

**THE EFFECT OF MEDIA ADVERTISING AND PERSONAL SELLING OF
BANKING PRODUCTS ON SALE: A CASE STUDY OF AN INDIGENOUS
GHANAIAN BANK (UNIBANK GHANA LIMITED)**

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KWAME NKRUMAH UNIVERSITY OF
SCIENCE AND TECHNOLOGY
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**A Thesis Submitted to the Institute of Distance Learning, Kwame Nkrumah
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the degree**

of

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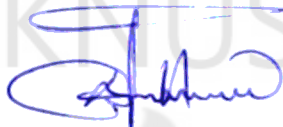
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May 2009

CERTIFICATION

I hereby declare that this submission is my own work towards the EMBA degree and that, to the best of my knowledge, it contains no material previously published by another person nor material which has been accepted for the award of another degree of the University, except where due acknowledge has been made in the text.

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ABSTRACT

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An organisation can be seen as an open social system in which all of the components of the unit or systems are interactive and interdependent. Modification of one part of the system necessitates adjustments to be made by all the components to accommodate the change. The marketing communications undertaken by organizations within these systems can be regarded as a series of communication episode. For many years there has been considerable debate about how advertising and personal contribute to sales.

Indeed, exponent of strong theory holds that advertising can influence someone to buy a product he or she has never previously purchase. The upward shift in sales is achieved through the use of manipulative and psychological techniques, which are deployed against consumers who are passive, possibly because of apathy, and are generally incapable of processing information intelligently. Other writers believe that consumers pattern of brand purchase is driven more habit than by exposure to promotional massages. The consensus is that, there can be no single all embracing agreement that explains how these two elements in the promotion mix work. This research work has contributed to this development and has enriched marketing in general and advertising and personal selling in particular especially to service sector development.

This research work has the objectives of finding out how advertising and personal selling contribute to sales, how media advertising and personal selling help achieve sustainable competitiveness and to recommend how service sector organisation can effectively use advertising and personal selling to achieve cooperate strategic objectives.

The survey reveals that a single promotional tool provides insufficient communication to achieve targeted sales. It was noted that the decision to buy banking services normally evokes high involvement, and motivation to buy occurs through effective presentation of the service offer. Service sector organizations should use clear unambiguous messages to communicate the range, depth, quality and levels of their services. Advertising and personal selling effort should emphasize the benefits of their services rather than their technical details and should obtain mobilize and maintain maximum customer co operation in the service. Production process as the service is often an interactive system.



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To God be the Glory.

DEDICATION

This thesis is dedicated to God almighty for his wonderful grace showered on me throughout my academic years.

KNUST



CHAPTER ONE

INTRODUCTION

1.0.GENERAL BACKGROUND TO THE STUDY

Many organizations have evolved without marketing being recognized as a key function, let alone as a core philosophy. There are a number of reasons why this might be so. First, the organization may have developed with a public relations orientation in an environment without competition, where the main purpose of the organization was to disperse resources according to the needs of their clients. The most obvious examples are to be drawn from the public sector. A second reason would be because a selling perspective ("our job is to sell") dominated. There would be invariably no marketing director on the board, just a sales director representing the needs of the market. It is not surprising that these various organizational approaches have led to the transmission of a large number of different messages. Each function operates with good intent, but stakeholders receive a range of diverse and often conflicting messages and it impacts on organization's sales.

It is sometimes said that a well designed product, appropriately priced and distributed, should require little or no promotion. Indeed some new products find themselves in the fortunate position of a seller's market and their producers can sell all they can produce without need for promotion. But the reality of most

markets is that they face competition between suppliers in which each supplier has to communicate to potential buyers the unique benefits of buying its products rather than the competitor's.

Communication management is complex indeed, and it covers everything of man's thoughts ranging from economic socio – cultural, political and international factors. Admittedly, the style of advertising and personal selling services has changed overtime. It has evolved from its simple form announcement to a system of argument based to passionate, aggressiveness and dialoguing. Effective communications with customers is therefore critical to the successful functioning of any organization. Business enterprises, ranging from the smallest retailers to the largest manufacturers, as well as banking and non – for – profit organizations (such as churches, museums and symphony orchestras), continuously promote themselves to their customers and clients in an effort to accomplish a variety of purposes, among them include:

- (1) Informing prospective customers about their products, services and terms of sale.
- (2) Persuading people to choose particular products and brands, shape in certain stores, attend certain entertainment events, and perform a variety of other behaviours.

(3) Inducing action from customers so that their behaviour is directed toward the marketer's offering and is undertaken immediately rather than delayed.

These and other objectives are achieved by using advertisement, personal selling, store signs, coupons, publicity releases and other communication devices to make their products uniquely different from others in order to be ahead of the competition. This implies that adding value in the form of communication provides a competitive advantage after their products start to become commodities or when introducing new product or firm.

However, each element of the promotion mix has different capacities to communicate and to achieve different objectives. The effectiveness of each tool can be tracked against the purchase decision process. Here consumers can be assumed to move from a state of unawareness through product comprehension to purchase. Media advertising is better for creating awareness, and personal selling is more effective at promoting action and purchase behaviour.

Organisation can be seen as open social systems (Katz and Kahn, 1978) in which all of the component of the unit or system are interactive and interdependent (Goldhaber, 1986). Modification of one part of the system necessitates adjustments to be by all the components to accommodate the

change. This effect can be seen at the micro and interdependence of organizations has been noted by a number of researchers.

Stern and El Angary (1995) depict distribution channels as “a network of system”, and so recognize organizations as interdependent units. At the micro level, the individual is part of and the organizations accommodate each other as the organization adjusts to its changing environment.

By assembling the decision associated with the development and delivery of marketing communications strategy, it becomes possible to see the complexity and sensitivity of each of the decision components. The marketing communications undertaken by organizations within these systems can be regarded as a series of communication episode. These episodes constitute a dialogue and can be seen to have a certain continuity that tends to impact on organization's sales. The use of marketing communications as a means of influencing others is therefore determined by the specific circumstances or the context in which the episode is to occur. Marketing communications become part of the context and influences and are influenced by the particular circumstances. It is important therefore, to consider the elements and factors that contribute to sales in the light of the context in which communication happens. It should be borne in mind that the list of possible influence on sales is endless and researchers are to identify the key situation and complement

the context. This enables audiences to interpret messages correctly and maintain a dialogue.

1.1 SIGNIFICANCE OF THE STUDY

For many years there has been considerable debate about how advertising and personal selling work. The consensus is that there can be no single all embracing agreement that explains how these two elements in the promotional mix work because they have varied tasks. The competing views on how advertising works have been termed the strong theory of advertising and the weak theory of advertising.

This research work contributes to this development and has the capacity to enrich marketing in general and particularly the concept of advertising and personal selling in the banking industry.

1.2 JUSTIFICATION OF THE STUDY

The modern consumer is under siege from the moment consumer's wake up to the moment their heads hit the pillow. They are bombarded with unsolicited messages. Research suggests that the average consumer sees a staggering 1,500 marketing messages everyday. The result, which is information overload, has caused marketing to connect and researchers working hard to understand and find solutions to get value for marketing communications.

Media proliferation has been accompanied by audience fragmentation. As media choice expands and usage patterns evolve marketers have to work harder and harder for a share of consumer attention. What worked in the past no longer presses the right consumer button. Further, stakeholders (particularly governments and human right advocates) are advancing efforts to regulate marketing communication activities.

This study is justified at this time to contribute to finding a winning peace that has a number of characteristics:

1. Customer – focused
2. Consensual relationship
3. Built on appropriate dialogue
4. Creating mutual value for organization stakeholders
5. Improved marketing activities efficiency for all.

1.3: GENERAL RESEARCH OBJECTIVES

The general objectives of this study is to understand the continuous relevance of advertising and personal selling in this era of media fragmentation and increasing high absolute cost of selling.

1.4: SPECIFIC RESEARCH OBJECTIVES

The study has the following objectives to achieve;

- (a) To find out how media advertising and personal selling contribute to sales in the service sector.

- (b) To investigate how media advertising and personal selling help achieve organization's competitiveness.
- (c) Appraise Unibank media advertising and personal selling effort.
- (d) Recommend how effectively media advertising and personal selling can be used to achieve corporate strategic objectives.

1.5 STATEMENT OF THE PROBLEM

An important point to recognize in the communication process is the sophistication of receivers. It is just as important to understand what people do with communication (e.g. advertising and personal selling) as what communication does to them. Uses and gratifications theory suggests that the mass media constitute a resource on which audiences draw to satisfy various needs. Research suggests that people use advertising for at least seven kinds of satisfaction, namely product information, entertainment, risk reduction, added value, past purchase reassurance, vicarious experience and involvement. Again research among a group of young adults aged 18 – 24 added other uses of advertising including escapism, ego enhancement (demonstrating their intelligence by understanding the advertisement) and checking out the opposite sex (O'Donohoe, S (1994).

It is therefore evidently clearly that customers use advertising and personal selling effort by firms not only for their purchases in buying financial services.

Then the problem exit to find out the extent to which media advertising and personal selling impact on organizational sales which is the end result of value creation.

1.6 LIMITATIONS OF THE STUDY

- (a) The major challenge faced was the four month duration scheduled to complete the research work. However, good planning and commitment to the plan ended the completion, though extra one month was requested.
- (b) Another limitation was about getting sales figures and sales related expenses information to deepened analysis. However the researcher through interview received qualitative information that was used for the study.

1.7 ORGANIZATION OF CHAPTERS

The research work is organized into five chapters and the details are as follows:

Chapter one dealt with general introduction of the study, significance of the study, objectives of the study, statement of the problems, scope of the study, limitations of the study and organisation of chapters.

The second chapter dealt with literature review of theories, concepts and published works done in the study area.

The third chapter was devoted to research methods and methodology of data collection procedures.

The fourth chapter, the analysis and data presentation was devoted to an overview of Unibank and Survey analysis.

The last chapter (i.e. chapter five) dealt with findings, conclusion and recommendation of the study.

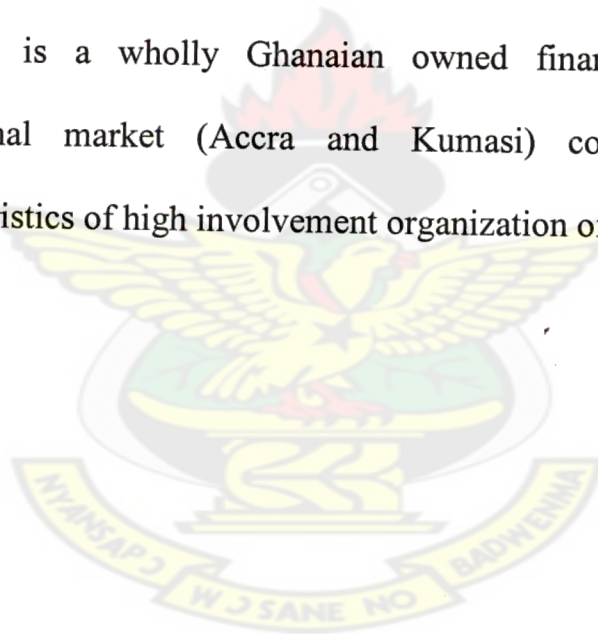
1.8 SCOPE OF THE WORK

The scope was defined to reflect the objectives of the study and the unique characteristics of the subjects. This research work is limited to media advertising (TV, Radio, Bill boards, texting, newspapers etc) and personal selling (face to face, etc) out of the promotional mix on sales at Unibank.

Advertising which is a non – personal form of mass communication that offers a high degree of control for those responsible for the design and delivery of the message was carefully selected to represent promotions that have the potential to appeal to the crowd.

The selling is well representing promotional elements aim at interpersonal communication to influence sales which has short or long term result for organization's actions.

Unibank is a wholly Ghanaian owned financial institution whose operational market (Accra and Kumasi) consist of buyers with characteristics of high involvement organization of the chapters.



CHAPTER TWO

LITERATURE REVIEW

2.0 INTRODUCTION

This chapter takes a critical look at definitions of advertising and personal selling, review of case studies effectiveness of promotional mix elements and research works on how advertising and personal selling works on customer to achieve sale.

2.1 DEFINITION OF ADVERTISING

According to Fevell and Pride (1982), "Advertising is a paid form of non-personal communication about an organization and or its products that is transmitted to a target audience through a mass medium. Its impersonality is seen in the absence of direct interaction between advertiser and audience. It is able to carry on a monologue, not a dialogue with the audience who does not feel obligated to pay attention or respond, hence this kind of promotional tool does not provide direct feedback as is the case with personal selling.

According to Kotler, advertising is a highly public mode of communication. The public nature of advertisement confers a land of legitimacy on the product and also suggests a standardized offering, because many people receive the same message, buyers are aware that their rational decision for purchasing the product will be publicly understood. Advertising as a persuasive medium, permits the

seller to repeat a message many times. It also affords the buyer the opportunity to receive and compare the messages of various competitors. Large-scale advertising by a seller says something positive about the seller's size, brand name, image and the popularity of the entire organization. Indeed advertising provides opportunities for dramatising the company and its products through the artful use of print, sound and colour.

David Potter yet broadens the concept of advertising by referring to advertising as "the institution of abundance". He explains this definition in answering the question of how the consumer can be educated to perform his role as a consumer of goods for which he feels no impulse of need. To this he answers by saying "clearly customers must be educated and the only institution which have to instill new needs, for training people to act as values and thus for hastening their adjustment to potential abundance is advertising. Advertising as a highly flexible promotional tool also makes it possible for an identified group of people or a target audience who may be extremely large or precisely small to be reached by mass media, examples television and newspapers.

2.2 ADVERTISING EFFECTS ON THE CONSUMER

For a message to be communicated successfully, it should be targeted at the right audience, capable of gaining attention, understandable, relevant and acceptable. For effective communication to occur, messages should be designed that fit the cognitive capability of the target audience and follow the model of how

advertising works. Unfortunately, there is no such single model, despite years of research and speculation by a great many people. However, from all of the work undertaken, a number of views have been expressed and the following subsections present some of the more influential perspectives.

2.2.1 AIDA SEQUENCE MODEL

This was developed by Strong (1925) to represent the stages that a sales person must take a prospect through in the personal selling process. This model shows the prospect passing through successive stages of attention interest, desire and action to result in sales.

2.2.2 HIERARCHY OF EFFECTS MODEL

Developed by Lavidge and Steiner (1961), the hierarchy of effects model represents the process by which advertising was thought to work and assume that there is a series of steps a prospect must pass through in succession, from unawareness to actual purchase. Advertising, it is assumed, cannot induce immediate behavioral responses; rather, a series of mental effects must occur with fulfillment at each stage necessary before progress to the next stage is possible.

2.2.3 INFORMATION PROCESSING MODEL

McGuire (1978) contents that the appropriate view of the receiver of persuasive advertising is as an information processor or cognitive problem solver. This cognitive perspective becomes subsumed as the stages presented reflect

similarities with the other hierarchical models, except that McGuire includes a retention stage. This refers to the ability of the receiver to retain and understand information which is valid and relevant. This is important, because it recognises that marketing communication messages are designed to provide information for use by a prospective buyer when a purchase decision is to be made at some time in the future.

The models explained are based on the logical sequential movement of consumers towards a purchase via specified stages. The major criticisms are that;

- i. It assumes that the consumer moves through the stages in a logical, rational manner; learn, then feel and then do.
- ii. What actually constitute adequate levels of awareness, comprehension and conviction and how it can be determined which stage the majority of the target audience has reached at any point in time is difficult to say.

Indeed, there has been a lot of research that attempts to give an empirical validation of some of the hierarchy proposition, the results of are inconclusive and at times ambiguous (Barry and Howard, 1990)

2.2.4 THE STRONG THEORY OF ADVERTISING

According to Jones, an exponent of strong theory holds that advertising can influence someone to buy a product that he has never previously purchase. Furthermore continual long-run purchase behaviour can also be generated. Under strong theory, advertising is believed to be capable of increasing sales at the brand and class levels. These upward shifts are achieved through the use of manipulative and psychological techniques, which are deployed against consumers who are passive, possibly because of apathy, and are generally incapable of processing information intelligently. The most appropriate theory would appear to be the hierarchy of effects model, where sequential steps move buyers forward to a purchase, stimulated by timely and suitable promotional messages.

2.2.5 THE WEAK THEORY OF ADVERTISING

Increasing numbers of European writers argue that the strong theory does not reflect practice. Most notable of these writers is Ehrenberg (1988, 1997), who believe that consumer's pattern of brand purchases is driven more by habit than by exposure to promotional messages.

The framework proposed by Ehrenberg is the awareness-trial-reinforcement (ATR) framework. Awareness is required before any purchase can be made, although the elapsed time between awareness and action may be very short or very long.

For the few people intrigued enough to want to try a product, a trial purchase constitutes the next phase. This may be stimulated by retail availability as much as by advertising, word-of-mouth or personal selling stimuli. Reinforcement follows to maintain awareness and provide reassurance to help the customer to repeat the pattern of thinking and behaviour and to cement the brand in the repertoire for occasional purchase activity. Advertising's role is to breed brand similarity and identification (Ehrenberg, 1997).

Following on from the original ATR model (Ehrenberg, 1974), various enhancements have been suggested, and Ehrenberg (1997) added a further stage referred to as the 'nudge'. He argues that some consumers can be nudged into buying the brand more frequently (still as part of their split-loyalty repertoires) or to favour it more than the other brands in their consideration sets". Advertising, according to Jones, is not potent enough to convert people who hold reasonably strong beliefs that are counter to those portrayed in an advertisement. The time available (30 seconds in television advertising) is not enough to bring about conversion and, when combined with people's ability to switch off their cognitive involvement, there may be no effective communication.

Advertising is employed as a defense to retain customers and to increase product or brand usage. Advertising is used to reinforce existing attitudes not necessary to drastically change them.

In summary, the strong and weak theories perspectives serve to illustrate the dichotomy of views that has emerged about this subject. They are important because they are both right and they are both wrong. The answer to the question “The effect of advertising on sales?” lies somewhere between the two views and is dependent upon the particular situation.

2.3. REVIEW OF PETPLAN CAMPAIGN

According to Carter, (April 2009), Petplan, the Allianz – owned pet insurer, dominates the UK’s five hundred million pounds pet insurance sector with a market share of 40%. Following a marketing communications audit in early 2008, however, it identified a lack of clarity and consistency in presentation of the brand – something it had to address to maintain its market position against rivals such as Tesco and Direct Line. Petplan Marketing Manager, Alison Andrew said that the website was tired, the direct response television advertisement (DRTV) was three years old and response rates were down, and leaflets and direct marketing materials lacked consistency.

Working with agency Lighthouse, the Petplan campaign set out to identify how to better integrate all communications. The campaign created a new DRTV advertisement built around the emotive relationship between owner and pet.

Just before the DRTV campaign’s launch, an e- mail was sent to 57,700 policy holders inviting them to confirm their contact details and gauge their interest in

receiving a sneak preview of the new campaign. A second e – mail inviting people to take a look at the new advertisement was sent out to 179,390 recipients. The response to the DRTV and e- mail campaign was evaluated by monitoring click-through rates to the transactional area on the Petplan website, the number then asking for quotes and the number then going on to buy. At the end of the campaign, online sales in the first month after the DRTV advertisement launched were up 33% year on year, with online requests for quotes up almost 19%. Online sales in the month following the second DRTV advertisement launched rose 31% year on year, with online requests for quotes up 12%. Wallpaper featuring images from the campaign was downloaded by 424 people. Meanwhile the “ 12 Days of Christmas” promotion, sent to 2,138,142 people, resulted in 22% year-on-year increase in online pet insurance policy sales for Petplan. Overall, total Petplan Plan sales were up 25% from 2007 figures in 2008 as a result of the one million pounds DRTV and e – mail campaign. Besides increased sales, the campaign helped broaden Petplan’s database of customers and prospects. This shows how effective advertisement well integrated with other promotional tools create brand value for success in a service sector.

2.4. REVIEW OF SKODA CAMPAIGN ON ATTITUDE CHANGE

Skoda, the eastern European car manufacturer has long suffered an inferior reputation in Western Europe for the poor quality and reliability of its cars. However, Volkswagen bought shares in Skoda in 1991 and set about changing the attitudes of people in the important market. To do this, Volkswagen set about

changing the quality of the cars by introducing new design and manufacturing techniques. The first new product was the Felicia, launched in 1994; this was followed by the Octavia in 1996 and then the Febia in 1999.

Skoda had virtually 100% unprompted name awareness, therefore the launching of Felicia and Octavia was not to build awareness of the name Skoda but to inform the market about changes in the ownership of Skoda.

Advertising used shown the Felicia being used by representations of the Territorial Army, Buyers and media were invited to test drive and encourage action (a behavioral and cognitive move) towards changing their attitudes.

The results of the campaign have been quite amazing: sales up 15% and 79% of people agreeing that Skoda are better than they used to be 33% of people agreeing that they could imagine themselves driving a Skoda. Above all else, market share rose to 1.3% when the UK car market was experiencing a dramatic fall in volume sales owing to the rip – off Britain crisis.

This empirical review indicates how effective advertising can influence sales especially in a change ownership environment equally applicable to new service development

2.5 CUSTOMER INFORMATION PROCESSING

Marketing is about many things, but one of its central themes is the management of behaviour, in particular behaviour prior to, during and after an exchange. Therefore, it make sense to review works on factors that affect buyer behaviour in order to understand the effect of media advertising and personal selling effect on sales.

2.5.1. COGNITIVE THEORY

This theory is based upon information – processing, problem – solving and reasoning approach to human behaviour. Individuals use information that has been generated by external sources (advertisements) and internal sources (memory). This information is given thought, processed, transferred into meanings or patterns and then combined to form judgments about behaviours (Fill, 2002). The cognitive orientation considers the consumer to be an adaptive problem solver, one who uses various processes in reasoning, forming concepts and acquiring knowledge. Many determinants are important to the understanding of cognitive orientation because they contribute to the way in which individuals process information. These determinants include personality, perception, learning, attitudes, certain environmental influences and issues pertinent to an individual's purchase situation.

2.6. PERSONALITY

Personality is, essentially, concerned with the inner properties of each individual, those characteristics that differentiate each of us. In analyzing personality, consideration is given to two main approaches, the Freudian and Trait theories.

2.6.1. FREUDIAN THEORY

Freud believed that the needs which motivate human behaviour are driven by two primary instincts: life and death. The life instincts are considered to be predominantly sexual in nature, whereas the death instincts are believed to be manifested through self determination and or aggressive behaviour.

The personality of the individual is assumed to have developed in an attempt to gratify these needs, and consists of the id, superego and ego. The id is the repository for all basic drives and motivations. Its function is to seek pleasure through the discharge of tension.

The superego acts to explain to restrain the id, to inhibit the impulses of the pleasure – seeking component, partly by acting within the rules of society. These two are obviously in conflict, which the ego attempts to mediate by channeling the drives of the id into behaviour acceptable to the superego. The application of Freudian Theory to buyer behaviour suggests that many of the motives for purchase are driven by deeply rooted sexual drives and or death instincts. These can be determined by probing the subconscious.

2.6.2 TRAIT THEORY

In contrast with the largely qualitative approach of the Freudian school is the empirical perspective. Under Trait theory, personality is measured and quantified. What is being measured are the traits or distinguishing, relatively enduring ways in which one individual differs from another. Personality traits invariably seek to measure individual differences in respect of specific traits. The end result is a label that is applied to the particular traits observed in the individuals being tested. These labels, for example, consider aspects such as the degree of assertiveness, responsiveness to change or the level of sociability an individual might exhibit. Consumer psychologists working on behalf of advertising agencies in particular, have spent a great deal of time trying to identify specific traits and then develop consumer profiles which enable a distinct market segment to be determined. By combining the qualitative approach of motivational researchers with the quantitative approach of the trait theories, psychographic variables can be determined. Over the last 20 years this has developed into a popular segmentation technique, called psychographics.

2.7. PERCEPTION

Perception is concerned with how individuals see and make sense of their environment. It is about selection, the organization and interpretation of stimuli by individuals so that they can understand the world.

Individuals are exposed, each day, to a tremendous number of stimuli. Leslie de Chernatony (1993) suggested that research has shown that on a typical day, each consumer is exposed to over 550 advertisements notwithstanding the thousands of other non-commercial stimuli that they encounter. The modern consumer is under siege. From the moment a consumer wakes up to the moment his or her head hits the pillow, the consumer is bombarded with unsolicited messages.

To cope with this bombardment, consumer's sensory organs select those stimuli to which attention is given. These selected stimuli are organized in order to make them comprehensible and are then given meaning. In other words, there is an interpretation of the stimuli which is influenced by attitudes, values, motives and past experiences as well as the character of the stimuli themselves.

2.7.1 PERCEPTUAL SELECTION

The vast numbers of messages received by consumers are filtered as consumers cannot process all the messages. The stimuli are selected from the interaction of the nature of the stimulus with the expectations and the motives of the customer. Attention is an important factor in determining the outcome of this interaction. Attention occurs when the stimulus activates one or more sensory receptor nerves and the resulting sensations go to the brain for processing (Hawkins et al, 1989).

The nature of stimuli, or external factors such as the intensity and size, position, contrast, novelty, repetition and movement, are factors that have been developed and refined by marketing communications to attract attention. Animation is used

to attract attention when the product class is perceived as bland and uninteresting. Unexpected camera angles and the use of music can be strong methods of gaining the attention of the target audience as used successfully in the Renault commercial.

Individuals see what they want or need to see. If consumers are considering the purchase of a financial service, there will be heightened awareness of financial services advertisements and a correspondingly lower level of awareness of unrelated stimuli. Selective attention allows consumers to expose themselves to messages that are comforting and rewarding. For example, reassurance is often required for people who have bought financial services and who have spent a great deal of time debating and considering the purchase and its associated risks.

2.7.2. PERCEPTUAL ORGANISATION

For perception to be effective and meaningful, the vast array of selected stimuli needs to be organized. The four main ways in which sensory stimuli can be organized are figure – ground, grouping, closure and contour.

FIGURE – GROUND

Customer's perception of an environment tends to consist of articles on general background, against which certain objects are illuminated and stand proud. Williams (1981) gave the examples of trees standing out against the sky and words on a page. This has obvious implications for advertisers and the design and form of communications, especially advertisements, to draw attention to

important parts of the message, most noticeably the price, logo or company or brand name.

GROUPING

Objects which are close to one another tend to be grouped together and a pattern develops. Grouping can be used to encourage associations between a product and specific attributes. For example, food products which are positioned for a health market are often displayed with pictures that represent fitness and exercise, the association being that consumption of the food will lead to a lifestyle that incorporates fitness and exercise, as these are important to the target market.

CLOSURE

When information is incomplete individuals make sense of the data by filling the gap. For example, televisions that are run for 60 seconds when first launched are often out to 30 or even 15 seconds later in the burst. The purpose is two – fold:

- (i) To cut costs and
- (ii) To remind the target audience.

This process of reminding is undertaken with the assistance of the audience, who recognizes the commercial and mentally close the message even though the advertiser only presents the first part.

CONTOUR

Contour give objects shape and are normally formed when there is a marked change in colour and brightness. This is an important element in package design

and, as the battle for shelf space in retail outlets become an increasingly important aspect of attracting attention. This method is used to organize stimuli and simplify message meanings. Contour determines patterns of stimuli so that communications are perceived as part of a whole or larger unit. This is referred to as Gestalt psychology.

2.7.3. PERCEPTION INTERPRETATION

Interpretation is the process by which individuals give meaning to the stimuli once they have been organized. As Cohen and Basu (1987) stated, by using existing categories, meanings can be given to stimuli. These categories are determined from the individuals past experiences and they shape what the individual expects to see. These expectations, when combined with the strength and clarity of the stimulus and the motives at the time perception occurs, mould the pattern of the perceived stimuli.

The degree to which customers ascribed meaning, resulting from the interpretation process is realistic and dependent upon the levels of distortion that may be present. Distortion may occur because of stereotyping, the predetermined set of images which we use to guide customers expectations of events, people and situations. Another distortion factor is the halo effect which occurs when a stimulus with many attributes or dimensions is evaluated on just a single attribute. Brand extensions and family branding strategies are based on the understanding that if previous experiences with a different offering are satisfactory, then risk is

reduced and an individual is more likely to buy a new offering from the same “family”.

2.8. DEFINITION OF PERSONAL SELLING

According to Kotler, personal selling is the process of communicating with a potential (buyers) face-to face with the purpose of selling a product or service. The main thing that sets personal selling apart from other methods of selling is that the potency of personal communication is very high and messages can be adopted on the spot to meet the requirements of both parties. This flexibility enables objections to be overcome, information to be provided in the context of the buyer's environment and the conviction and power of demonstration to be brought to the buyer when the buyer requests it. Again, personal selling is different from other forms of communication in that the transmitted messages represent mainly, dyadic communications. This means that there are two persons involved in the communication process. Feedback and evaluation of transmitted messages are possible more or less instantaneously, so that these personal selling messages can be tailored and be made much more personal than any of the other methods of communication.

Using the spectrum of activities identified by the hierarchy of effects, we can see that a personnel selling is close enough to the prospective buyer to induce a change in behaviour. That is, it is close enough to overcome objectives, to provide

information quickly and to respond to the prospects' overall needs, all in the context of the transaction, and to encourage them directly to place orders

2.8.1. THE STRATEGIC ROLE OF PERSONAL SELLING

The major questions that need to be addressed when preparing a communication plan are "what will be the specific responsibilities of personal selling?" and "what role will it have relative to the other elements of the mix on sales?"

The role of personal selling is largely one of representation. In business - to business markets, sales personnel operates at the boundary of the organisation. They provide the link between the needs of their own organisation and the needs of their customers. This linkage is absolutely vital to foster discrete closed systems.

Many authors consider the development, organisation and completion of a sale in a market exchange - based transaction to be the key part of the role of personal selling. Sales personnel provide a source of information for buyers so that they can make the right purchase decisions. In that sense they provide a good level of credibility, but they are also perceived, understandably as biased. The degree of expertise held by the sales person may be high, but the degree of trustworthiness will vary, especially during the formative period of the relationship, unless other transactions, with the selling organisation have been satisfactory. Once a number

of transactions have been completed and product quality established, trustworthiness may improve.

Indeed, personal selling allows two-way interaction, which, unlike the other promotional tools, provides for fast, direct feedback and allows the receiver to focus attention on the sales person with reduced likelihood of distraction or noise. However, cost per contact is extremely high, control over message delivery is very often low and there is also the disadvantage of message inconsistency.

In conclusion, consideration of the multiple sales channel approach and the factors that have brought significant change to the way in which field sales forces are organised, it is not surprising that the roles sales people are expected to undertake are changing. The sales persons who were seen earlier as working at the boundary of the organisation to generate sales are now expected to act as a network coordinator and as a manager of customers (Wilson 1993).

2.8.2. SALES FORCE STRUCTURE

To achieve optimum sales organisation structure sales force activities are organised for effective results. The main approaches are reviewed below;

GEOGRAPHIC-BASED SALES FORCE

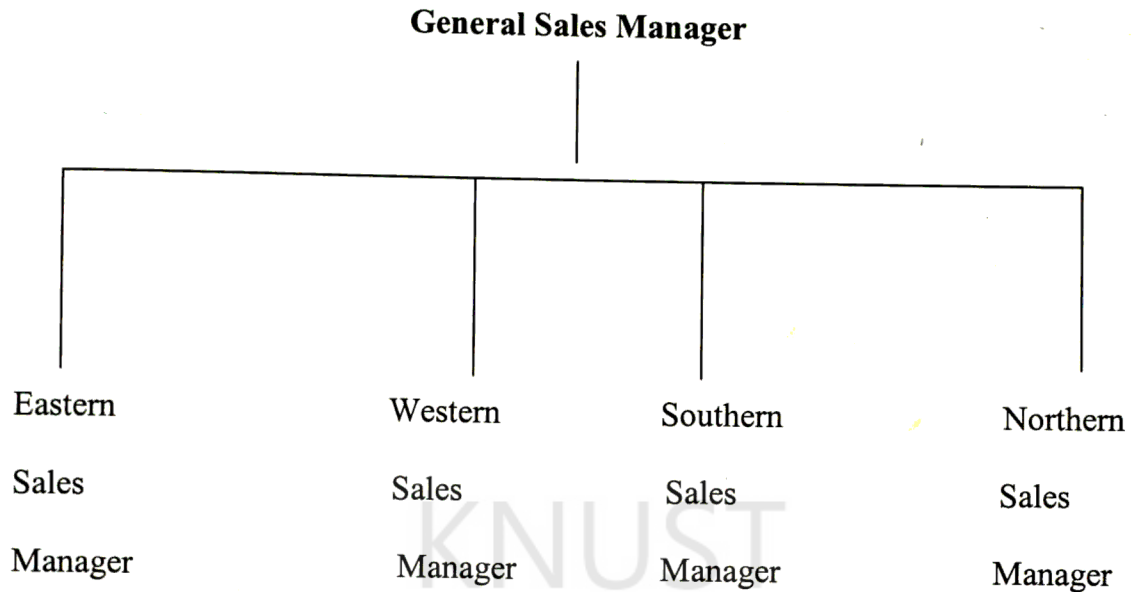
The most common and straight forward method of organising a sales force is to assign individuals to separate geographic territories. In this type of sales force, the sales person is responsible for all the activities necessary to sell all products to all

potential customers in the region or area in which the territory is located. This method of assignment is used by new companies, in situations where customers tend to buy a range of products, where there is little difference in the geographic spread of the products or when resources are limited.

This approach provides for the lowest cost, concentrates the selling effort throughout the territory and allows for a quick response to regional or local needs. This structure also ensures that customers only see one person from the selling organization and are not at risk of becoming the recipient of multiple and conflicting messages.

However, the level of specialized knowledge is reduced, as many products have to be promoted by each salesperson. Furthermore, salespeople under this structure tend to be allowed greater freedom in the design and execution of their working day. Consequently, the number of new customers is often low and the line of least resistance is usually pursued. This may also conflict with the objectives of the organization, as, for example, call patterns may not be compatible with the overall goals of the sales force.

Figure 2.1: Geographically – Based Sales force structure



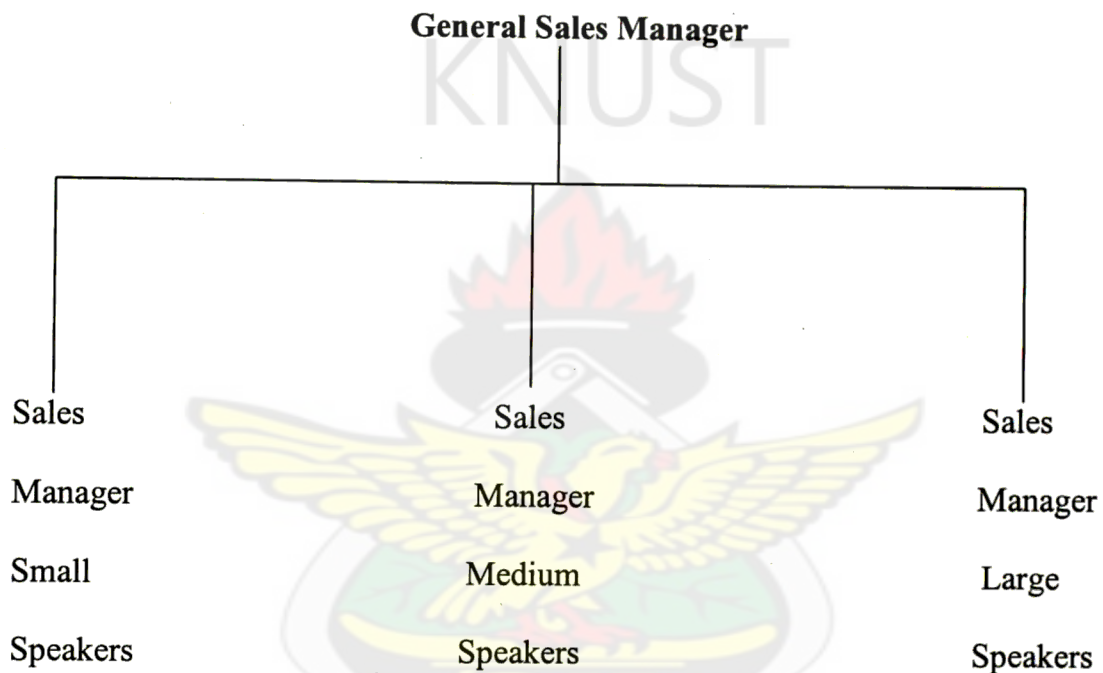
Source: Fill, 2002

PRODUCT – BASED SALES FORCE STRUCTURE

Under this type of structure, the organisation has different sales teams, each carrying a particular line of products. This is often used by organisation with large and diverse product lines. Conditions which are conducive to this form of organisation are where the company sells wide range of technically complex and diverse products and key members of the decision-making unit of the buying organisation are different for each product group. The most important advantage of this structural approach is that it allows the development of product knowledge and technical expertise. In business – to – business market this factor can lead to improve source credibility, since the level of expertise and possible trustworthiness, can be important if the communication is to be persuasive and effective.

Inappropriate use of this method can lead to a customer being called upon by different sales people representing the same company on the same day. Selling expenses are driven high and management time and costs rise as the company attempts to bring coordination.

Figure 2.2: Product – Based Sales Force Structure



Source: Fill, 2002

MARKET-BASED SALES FORCE STRUCTURE

Organising sales force by market or customer type is an activity complementary to the marketing concept. This form of sales force organisation has increased in popularity, as it allows product with many applications to be sold into many different markets and hence to different customers. Specialisation by market

served allows sales people to gain greater insights into key buying factors in each industry, as well as to monitor changes and trends within the industry which might affect demand for the products. However, the cost of operating market based approach is higher than any of the other forms.

Figure 2.3 Market-Based Sales Force Structure



Source: Fill, 2002

NEW/ EXISTING ACCOUNT STRUCTURE

A further method of sales organisation is to create two teams of sale people.

The first team service existing accounts, while the second concentrates on seeking new accounts. This structure recognises the following;

- a. Gaining new customer is a specialised activity demanding prospecting skills, patience, ability to accept higher rejection rates than when calling upon existing customer and the time to cultivate new relationships.
- b. Placing this function in the hands of the regular sales force may result in its neglect since the sales people may view it as time which could be better spent with existing customers.
- c. Sales people may prefer to call upon long-established customers whom they know rather than prospects where they might face rejection and unpleasantness.

These approaches to sales force design are not mutually exclusive and most major organisation use a combination of them to meet the needs of their various stakeholders. As Still et al. (1988) state, the subdivision of the structure is usually related to primary and secondary needs for marketing success. Most organisations use geography as a subdivision, but whether this is a primary or secondary subdivision depends largely upon the importance of customer or product subdivisions for the achievement of competitive advantage. Such hybrid structures are not static and should evolve as the organisation and the environment in which it operates develop. Tgi uses the customer approach not only for the sales force but at strategic business unit level as well.

2.8.3. SALES FORCE SIZE

Sale force size needs to be determined on a regular basis because the environments in which sales force are operating are changing rapidly. The decision regarding the size of the sales force presents a dilemma. Increasing the size of the sales force will increase the sales revenue but to a limit and it will also increase costs. A balance needs to be achieved and according to Govoni et al. (1986) the decision is a blend of the following factors;

- i. The number of potential customers.
- ii. The sales potential of the geographic concentration of the customers.
- iii. Availability of financial resources.

There are many different approaches to the determination of the appropriate sales forces size. For the purpose of this study the following methods are discussed.

THE BREAKDOWN METHOD

Under this method each sales person is viewed as possessing the same sales productivity potential per period. Therefore divide the total expected sales by the sales potential and the resultant figure equates to the number of sales people required.

$$\text{Thus } n = \frac{S V}{S P}$$

Where n = number of sales people required

$S V$ = Anticipated sales volume

$S P$ = Estimated sales productivity of each sales person per time

THE WORK LOAD METHOD

The premise of this method is that all sales people should bear an equal amount of the work necessary to service the entire market. According to Talley, sales people required can be calculated by the following series of steps:

- (i). Group customers into categories according to the value of goods bought and potential for the future.
- (ii) Determine the frequency and desired duration of each call for each types of account.
- (iii) Calculate the workload covering the market.
- (iv). Determine the time available per sales person. Take into consideration travel time, holidays, training etc.

Thus,

Number of sales persons = $\frac{\text{Total Workload}}{\text{Contact time}}$

Contact time

THE SALES POTENTIAL METHOD

This principle recognises that there is diminishing return as extra sales person is added to the sales forces. In the works of Semlow, one of the earliest proponents of this decreasing return principle, sales in territories with 1% potential generated 160,000, whereas sales in territories with 5% generated an averaged of 200,000. Therefore 1% potential in the second territory equals to 40,000 ($200,000/5$) and 160,000 ($160,000/1$) in the first. The conclusion reached was that a higher proportion of sales per 1% of potential could be reached if the territories were made smaller by adding sales people. Semlow's work provides the basis for some of the more sophisticated techniques and derivatives of the incremental or marginal approach

2.9. TEXT MESSAGING AND SALES RATES

The majority of marketers are not yet using text messaging as a marketing tool. And yet there have been some stunning successes in areas such as promotions for fast moving consumer goods, media voting and polling, sports and traffic alerts and passing on banking information.

Research by Professor Merlin Stone (Bristol Business School) found that when marketers get their data act together and indulge in a relevant, timely conversation with consumers, response and sales rocket. As research commissioned from IMC by Enpocket shows, texting produces high awareness and recall of message-positive effects for the brand, it benefits from lack of clutter, newness or freshness

of the medium (for the time being), and ease of response via texting itself and other channels such as visiting a website or store.

Teens love to text. Seventy percent of UK teens said they would choose texting over voice messaging, while one in five of 13-to 16-year-olds use phones only for texting messaging (M. Eldridge and R. Grinter).

Recent research shows that 92% of Smash Hits' Poptext members "do not mind" being targeted for third party advertising because it is seen as a service, not as an advert. (Fly Independent Survey: 8.02).

The new rules are that, smart marketers bring teens into the early stages of a product's development and enable the teen to do the developing. Distinction between adult and child, amateur and professional are in the process of falling apart.

Teenagers are becoming the new authority when it comes to technological know how and application. Marketers must recognise the best way to connect to their future market.

CHAPTER THREE

RESEARCH METHODS AND METHODOLOGY

3.0. INTRODUCTION

The data collection methods and techniques employed in the investigation include reconnaissance surveyed and socio – economic survey of respondents by using both probalistic and non – probalistic sampling technique. The survey started in January 2009 and ended in May 2009.

3.1. RECONNAISSANCE SURVEY AND THE SELECTION OF THE BANK

Visual reconnaissance field survey was carried out with the number of banks in Ghana from Bank of Ghana data base to select a bank that has characteristics to represent banks in Ghana. The following constitute a set of guidelines used for the selection of the bank under study;

- (i) Ghanaian ownership
- (ii) Good management practices and business philosophies
- (iii) Branches in Northern and Southern Ghana
- (iv) Customer base across the social divide
- (v) Potential to expand to influence the banking industry

- (vi) Resources (both time and finance) constraints on the part of the researcher
- (vii) Product portfolio
- (viii) Accessibility to information

Base upon the above – mentioned criteria, Unibank (Ghana) Ltd was selected for an in – depth study. The selected bank falls within the bank owned by an indigenous Ghanaian, has pragmatic management practices to potential growth, branches in Southern and Northern Ghana with customer characteristics across the social spectrum and meet the researcher's time constraint. This selection reduced the possibility of bias in the banking industry because there exist to a large extent, a strong representation of banking products that are seen in all banks.

3.2. POPULATION, SAMPLE SIZE AND SAMPLING TECHNIQUE

3.2.1. POPULATION

The population consists of the entire customers and staff of Unibank (Ghana) Ltd. However the sample frame consist of 7200 customers (made up of 4000 personal account holders and 3200 business account holders) and 100 staff Unibank in the Northern sector of Ghana.

3.2.2 SAMPLE SIZE

The sample size consists of 90 individual customers, 60 business customers and 30 staff of the bank in the Northern sector.

The sample of these groups aimed to balance the opinion on how media advertisement and Personal Selling of Banking Product influence Sales.

3.2 3. SAMPLE TECHNIQUE

Indeed, it must be emphasized that the researcher used multi – stage sampling technique to arrive at data collected for the study.

In selecting the 150 customers, the researcher used stratified sampling by dividing customers into business and personal account holders. Unibank has 3200 business customers and 4000 personal account holders. The researcher took 2.1% sample of this population and targeted 60 business account holders and 90 personal account holders. Further, accidental sampling technique was used to contact and select respondents. The researcher sought permission from Unibank officials and located in the premises of the bank. Customers who entered the banking hall were invited to participate in the survey. However, due consideration was given to all socio – economic characteristics of customers necessary for the survey.

The sampling technique used for the staff selection was convenience and purposive. The researcher attended the Bank Staff meeting and briefed the staff on the survey and introduced the survey to the staff for participation. This

technique enabled the researcher to contact as many staff as possible to enrich the survey, offered timely responds to the survey and encouraged participation which is important to the outcome of the study.

Further, Staff in managerial positions were identified and interviewed on the study.

The techniques used had the opportunity to reduce;

- (i) possible research biases in respondents' selection
- (ii) Cost of the study
- (iii) Time of data collection

3.3. RESEARCH DESIGN

The nature of the research approach was both qualitative and quantitative. But much emphasis was on qualitative to explore how advertising and personal selling actually influence consumers buying behavior.

3.4. RESEARCH INSTRUMENT

The researcher used two (2) main instruments. Firstly, questionnaire (opened and closed – ended) was used to gather the necessary socio – economic and motivational factors on respondents for the study. Secondly, structured interview was used to obtain relevant marketing information.

3.5. VALIDITY AND RELIABILITY OF THE RESEARCH INSTRUMENT USED

The researcher consulted the supervisor for critical appraisal of the instrument. In addition a pilot study was conducted on five (5) persons from linguistics and banking sectors. This approach helped to reduce possible biases in communications and improved the quality of questions and interview done.

3.6. ETHICAL CONSIDERATIONS

High ethical standards were observed with respect to respondents' privacy, protection of information, ethnicity, religion, gender, economic affairs and demographic information. This had tremendous effect on respondents' participation. The cumulative effect is an increased reliability of information and the study conclusions dependable.

3.7. DATA ANALYSIS

The purpose of this analysis is to make meaning out of the data collected vis – a – vis the research problem at hand. The researcher presented background information of the study area (Unibank), background analysis of data and the results of the study based on the research question in the sequence as the questionnaire provided. The researcher related the findings to the literature, the theory and provides possible explanations for possible inconsistencies. Further,

tables and percentages were used to illustrate and explain data to make meaning to the study.

KNUST



CHARTER FOUR

4.0 ANALYSIS AND PRESENTATION OF DATA

4.1. AN OVERVIEW OF UNIBANK (Ghana)

Unibank (Ghana) limited was incorporated as a private company in December 1997 to operate as a bank. It is wholly owned Ghanaian bank and authorized to undertake a broad range of banking services. The Bank opened its door to customers in January 2001. Unibank has carved a niche for itself in the SME sector. One of the objectives of the bank is to see the growth of small and medium sized enterprises into giants that can propel the economy to great heights of success.

The bank has shown remarkable strength in the face of stiff competition and endeared itself to the hearts of customers. In barely eight years period of its establishment, it has won numerous awards from Corporate Initiative Ghana (CIG). Appendix I shows the edifice of Unibank.

AWARDS FROM CORPORATE INITIATIVE GHANA

Customer Care

2006 Best Bank- Customer Care

2005 Second runner up – Customer Care

2003 Best Bank – Customer Care

2002 Best Bank – Customer Care

Corporate Banking

2006 Best Bank - Corporate Banking

Advisory Services

2007 Second Runner – up – Advisory Services

2006 Second Runners –up – Advisory Services

2004 Second Runners – up – Advisory Services

2003 First Runner – up – Advisory Services

Growing Bank

2006 Best Growing Bank

2005 Best Growing Bank

2004 Best Growing Bank

Competitive Pricing

2004 Best Bank – Competitive Pricing

Short Term Lending

2003 Second Runner – up – Short Term Leading

2002 Best Bank – Short Term Loan Financing

Long Term Lending

2005 Second Runner – up – Long Term Loan Financing

Trade Financing

2005 Third Best Bank – Trade Financing

In 2003 Unibank was first runner up in Advisory Services and in 2004, Unibank was again first runner up in Customer Care.

The quality of services provided by the bank look unparalleled and the delivery of services is characterized with passion, speed, which provided the good result in those awards in the categories as market leader. The interest rates and charges are competitive and the optimum use of state of the art technological processes to give the bank added impetus.

The bank is at important phase of growth and has therefore positioned itself to exploit the opportunities and manage the unfolding threats within the industry.

4.1.1 MISSION STATEMENT, VISION STATEMENT AND CORE VALUES OF UNIBANK

VISION STATEMENT

The bank has a mission “to be the leading and preferred bank offering comprehensive financial solutions to our chosen customers (SME and Personal Banking Markets) in a professional, caring, responsive and profitable way”.

MISSION STATEMENT

The bank mission is to delight and provide the best value for our customers, provide a positive work environment and opportunity for achievement and growth of our employees, deliver superior performance to our shareholders and contribute our quota to the sustenance of the environment and the community at large”

CORE VALUES

The core values are worthy to the bank and are anchor to everything done in the organization. They consist of the following:

1. Flexible

- (i) Minimal bureaucracy
- (ii) Adaptive to changing needs

2. Caring

- (i) Customer delight
- (ii) Personalized Service

3. Vibrant

- (i) Energetic
- (iii) Ingenious

4. Team Work

- (i) Will to win
- (ii) One- ness of Purpose
- (iii) Strength

4.1.2 THE TARGET MARKET OF THE BANK

The primary focus of the bank is to provide comprehensive range of financial services and products to personal customers and small and medium enterprises (SME's).

UniBank's operations are currently centered in Accra where there is concentration of small and medium-scale enterprises; Harper road branch and the Suame branch in Kumasi have started operating since February 2007 and October 2008 respectively. Appendix II depicts the target customers of the bank.

4.1.3 PRODUCTS OF THE BANK

The bank provides a broad range of services to businesses and individuals.

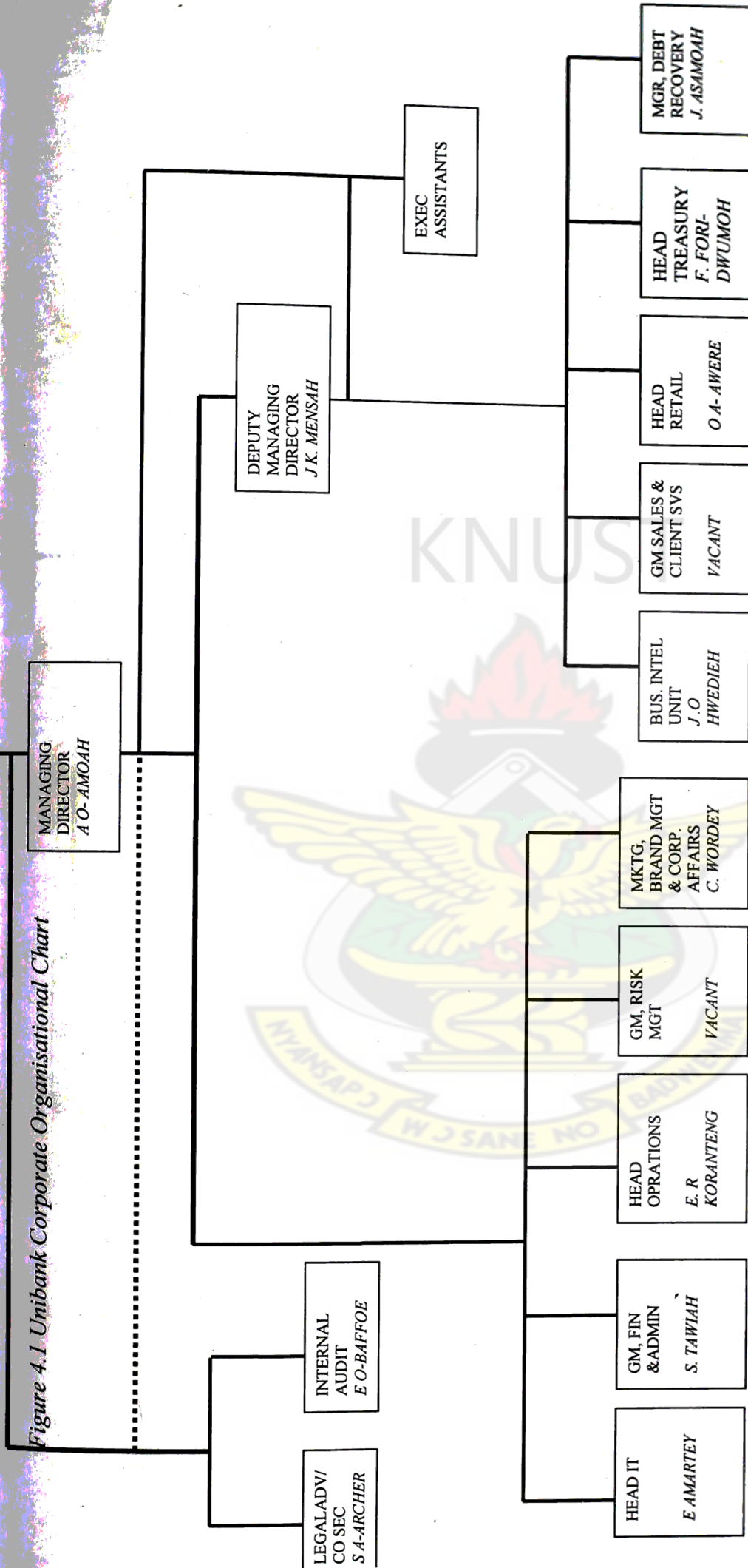
Services offered include:

- (i) Domestic Banking Services
- (ii) Uni current Account
- (iii) Fixed Deposit Account
- (iv) Uni Save Account
- (v) M- Save Account
- (vi) Treasury Services
- (vii) Uni Fund Account
- (viii) Uni Call Account
- (ix) International Banking Services
- (x) Foreign Currency Accounts
- (xi) Letters of Credit etc.

4.1.4 UNIBANK ORGANISATIONAL CHART

The figure below shows vertical organizational chart of Unibank in their respective order of corporate, functional and units.

Figure 4.1 Unibank Corporate Organisational Chart



MANAGING
DIRECTOR
A. D. AMOAH

DMD
J.K. MENSAH

BUS
INTELLIGENCE UNIT
I. O. W. MEDIEH

GM SALES &
CLIENT SVS
VACANT

HEAD RETAIL
O. A. AWERE

HEAD TREASURY
F. FORI-DWUMOH

MANAGER
DEBT RECOVERY
I. ASAMOAH

HEAD DIRECT
SALES/SERV QLT
I. DAI OMERAS

BRANCHES

HEAD RETAIL SALES
& BUS DEV
F. W. AGRESTI

HEAD E-BANKING
VACANT

HEAD
CLIENT RELATIONS
K. OMISILASARE

HEAD
TRADE BANKING
O. OPOKIT-ANSAH

MONEY TRANSFERS
C. BOAFO

HEAD IT
EVANS AMARTEY

MKTG BRAND MGT &
CORP AFFAIRS
C. WOREY

GM
FINANCE & ADMIN
S. TAMMALI

HEAD
OPERATIONS
F. B. KOBANTENG

GM RISK MGT
VACANT

NETWORKMANAGER
A. QUASHIE

MGR. BUS. TECH SYST
& PROC.
I. AGREME

IT MANAGER
A. CURRIE-TETTEH

IT SUPPORT
SERVICES
D. NKETSIA TARIRI

HEAD HR
D. A. QUAYSON

MGR ESTATES &
PROJECTS
R. I. AMPTEY

SECURITY
COORDINATOR
VACANT

HEAD, FINANCE
D. OSEI

PROCUREMENT MGR
G. KUSI YEBOAH

HEAD BANKING OPS
G. ALONGELE

MANAGER
CREDIT OPS
F. ARBOSE QUAYSON

MGR
CENTRAL BRNC

RECONCILIATION
S. D. BLANKSON

TREASURY OPS
J. OBUBUAFO

HEAD CREDIT RISK
B. OFORI

MANAGER OPS RISK
J. ADDARDEY

HEAD SUPPORT
& COMPLIANCE
VACANT

Figure 4.2 Unibank Functional Organisational Chart

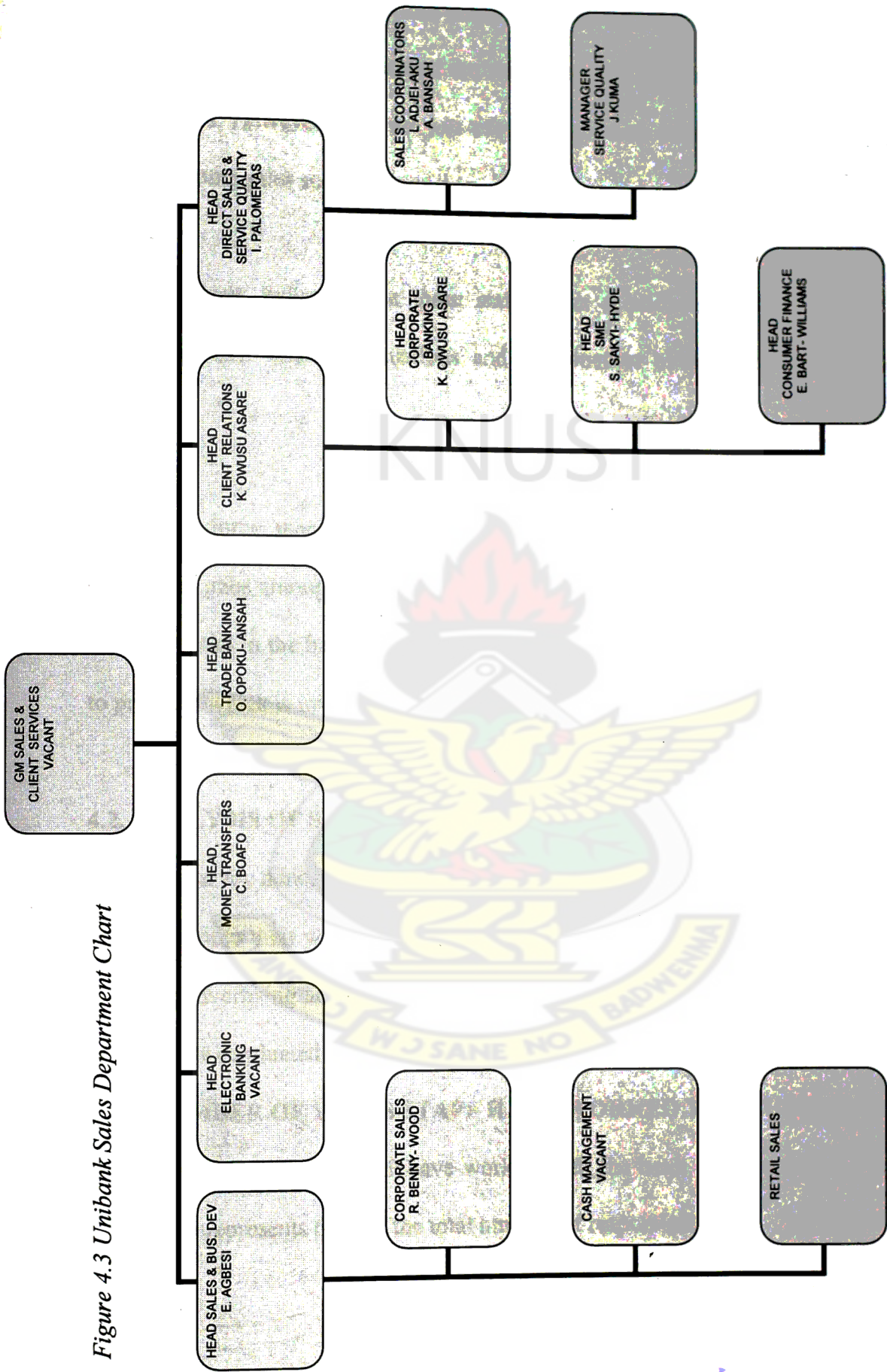


Figure 4.3 Unibank Sales Department Chart

Unibank has sixty five staff whose responsibilities are into marketing and sales of the banks services. Sales Persons are not organized on geographic, product or market basis. However, there are just a few key account customers who have been assign to some sales staff for servicing.

Critical review indicates that these staff offers relationship services advising clients on their financial situations and introduction of new services to such customers.

This sales force management reveals some organizational conviniency and a number of gabs among the sales forces activities which include, not maximizing sales potential in the banks operational area. Again staff is not challenged enough to prospect which is important to present competitive banking market in Ghana.

4.2. ANALYSIS OF STAFF DATA

From the survey done, the data received from staff were analyzed.

With respect to their years of work with Unibank, their departments, how they see Unibank advertising and personal selling, media used by the bank and summary of interview conducted with the bank's management.

4.2.1. NUMBER OF YEARS STAFF HAVE WORKED WITH UNIBANK

Out of the 30 respondents, 19 have worked with the bank for less than 2 years.

This figure represents 63% of the total number of respondents.

Table 4.1: Staff Working Years and Percentage of the Respondents

YEARS	NUMBER OF RESPONDENTS	PERCENTAGE OF THE RESPONDENTS
Less than 2	19	63%
2 – 4	7	23%
Above 4	4	14%
Total	30	100%

Source: Field Survey, 2009

4.2.2. NUMBER OF RESPONDENT FROM THE DEPARTMENTS

The departments were grouped into two; Sales and Retail banking, and others which include all other departments. The table below shows the number of respondents and their respective percentages.

Table 4.2 Number of Staff from the Departments

Departments	Number of Respondents	Percentages of the Respondents
Sales & Marketing	21	70%
Others	9	30%
Total	30	100%

Source: Field Survey, 2009

4.2.3. STATE OF ADVERTISING

The researcher found out the state of Uinbank's advertising. It was revealed that 63% of the staff found the bank's advertising to be rational but 3% said the state of the advertising is attacking. Table 4.3 below shows the information on respondents.

Table 4.3: State of Advertising and Percentage of the Respondents

Advertising State	Number of Respondents	Percentages of the Respondents
Rational	19	63.34%
Emotional	1	3.33%
Attacking	1	3.33%
Persuasive	9	30%
Total	30	100%

Source: field survey, 2009

4.2.4. MEDIA USED TO COMMUNICATE TO CUSTOMERS

The respondents were asked to give the media used by the bank to communicate to customers. All the staff agreed that the media shown in table below were used by the bank to communicate its value to customer.

Table 4.4: Media and Number of Respondents

Media	Number of Respondents	Percentage of the Respondents
Print Media	30	100%
Electronic Media	30	100%
Sales Staff	30	100%

Source: Field Survey, 2009

Unibank use brochures and place advertisement in front page of Daily Graphic to communicate to its customers. Appendix v shows the respective promotional tools as indicated.

4.2.5. DEPARTMENTAL VIEW ON ADVERTISEMENT

The research revealed that 19 respondents comprising of 12 Sales and Marketing Staff and 7 other Staff agreed that the advertisement of the bank is rational. Again, a staff made up of 7 Sales and Marketing staff and 2 other staff concluded that the advertisement is persuasive. To a larger extent, the conclusions emphasized high advertising literacy among the staff, especially Marketing and Sales Staff. The table below shows views expressed by the departments on how they see the state of the banks advertisement.

Table 4.5 Departmental View on the Bank's Advertisement

State of Advertisement	Marketing& Sales Dept.	Other Department
Rational	12	7
Emotional	1	-
Attacking	1	-
Persuasive	7	2
Total	21	9

Source: Field Survey, 2009

4.3. SURVEY DATA ON CUSTOMERS

From all the respondents, socio-economic data was recorded in detail. This consisted of gender ratio, age, educational qualification, type of account, sources of information and how respondents rate communication.

The socio-economic characteristics of the respondents which is presented in this section is based on data collected from the sample of 150 business and personal customers in the Northern Sector of the bank's operations.

4.3.1. GENDER RATIO OF RESPONDENTS

The study recognized the need to assess gender representation in the buying of banking services and how they were influenced. The survey indicated 66.67% of respondents were male and 33.33% were female. This shows male dominance in the buying of banking services in the study area. Table 4.6 below shows gender representations in the buying of banking product.

Table 4.6: Gender Representations in the Buying of Banking Services

Gender	Number of Respondents	Percentages of the Respondents
Female	50	33.33%
Male	100	66.67%
Total	150	100%,

Source: Field Survey, 2009

4.3.2. AGE GROUP OF RESPONDENTS

The researcher had interest in respondents age as their age influence their behaviour in buying goods and services. Importantly, age is a key factor in understanding and accepting communication. The table 4.7 below indicates respondents age groupings.

Table 4.7: Age Group of Respondents

Age Group(Years)	Number of Respondents	Percentages of the Respondents
Up to 22	23	15.33
23 – 30	35	23.33
31 – 40	23	15.33
41 – 60	58	38.67
Above 60	11	7.34
Total	150	100

Survey: Field Survey, 2009

4.3.4. EDUCATIONAL LEVEL OF RESPONDENTS

The educational status of the respondents from the survey is depicted in table 4.8.

The bank has bulk of its customer base in the up to the Senior high School and Sixth Form. This group represents 60% and clearly shows the banks target customer base in the Small Medium Sectors that is characterized by Sixth form education. Table 4.8 below shows educational status of the respondents.

Table 4.8: Educational Qualification of Respondents

Qualification	Number of Respondents	Percentages of the Respondents
No formal education	20	13.33%
Up to SSS/ Sixth form	90	60%
Diploma / Degree etc.	30	20%
Postgraduate Education	10	6.67%
Total	150	100%

Survey: Field Survey, 2009

4.3.5. TYPES OF ACCOUNT HOLDING BY RESPONDENTS

The researcher grouped customers into personal and business account holders. The personal account holders constituted 60% of the survey and the remaining 40% made up of business accounts. The table below shows the number of respondents in each account type.

Table 4.9: Number and Percentages of Personal and Business account Holders

Type of Customers	Number of Respondents	Percentages of Respondents
Personal Account	90	60%
Business Account	60	40%
Total	150	100%

Source: Field Survey, 2009

4.3.6. RESPONDENTS' RATING ON PERSONAL SELLING

The survey looked at how customers rate Unibank personal selling and to analyse its effect on selling. It was clear that 105 respondents constituting 76.67% rated personal selling to be positive. Just 35 respondents representing 23.33% felt that the bank's personal selling effort is bad

All the business customers were positive of the bank's personal selling. Table 4.10 below shows customer rating of personal selling.

Table 4.10: Personal Selling Rating by Respondents

Rating	Number of Respondents	Percentage of Respondents
Excellent	35	23.33%
Very Good	35	23.33%
Good	45	30.01%
Bad	35	23.33%
Total	150	100%

Source: Field Survey, 2009

4.3.7. CUSTOMERS VIEW ON ADVERTISING AND PERSONAL SELLING CAUSING SALES

The study looked at how likely advertising and personal was selling to cause sales. In all, 110 respondents agreed that the banks advertising and personal selling have a chance to cause sales. Out of the remaining 40 respondents, 12 respondents said the tools have less chance to cause sales, 5 respondents reported no chance to cause sales and 23 respondents failed to comment on the item.

The 110 respondents who said that the tools can cause sales are made up of business and personal account customers who have done business with the bank for more than 2 years and are very satisfied with the banks services. Table 4.11 below shows customers view on the likelihood of advertising and personal selling to cause sales.

Table 4.11: Respondents View on the Likelihood of Advertising and Personal Selling to Cause Sales

Respondents View	Number of Respondents	Percentages of the Respondents
Likely to cause sales	110	73.34%
Not too likely to cause sales	12	8%
No chance to cause sales	5	3.33%
No comment	23	15.33%
Total	150	100%

Source: Field Survey, 2009

4.3.8. RESPONDENTS SOURCES OF INFORMATION

The study looked at sources of information to respondents and it was revealed that 58 respondents constituting 38.67% heard about the bank through sales persons. Out of the bank remaining, 46 respondents heard from relatives through word – of – mouth, 23 respondents said that it was through media houses and 23 said other sources like internet. Those who received the information through personal selling are business customers and personal account customer that are highly profitable to the bank. This revelation supports involvement theory that explains rational buying on the part of business customers and those that see certain buying to be important to them. Table 4.12 below shows customer source of banking services information.

Table 4.12: Sources of Information to Banking Services

Medium	Number of Respondents	Percentages of the Respondents
Relatives	46	30.67%
Sales Person	58	38.67%
Media House	23	15.33%
Others	23	15.33%
Total	150	100%

Source: Field Survey, 2009

4.3.9. CUSTOMER RATING ON ADVERTISING

The study looked at how respondents rate Unibank media advertisement. This enables the researcher to understand how respondents received the advertising information and its impact on their buying behaviour. The study revealed that nearly 85% of the respondents commended the bank's advertising. The 15% who were not happy are made up of those who go to the bank to receive remittances; National Service Personnel's and retired service persons. Table 4.13 below indicates the number of respondents and their respective percentages, how they rate media advertisement of the bank.

Table 4.13: Respondents Advertising Rating

Rating	Number of Respondents	Percentages of the Respondents
Excellent	12	8%
Very Good	46	30.67%
Good	69	46%
Bad	23	15.33%
Total	50	100%

Sources: Field Survey, 2009

CHAPTER FIVE

FINDING, CONCLUSIONS AND RECOMMENDATIONS

5.1. FINDING AND CONCLUSIONS.

The purpose of media advertising is to provide the means by which appropriate messages are devised and delivered to target audiences who then act in appropriate ways. This may be to buy a product, to enquire about a product or simply memories a single aspect for future action. Guidelines for the content and delivery of messages are derived from an understanding of the variety of contexts in which the messages are to be used.

Advertising, whether it be on an international, national, local or direct basis, is important, as it can influence audience by informing or reminding them of the existence of a brand, or alternatively by persuading or helping them differentiate a service of organization from others in the market.

The role of personal selling is largely one of representation. In business – to – business markets, sales personnel operate at the boundary of the organization. They provide the link between the needs of their organization and the needs of their customers. This linkage is absolutely vital, because it helps shape the value creation and importantly influence customer's buying process to make the right purchase decision. In this sense, personal selling provides a good level of credibility, but they are also perceived as biased. The degree of expertise held by

the salesperson is high, but the degree of trustworthiness varied, especially during the formative period of the exchange relationship. But once a number of transactions were completed and service quality established, trustworthiness improved among respondents.

5.1.2 SURVEY INFORMATION

The survey found out that the state of the bank's advertising message is rational. All the business customers (comprising small and medium scale businesses) agreed to this position of rational and persuasive nature of the advertising message.

Another finding is that business customers received information's on the banking services through sales persons and they were influenced highly by the sales person's presentations. The personal account holders received the bank's service information through relatives and the media houses. Just few individuals expressed their source of information to come from sales persons. Notwithstanding, these two promotional tools in a way reinforced on each other to influence the customers the most to influence the sales made by the bank.

Another finding was that about 73% of respondents agreed that advertising and personal selling have the potential to cause future sales. Whiles personal selling is important to high level of relationship complexity in buying and allowing explanations to be made about particular points that are of concern to the buyer or

about the buying environment in which the buyer wishes to use the product; media advertisement influences customer's emotions. The significance of banking services to buyers is a very important factor. Significance can be measured as a form of risk which is associated with benefits and costs.

5.1.3. COMMUNICATION EFFECTIVENESS

The survey reveals that a single promotional tool provides insufficient communication to achieve targeted sales. The decision to buy a banking services normally evokes high involvement, and motivate to buy occurs through effective presentation of service offer. Therefore banks should provide rich balance of emotional and factual information in their literature, from which the prospective buyer seeks further information, experience and reassurance from bank staff, which provides a personal point of contact. Bank customers sign on to banking services with the presence and encouragement of sales persons.

5.1.4. CHANNEL NETWORK FACTOR

Communication strategy aim to combine a large amount of push and pull strategy requires important communications for the members of the performance network. In the banking industry, the number of members in the network is limited, and it becomes important to use sales force and advertising to handle objectives, answer questions, and overcome misconceptions necessary in information exchange to cause sales. Therefore, the opportunity to build a close collaborative relationship

with customers as media advertisement and personal selling seek to achieve generates sales in a typical service sector like banks.

5.1.5. MEDIA ADVERTISING AND PERSONAL SELLING COST AND THE COMPETITION.

Promotional mix has developed to a position of professional balance of heavy weight mass communication (above – the – line) campaign and direct and highly targeted personal selling effort. Thus, effective use of intervention – based approach to marketing communication and permission – based communication. The intervention – based technique seek the attention of customers who are not necessary interested in the offer now but to prompt them now to help future information seeking through internal stimulus. The permission – based communications focus on customers who have already expressed interest in a particular offering. Hence, effective use of interventionist and permissionist – based approaches results in optimum sales and sustainable competitive edge. The research also noted media fragmentation and its absolute cost becoming high especially personal selling vis – a – vis increasing competitors' actions and growing customer complexities to the achievement targeted sales.

Indeed, media advertising and personal selling together achieve high sales than each used separating at different times.

However, these promotional tools have the following challenges when in use:

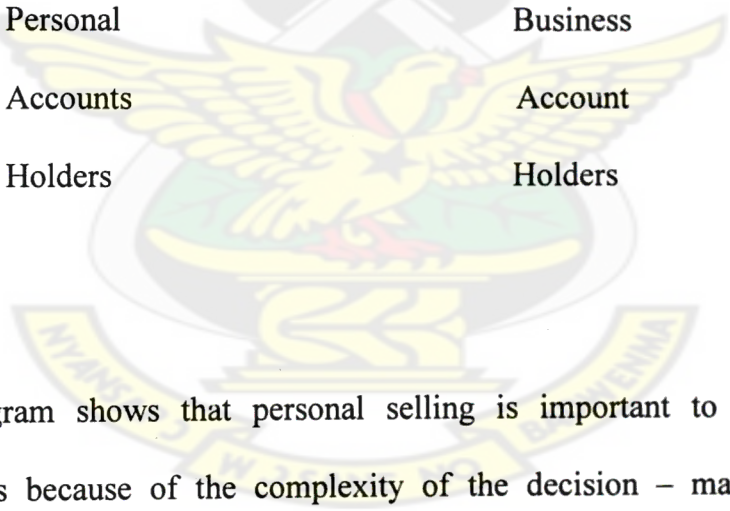
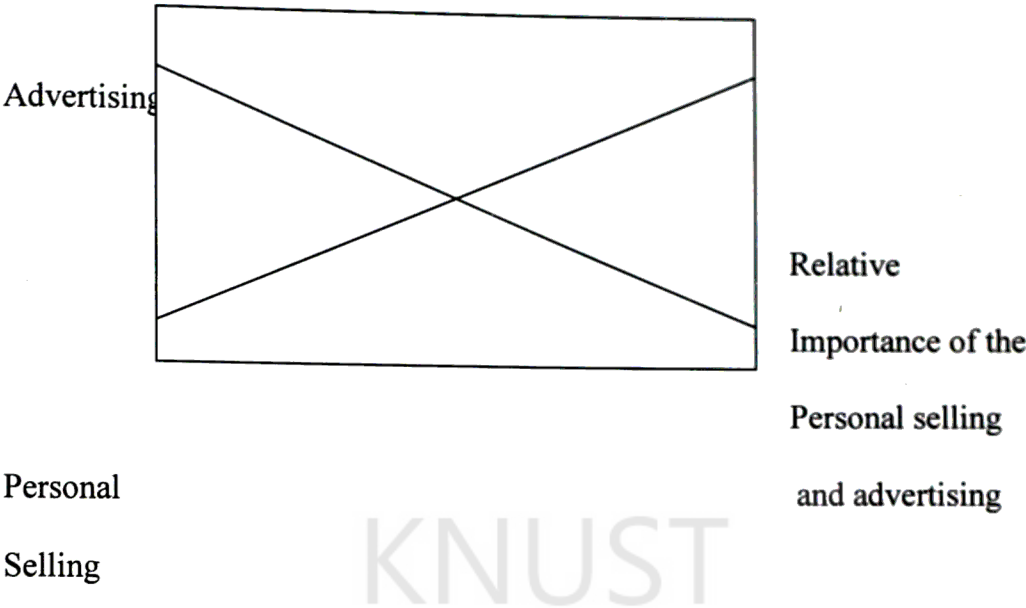
- (a) Relative proportion of each to use to achieve the targeted sales.

- (b) High absolute cost of advertising design, execution and control, and personal selling.
- (c) Low level of control in the communication process especially, personal selling
- (d) Insufficient and reliable statistics to measure the effectiveness of tools
- (e) Inadequate holistic integration to promote brand value, tool efficiency and personal interests.

Looking at the issues discussed in the study, organizations need to consider the following recommendations to improve on their sales performance by way of using media advertisement and personal selling.

The study found out that there is relative different elements in the promotional mix that influence personal and business account customers. These different elements should always be reflected in the development of marketing communication strategies for banking services.

Figure 5.1: Relative Importance of Personal Selling and Advertising



The diagram shows that personal selling is important to business account customers because of the complexity of the decision – making process, the different business needs and the higher value of business purchases. Advertising is key in the influence of personal account holders buying of banking services. CHRIS, F (2002) marketing communication.

It must be emphasized that other promotional tools have relative roles in both business and personal account to influence sales in the banking sector.

5.2. RECOMMENDATIONS

5.2.1 TRAINING IN MARKETING AND SALES MANAGEMENT

In general, financial institutions, be they small or large size often suffers from product and sales orientation. Banks tend to develop financial services thinking that those services are what the customers need. Clear understanding of customer financial needs and wants are most often poorly defined. This misunderstanding of customer context breeds sales orientation which made them sell services already developed to customers.

There should be training in marketing to understand, develop and deliver customer – driven services to impact on organization sales. This capacity building is not limited to those in marketing and sales function, but all levels of staff across departments as the value creation is achieved by the total organization.

Specifics areas that required effective training include:

- (i) Customer service information before, during and after sales to offer customer support for total satisfaction. This training is important to staff who have direct contact with customers in the discharge of the official duties.

(ii) Buyer behaviour and motives of buying financial services that are important to organizational success, good understanding of the processes buyers go through, be it business or individual customer, factors that influence their buying like experience, education, personality etc, why they buy services like banking products, when they buy banking products, members of the decision making unit (DMU) and their influence as well as the capacity to buy are crucial knowledge to effective management of service organization like bank.

(iii) Effective planning, implementing and controlling of sales management efforts. Too often, sales territorial management is poor, developed with less respect to customer benefit. As organization's interests are rated high in the definition of sales management, customer satisfactions sometimes are compromised. Training in sales management to unearth sales potential for business growth is encouraged. Sales force staff should be efficiently worked out for increased productivity.

5.2.2 STRENGTHENING INFRASTRUCTURE CAPACITY

Media advertisement and personal selling becomes complete when the organizations infrastructure is strengthened to offer satisfactory service support. Here, the study recommends technological networking capacity to make the Automated Teller Machines (ATM) services accessible and banking

hall service delivery timely, internal communication systems to share information for effective decision making.

5.2.3. NEED FOR EFFECTIVE INTERGRATED COMMUNICATION

Consumers are being overloaded with commercial and non-commercial communications. The growth in marketing communications may not be the worst threat but the sheer amount of communication will be. Even now consumers are being supplied with 30 times more information that they process. The difference is still growing with the following far – reaching consequences:

- (a) Consumers will be increasingly selective in what receives their attention; they will avoid more and more communications which they do not consider interesting or relevant.
- (b) They have increasingly less attention for communication: They break off contact sooner in order to switch their attention to the next item.
- (c) They may process communication at a shallower, more superficial level.
- (d) They are starting to consume more pictures at the expense of words.

These developments have considerable communication consequences. It is becoming more difficult to reach people and to gain and retain their undivided

attention. People are also becoming cynical about the content of communication.

The ranges of integrated promotional tools recommended for use are described below:

Table 5.1: Integrated Promotional Tools and their Usage

Method	Comment
Personal selling	This is a major component of service marketing because of the need to deal with technical and other issues on a face-to-face basis.
Internal selling	Increasingly it is recognized that a salesperson has an internal role to play in representing his customers' needs to the company.
Advertising	<p>A wide variety of publications exist which can be used to target individual market sectors including:</p> <ul style="list-style-type: none"> (i) trade journals (ii) business press (iii) directories <p>Advertising is used to create awareness, provide information, generate leads, and assist channel members to sell off the page.</p>
Telemarketing	Telemarketing has been proved to be a very cost effective method of order processing, customer service, sales support and account management.

It should be stressed that the concept of Integrated Marketing Communication is equally, if not more, important in service marketing. This is because there is likely to be a more complex promotional mix and definitely a more complex audience. Consistent delivery of images on a limited budget is therefore important.

5.2.4. GUIDELINES FOR EFFECTIVE USE OF MEDIA ADVERTISING & PERSONAL SELLING

To agree to Cowell (1989), there are differences in communication necessitated by the characteristics of service industries and companies. These differences lead to a number of guidelines that must be considered when designing communication campaigns for service marketing. It is recommended that, service organizations including banks should:

- (a) Use clear unambiguous messages to communicate the range, depth, quality and levels of services.
- (b) Emphasize the benefits of the services rather than their technical details.
- (c) Only promise what can be delivered, to avoid disappointment.
- (d) Advertise to employees, as they are particularly important in many people-intensive based organizations

- (e) Obtain maximum customer co-operation in the service production process as the service is often an interactive system.
- (f) Build on word of mouth communication from one satisfied customer to another.
- (g) Provide tangible evidence to strengthen promotional message. Use well known personalities to support the messages.
- (h) Develop continuity in promotion by the use of consistent and continuous symbols, themes, formats or images.
- (i) Remove post purchase anxiety by reassuring the buyer of the soundness of choice, especially where there is no tangible product.
- (j) Personal selling becomes more important in the promotion of services as the following table shows.

Table 5.2 Factors to Consider in Customer Management in the Buying of Services

Issue	Comment
Customer's purchase perception of services	<p>Customer view service as having less consistent quality.</p> <ul style="list-style-type: none"> • Service purchasers have higher risks • Service purchasing is less pleasant • When services are bought greater consideration is given to the particular salesperson • Perception of the service company is an important factor when deciding to buy a service
Customer's purchase behaviour with service	<ul style="list-style-type: none"> • Customer may do fewer price comparisons with services • Customer give greater consideration to the particular seller of services • Customers are less likely to be influenced by advertising and more by personal recommendations
Personal selling of services	<ul style="list-style-type: none"> • Customer involvement is greater • Customer satisfaction is influenced by the salesperson's personality and attitude • Salespeople may have to spend more time reducing customer uncertainty

5.2.5 CUSTOMER RELATIONSHIP MANAGEMENT

Businesses to business supplies often find it tricky to apply mass modeling techniques to their marketing strategies because of their nature of their customer base. If these businesses get the bulk of their income from the few, high value customers it might not even be cost – effective to manage some of the low value accounts at all. This quality presents a marketing challenge of how to make better use of personal selling effort.

Customer retention happens to be an after – thought to many organizations. In the current climate, but there's still not much evidence that companies know how retain them. An alteration to the conventional account management principle, although specifically applicable to high value customers, is “partnership management”. Here the vendor (bank) and the customer examine areas in their relationship – such as information sharing, communication and training – where resources can be shared to reduce costs. This approach has the added benefit of securing customer retention by building a closer relationship between customer and organizations.

To maximize the benefit of customer relationship management, banks need to identify which low value accounts have the potential to be upsold. First of all, banks need to understand the customers buying patterns, what they are looking for why are buying banks services. Then banks have to analyze buying trends and frequency. Banks should find small to medium size customers who buy simple

services that do not need any kind of complicated support. This approach will help enrich the effort of personal selling and can impact positively on banks sales.

5.2.6 SALES FORCE MANAGEMENT AND MOTIVATION

The bank should organize its sales activity on market or customer basis and combine it with Existing and New Account approach. In the first place the customer basis which is complementary to the marketing concept will help sales person, to understand customer needs. Such customer specialisation can be used to foster specialist selling in business and personal accounts. However, the size of this specialist sales force can be varied by sales management in accordance with internal and external requirements. This is important for banks as they operate in highly competitive and quickly changing environments.

Further, because prospecting is difficult especially in service sector, specialist sales staff should be divided into prospecting and management of existing accounts. This will make prospecting attractive and challenging to sales staff. The customer management team should be skillful enough to provide retention services. This approach has the potential to contribute to the bank's competitiveness.

The key to selecting appropriate salesperson motivation and compensation system is to understand sales person's values and expectation, and not assume that what

works at home will work in all sales situations. The following factors can be used to motivate sales staff in order to influence the sales of the bank.

5.2.7 FINANCIAL INCENTIVES

Most companies pay commission or bonus to their salesperson. In the banking sector, sales person are paid fixed salary. The study recommends that a direct reward for extra effort be added to the fixed salary regime to impact on sales.

5.2.8 SETTING SALES TARGET

Sales target should be set for each sales staff to encourage sense of responsibility and increased productivity. But if sales targets are to be effective in motivating salesperson, it must be regarded as fair and attainable and yet offer a challenge to him or her. Because the salesperson should regard the target as fair, it is usually sensible to allow him or her to participate in the setting of the target.

5.2.9 MEETINGS BETWEEN GENERAL SALES MANAGER AND SALESPERSON

The General Sales Manager should continuously organize productive meetings with the sales persons in the field, at head office and sales conventions. The General Sales Manager's meeting provides a number of opportunities for improving motivation. Meetings allow sales managers to understand the personality, needs and problems of each salesperson. The manager can then better understand the causes of motivation and demotivation in individual salesperson

and respond in a manner that takes into account needs, problems and personality of the salesperson.

5.2.10 PROMOTION

Sales managers should promote sales – person based on merit. This act as motivation to influence sales especially where status are highly recognize by sales persons and the large society.

5.2.11 SALES CONTESTS

This is a popular form of incentive for sales forces. The purpose of the sales contest should vary widely. The variation should be to encourage a higher sales level of banking services, to increase the sales of newly introduced service or to reward the generation of new customers. It must be emphasized hat the strength of the sales contest lies in its ability to appeal to the competitive spirit of the salespersons and their need for achievement and recognition.

5.2.12 RECENCY PLANNING

In other to increase the effectiveness of media advertising, banks need to consider reach to be more important than frequency. The goal of this recommendation is to research those few consumers who are ready to buy in the market and help reduce the high cost of communication with unequal sales growth

The study accept the position of authors like Gallucci that effectiveness of recency planning very by brand, service category and particular campaign, it is

still important to have a look at the frequency of advertisement, the reach and its likely strength to cause sales.

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**KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY,
KUMASI**

INSTITUTE OF DISTANCE LEARNING

QUESTIONNAIRE FOR CUSTOMERS

I am student of the above named university pursuing Commonwealth Executive Masters in Business Administration. I am writing a final project on "The Effect of Media Advertising and Personal Selling of Banking Product on Sales – A case study of Unibank."

I would be most grateful if you could help in responding to this questionnaire that will last about 20 minutes. Your response will not be disclosed to any third party and will be used for this final Project only.

Thank you.

Date of Interview..... Venue.....

Time of Interview.....

A. General Background of Respondent

1. Name of Respondent.....
2. Address/ Telephone.....
3. Gender ☐ Male ☐ Female
4. Age Group
☐ Up to 22
☐ 23 - 30
☐ 31 – 40
☐ 41 – 60
☐ Above 60

5. Educational Qualification

- ☐ No formal Education
- ☐ Sixth form / SSS

- ☐ Diploma / Degree / Professional Qualifications
☐ Postgraduate Degree

6. Occupation

- ☐ Civil / Public Servant
☐ Trained Professional (specify).....
☐ Business Person
☐ Other (Specify).....

7. When did you start doing business with Unibank (month / year)?

8. What type of account do you hold with Unibank?

- ☐ Personal Accounts
☐ Business Accounts
☐ Joint Accounts
☐ Other Accounts (Specify)

9. What is the nature of the account(s)?

- ☐ Savings A/C
☐ Current A/C
☐ Demand Deposit (Fixed Deposit)
☐ Other (Specify)

B. MARKETING INFORMATION

1. How did you know Unibank?

- ☐ Word – of –mouth by relatives
☐ Banks sales staff
☐ Media (Specify)
☐ Other (Specify)

2. (a) Did the source(s) mentioned in (1) make you to do business with Unibank

☐ Yes

☐ No

(b) If No

(i) Why.....

(ii) What then made you to do business with Unibank?

.....
(c) Did any staff member ever speaks to you about Unibank in person outside the banking premises?

(i) Yes No

☐☐

If yes, did that helped you do business with Unibank ?

(ii) Yes No

☐☐

And why?.....

Will you like such personal meeting of Unibank staff outside the banking premises?

(iii) Yes No

☐☐

And why?.....

3. How do you rate Unibank media advertisement?

☐ Excellent

☐ Very good

☐ Good

☐ Bad

☐ Worse

4. How do you rate personal selling activities?

- ☐ Excellent
- ☐ Very good
- ☐ Good
- ☐ Bad
- ☐ Worse

5. How do you consider Unibank’s media advertisement and personal selling activities to sales?

	Likely to Cause sales	Not too likely to cause sales	No chance to cause sales
(i) Media Advertisement	<input type="text"/>	<input type="text"/>	<input type="text"/>
(ii) Personal Selling	<input type="text"/>	<input type="text"/>	<input type="text"/>

6. In your view what do you see in Unibank media advertisement and their personal selling that that you like most?.....

.....

7. In your view what do you see in Unibank media advertisement and personal selling that you dislike most?.....

8. What do you like most about Unibank?

9. What do you dislike most about Unibank?.....

10. What should Unibank do to serve you better?.....

**KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY,
KUMASI**

INSTITUTE OF DISTANCE LEARNING

QUESTOONNAIRE FOR STAFF

I am student of the above named university pursuing Commonwealth Executive Masters in Business Administration. I am writing a final project on “The Effect of Media Advertising and Personal Selling of Banking Product on Sales – A case study of Unibank.”

I would be most grateful if you could help in responding to this questionnaire that will last about 20 minutes. Your response will not be disclosed to any third party and will be used for this final Project only.

Thank you.

Date of Interview..... Venue.....

Time of Interview.....

A. General Background of Respondent

1. Position in Unibank.....
2. Department in the bank.....
3. Since when did you start working with Unibank?
 - ☐ Less than 2 years
 - ☐ Between 2- 4 years
 - ☐ Above 4 years
4. How do you explain Unibank media advertisement?
 - ☐ Rational
 - ☐ Emotional
 - ☐ Attacking
 - ☐ Persuasive

5. In your own calculations, out of 10 prospective customers met, how many are converted to customers?

- ☐ Less than 3
- ☐ Between 4- 6
- ☐ Above 6

6. State all media used by Unibank to communicate to customers?

(i)

(ii)

(iii)

(iv)

7. Media stated in (6) indicate their targeted customers

(i)

(ii)

(iii)

(iv)

8. What do you think Unibank should do to improve on media advertisement and personal selling.....?

**KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY,
KUMASI**

INSTITUTE OF DISTANCE LEARNING

AN INTERVIEW WITH MANAGEMENT

I am student of the above named university pursuing Commonwealth Executive Masters in Business Administration. I am writing a final project on “The Effect of Media Advertising and Personal Selling of Banking Product on Sales – A case study of Unibank.”

I would be grateful if you could grant me an audience to interview you on the following, which will last for 25 minutes.

1. What media do you use to communicate to customers?
 - (i)
 - (ii)
 - (iii)
 - (iv)
2. What is your sales force size.....
3. How do you manage your sales force organization?.....
.....
4. In your personal selling strategy, do you market through influencers?
.....

(b) If yes, how do you identify them?
5. What is the percentage growth in customers over the last 5 years?
.....
6. What is the percentage growth in personal selling and media advertisement budget over the last 5 years.....
7. What are the main targeted customers of Unibank.....
8. Do you think there is any personal selling method yet to be used by the bank?



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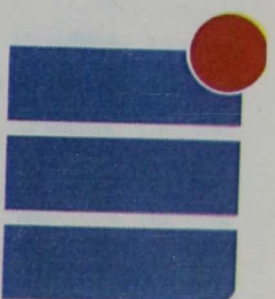
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