This is a clear indication that Chase Bank had a strong command on brand choice among its SME clients as the bank managed to not only attract and retain the SME clients but also turned them into advocates. This finding is consistent with the assertion by Owino et al., (2016) who identified the ability to draw and retain customers and turn them into advocates as a key criterion for measuring the value of a brand and brand choice. By extension, it can also be inferred that the Bank's brand appeal did not waver despite the fact that it was put on receivership.

Regression results indicated that marketing mix explained 71.3% of respondents' brand choice to a statistically significant degree ( $R^2=.713$ ,  $p<.01$ ) which means that the 7Ps of marketing had explanatory power on the variability of brand choice at Chase Bank. A high mean score of over 3.6 was obtained on a scale of 1 to 5 for all the 7Ps, suggesting that most of the respondents agreed with the each marketing mix element as practiced by Chase Bank. This is in line with the observation by Mohamood and Kan (2014) that the 7Ps have become accepted as the essential marketing mix elements that marketers in the banking industry control to influence brand choice.

Further scrutiny of the effect size of each element of the 7Ps revealed that brand choice was a function of all the marketing mix albeit with different effect size. This contradicted the results of a study by Nuseir and Madanat (2015) which showed that all the marketing mix elements had the same level of importance. An examination of the unstandardized coefficients in the current study revealed that product mix had the highest explanatory power on the variability of respondents' brand choice to a statistically significant degree ( $\beta=.383, p<.05$ ). This means that one unit improvement in product mix dimensions accounted for 45.5% unit change in brand choice. This is in line with the argument put forward by Mohankumar and Shivaraj (2010) that product mix decisions are critical decisions that potentially play an influential role in consumer brand choice.

On a scale of 1 to 5, this factor obtained a high composite mean score ( $M=3.98, SD=.67$ ) which suggest that most of the respondents agreed with the product mix practices at Chase Bank. This indicates that the research participants were potentially satisfied with the bank's product mix dimensions. This argument is supported by thematic analysis which revealed that product elements of the marketing mix such as relevant financial solutions, mobile application such as Chase Mfukoni, and variety of banking channels including online platforms collectively accounted for 38.9% of the reasons respondents cited for recommending the bank to other people.

The study established that process dimensions of banking services had the second highest effect size on brand choice to a statistically significant degree ( $\beta=.355, p<.05$ ). This means that one unit improvement in process quality caused 35.1% change in brand choice.

The finding both agrees with and at the same time contradicts findings of a study by Maharishi and Bhardwaj (2014) in the Indian banking sector. The current study is in line with Maharishi and Bhardwaj (2014) in the sense that process elements was a key determinant of brand choice. However it contradicts their study since process ranked second in effect size after product mix, unlike their study which indicated that process elements of the marketing mix was the leading factor in determining brand equity. Using the level of respondents agreement as an indicator of satisfaction, it was found in this study that a high mean score was obtained on a 5-point scale ( $M=4.03, SD=0.81$ ). This implies that most of the respondents agreed with the process dimensions of

services at Chase Bank, meaning that they were generally satisfied with the process elements of the marketing mix.

The study revealed that place dimensions of the marketing mix elements had the third highest explanatory power on the variability in brand choice ( $\beta=.235, p<.05$ ). This implies that one unit improvement in location/distribution of the bank explained 27% positive change in brand choice to a statistically significant degree. The finding is in line with Kazemi's (2013) study which analyzed the influence of brand equity on customer brand choice in selected branches of Mellat Bank in Bushehr City and found that brand equity was influenced by place as marketing mix. In the current study, a high composite mean score was obtained on a scale of 1 to 5 ( $M=4.10, SD=0.69$ ), which implies that respondents generally agreed with place dimensions of Chase Bank and thus, were potentially satisfied with Chase Bank's choice of location.

The study established that people factors ranked fourth out of the 7Ps of the marketing mix factors in terms of effect size on brand choice ( $\beta=.169, p>.05$ ). This means that a unit improvement in the quality of staff employed by the bank explained 20.3% change in brand choice, although this effect size was not statistically significant. In terms of importance, good customer relations was the leading reason respondents gave for recommending Chase Bank to other people, explaining 47.8% of the reasons given for being advocates for the bank. This suggests that respondents were highly satisfied with people aspects of marketing mix. On a scale of 1 to 5, people dimensions had the highest composite mean score ( $M=4.38, SD=0.69$ ), which means that majority of the respondents agreed with this element of the marketing as practiced by Chase Bank. The results validate Parasuraman et al.'s (1985) SERVQUAL model that identifies elements of service quality that highly correlate to people dimensions of the marketing mix such as assurance, empathy and responsiveness. The results indicated that price was the only marketing mix element with a negative effect size on brand choice, although not to statistically significant degree ( $\beta=-.169, p>.05$ ). This means that one unit increase in bank charges and interest rates caused 20.2% reduction in brand choice. This finding agrees with the results of a study by Maharishi and Bhardwaj (2014) in the Indian banking sector which found that though price element was an effective criterion, the price was less significant marketing mix in the Indian banking industry. This is



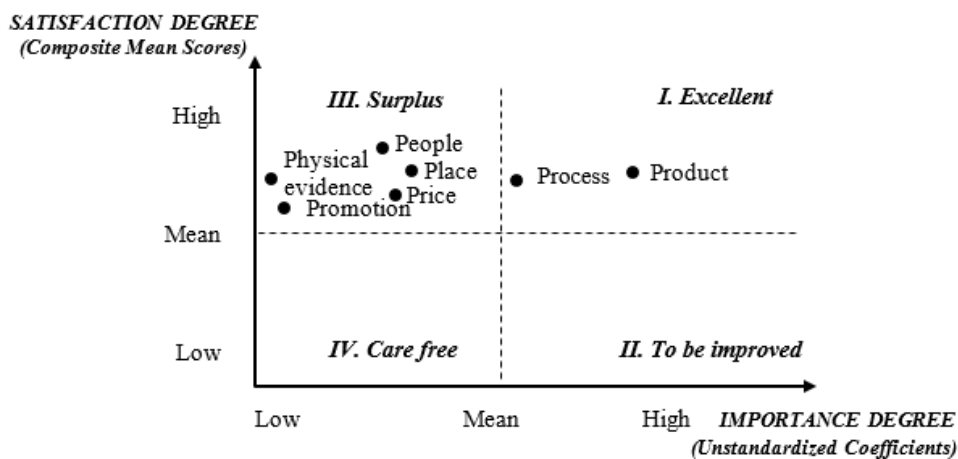
potentially because just like the banking sector in India, interest rates are regulated in Kenya, and thus banks potentially differ marginally in terms of prices.

The study also agrees with the results of a similar study undertaken among customers of Barclays Bank by Mbugua (2014) which reported that bank customers were not sensitive about product and service prices charged and thus, were not likely to leave Barclays because of prices. In the current study, a relatively high composite mean score was obtained on a 5-point scale ( $M=3.90$ ,  $SD=0.67$ ), meaning that most of the respondents agreed with the price dimensions of Chase Bank. The study however contradicts the results of a study by Ateba et al. (2015) in the South African retail banks which found that price influenced customers' brand choice most. This means that there potential country differences in terms of sensitivity of price as a determinant of brand choice in the banking sector.

The findings indicated that physical evidence had a very small effect size on brand choice, explaining only 3.1% of the variability in brand choice ( $\beta=.026$ ,  $p>.05$ ). Yet physical evidence had the second highest composite mean score on a scale of 1 to 5 ( $M=4.27$ ,  $SD=0.68$ ), which means that most of the respondents agreed with the physical evidence dimensions of Chase Bank. This implies a potential mismatch in terms of investment in physical evidence versus value it adds to brand choice. The results underscore the relevance of the Importance-Satisfaction model proposed by Yang et al. (2009) and suggest that it was not being applied in the marketing mix practices of Chase Bank. The finding contradicts the perspective of Karakaya et al. (2011) that argues that physical evidence is also an essential element.

The study established that promotion had the least effect size on brand choice, accounting for only 2.0% of its variability ( $\beta=.020$ ,  $p>.05$ ). The results are consistent with the finding of a study undertaken in India by Maharishi and Bhardwaj (2014) which found that promotion was rated by the customers as the least effective element influencing customer loyalty as an indicator of brand choice. The finding however contradicts a similar study in Kenya undertaken in the microfinance by Murangiri (2014) which identified promotion as having the highest influence on performance as a measure of brand choice. This disparity in research findings suggest that there are potential underlying differences in clientele preferences between the markets served by MFIs and those served by Chase Bank.

The managerial implication of this study is that each marketing mix element have different degrees of salience on brand choice and thus, demand varying degrees of marketing attention and prioritization. Theoretically, the Important-Satisfaction model stands out as the most ideal model for identifying the set of marketing mix elements that managers and bankers targeting SME clients should focus on. Drawing from the results of the study, the 7Ps of the marketing mix was plotted on the matrix as shown in Figure 4.2 (Not to scale).



**Figure 4.2: I-S Model as Applied to Marketing Mix at Chase Bank**

The figure illustrates that all the marketing mix elements except process and product were in the “surplus” quadrant of the I-S Model. These were: physical evidence, promotion, people, price and place.

The managerial implication for Chase Bank is that these marketing mix elements should be accorded less attention. The remaining two elements namely, process and product mix were in the excellent quadrant. The quality of these two elements of the marketing mix should therefore be maintained in order to retain brand choice.

#### 4.8 Chapter Summary

This chapter has presented the descriptive and inferential analysis and interpretation of the research findings. The results have subsequently been discussed and related to existing literature. In the next chapter, a summary of the major findings is presented. The conclusions and recommendations are then made and future research directions suggested.

## **CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS**

### **5.1 Introduction**

This chapter summarizes the study and recaps the key findings. The chapter then draws conclusions in line with the study objective and research question. The implications of the study for theory and practice are discussed and recommendations made. The chapter concludes with a discussion of the study limitations and suggestions for future research.

### **5.2 Summary**

Marketing strategy should enable firms to concentrate their limited resources towards opportunities that offer the greatest positive impact on their brand equity towards the realization of enduring competitive advantage. Marketing influences are a combination of strategies and tactics calculated to appeal to consumers and motivate them to buy, leading to strong brand choice. It is from this understanding that marketing scholars and practitioners developed the concept of the marketing mix, which has been characterized as a blend of variables that a firm put together to elicit the desired response from the market segment targeted. However, little research focus has been directed on the most salient element or set of elements that marketers in the banking sector in Kenya should pay more attention to.

The main objective of this study was to determine the perceived influence of marketing mix on brand choice among SME customers of Chase Bank. The sample comprised 96 SME clients of Chase Bank drawn from 17 branches in Nairobi County. A questionnaire was used to collect data. Both descriptive and inferential statistical techniques were used to analyse data. Brand choice was regressed on a composite measure of each of the 7Ps of marketing using multiple linear regression modelling. Data was analysed using SPSS. Results showed that all the marketing mix elements together explained 71.3% of brand choice to a statistically significant degree ( $R^2=.713$ ,  $p<.01$ ). However, the effect size of each element of the 7Ps varied markedly.

Product mix had the highest explanatory power on the variability of respondents' brand choice to a statistically significant degree ( $\beta=.383$ ,  $p<.05$ ) followed by process dimensions of banking services ( $\beta=.355$ ,  $p<.05$ ) and lastly, place dimensions ( $\beta=.235$ ,

$p < .05$ ). People factors ranked fourth out of the 7Ps of the marketing mix factors in terms of effect size on brand choice ( $\beta = .169$ ,  $p > .05$ ). Price was the only marketing mix element with a negative effect size on brand choice, although not to statistically significant degree ( $\beta = -.165$ ,  $p > .05$ ). Physical evidence had a very small effect size on brand choice, explaining only 3.1% of the variability in brand choice ( $\beta = .026$ ,  $p > .05$ ). Promotion had the least effect size on brand choice, accounting for only 2.0% of its variability ( $\beta = .020$ ,  $p > .05$ ).

### **5.3 Conclusion**

All the marketing mix elements make a positive contribution to brand choice among SME customers of Chase Bank except price which was found to be inversely proportional to brand choice. However, the most salient elements with significant contribution to brand choice among the 7Ps of marketing were in rank order: product mix, process elements and location (distribution) dimensions. People dimensions were the most outstanding, although ranked fourth in terms of effect size. Promotion and physical evidence had marginal effect on brand choice and therefore were the least salient elements.

### **5.4 Limitations**

Although the study objectives have been achieved, the following limitations are acknowledged in retrospect:

- i) The current research was focused on Chase Bank which is a single case study. Therefore, generalization of the findings and conclusions to other banks should be made with care.
- ii) The study drew inferences from the perspectives of SME clients only. This means that the voices of other bank customers such as corporate organizations and individual clients were not reflected.
- iii) The study also made limited use of qualitative approaches thus missing out on potential in-depth analysis that may have better explained the mechanism through which marketing mix influence brand choice.

## **5.5 Recommendations**

### **5.5.1 Recommendations on Academic Theory**

The Importance-Satisfaction Model should be advanced as a useful model for discovering the key elements of the marketing mix that influence brand choice. Plotting the marketing mix elements to scale would help enhance precision of the location of the elements in the correct quadrant.

### **5.5.2 Recommendations on Policy**

Chase Bank should consolidate its strong brand choice by integrating the allocation of more resources and attention to its products and processes within its marketing policy. The bank's policy should promote every effort geared towards ensuring Chase Bank brand continues to evoke positive emotions in customers and the brand name should always remain a symbol of quality. Continuous quality improvement on these two elements should be adhered to as a matter of policy in order to preserve customer confidence and the Bank's relevance to its SME clients.

### **5.5.3 Recommendations on Practice**

More resources should be redeployed to process improvements in order to deliver quick, accurate, dependable, reliable and safe transactions. Marketing mix elements such as people, location and price are of relatively equal importance and as such, the current standards should constitute the Bank's bare minimum in its quest for a stronger brand. Promotion and physical evidence may be used to leverage its innovative mobile applications such as Chase Mfukoni and online banking platforms, otherwise these two elements should be the target for cost-cutting if necessary.

## **5.6 Areas of Further Research**

In order to enhance generalizability of statistical estimates, a cross-sectional study that involves respondents from other banks should be undertaken. A future study can also include other segments of bank customers in the sample. A similar study could adopt a qualitative approach or mixed methods for a more comprehensive analysis.

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## Appendix I Questionnaire

### SECTION A: GENERAL INFORMATION ON RESPONDENT

1. What is your gender?

Male

Female

2. How long have you been banking with Chase Bank? \_\_\_\_\_ years

3. Which Chase Bank branch do you have accounts with? \_\_\_\_\_

4. Do you have multiple accounts with Chase Bank?

Yes

No

5. Do you have an account with any other bank besides Chase Bank?

Yes

No

6. Which is your most preferred bank? (Please name) \_\_\_\_\_

7. Have you ever recommended another person to bank with Chase Bank?

Yes

No

8. Would you readily recommend another person to bank with Chase Bank?

Yes

No

9. Please explain your answer in Q8 above?

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## SECTION B: MARKETING MIX ON BRAND CHOICE

In this section, please tick against the answer which best reflect your views

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<b>10. Product</b>					
Chase Bank evokes positive emotions in me					
I feel proud to own an account with Chase Bank					
The name Chase Bank is a symbol of quality					
I am always confident with the banking services offered by Chase Bank					
Chase Bank products are suitable for banking needs					
<b>11. Price</b>					
I am happy with the interest rate I am receiving on my savings					
Interest rates on loans are fair at Chase Bank					
Bank charges for various financial transactions at Chase Bank are reasonable					
I get value for money for all the services I receive at Chase Bank					
All bank charges are made clear and there are no hidden charges to my account					
<b>12. Promotion</b>					
I am regularly informed/reminded of the products/services I can receive at the bank					
I always notice the advertisements by Chase Bank in the media					
The bank always give me incentives to continue banking with it					
Stories about Chase Bank are always positive and inspiring					
The bank regularly reaches out to me to offer me products that may be of benefit to me					

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<b>13. Place</b>					
The bank is conveniently located for my needs					
The opening hours are accommodative for me					
The branch networks are strategically located					
I can access the services I need even when the bank is closed					
I feel safe visiting the bank wherever it is located					
<b>14. People</b>					
Employees are always willing and ready to provide service					
All my calls and inquiries are returned/addressed promptly					
I am confident with the competence of staff of the bank					
Staff make effort to understand my needs and provide the best possible solution					
Staff always offer services with a smile					
<b>15. Process</b>					
Services at the bank are offered with speed					
Transactions are always accurate					
I can always depend on the bank to provide financial services whenever I need					
Value-added service processes like internet and mobile banking are reliable					
I always have the assurance that my data and money are safe					
<b>16. Physical evidence</b>					
The bank has an appealing interior design					
The bank is always visible online and offline					
Bank equipment such as ATM are always functional					
The bank is equipped with state-of-the-art machines					
The banking hall is comfortable					

**SECTION C: BRAND CHOICE**

In this section, please tick against the answer which best reflects your views

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<b>17. Brand choice</b>					
I would most probably chose Chase Bank over other banks if I am to make a choice					
I can readily recommend another person to bank with Chase Bank					
I am generally satisfied with Chase Bank brands					
Chase Bank is the main bank where I do bank transactions regularly					
I have no need of another account with another bank					

18. If you were to change one thing about Chase Bank and/or its brand, what would it be? Please explain \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**THANK YOU FOR YOUR TIME**

**Appendix II: Chase Bank's SME Population and Sample by Branch as at 31.10.2017**

	<b>Branch Name</b>	<b>No of Customers</b>	<b>SAMPLE</b>
1	City Centre Branch	3,971	21
2	Riverside Mews Branch	2,225	12
3	Hurlingham Branch	1,526	8
4	River Road Branch	1,135	6
5	Donholm Branch	808	4
6	Sameer Business Park Branch	732	4
7	Kimathi Branch	690	4
8	Village Market Branch	653	4
9	Eastleigh Branch	602	3
10	Westlands Branch	524	3
11	Embakasi Branch	519	3
12	Buru Buru Branch	500	3
13	Windsor Branch	485	3
14	Ngara Branch	485	3
15	Upper Hill Branch	432	3
16	CORNER HOUSE BRANCH	372	2
17	Strathmore Branch	367	2
18	Parkland Branch	337	2
19	GARDEN CITY BRANCH	322	2
20	KILIMANI BRANCH	319	2
21	Diamond Plaza Branch	288	2
22	KAREN BRANCH	197	0
23	LAVINGTON BRANCH	172	0
24	Chase Elite Branch	163	0
25	Lunga Lunga Branch	117	0
26	Kayole Branch	82	0
27	Chase Xpress Ngong Road	62	0
28	Chase Xpress Dagoretti Corner	47	0
29	Chase Xpress Madaraka Corner	39	0
30	EASTLEIGH III BRANCH	33	0
31	CHASE XPRESS KASUKU CENTRE	27	0
32	CHASE XPRESS PANGANI	5	0
33	CHASE XPRESS LIMURU ROAD	3	0
	<b>Total</b>	<b>18,239</b>	96

Source: Chase Bank Kenya Limited (I.R) 2017