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IMPACT OF THE CUSTOMERS´ BEHAVIOUR CHANGES ON MARKETING MIX OF THE BANKS IN SLOVAKIA

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Abstract

In Slovakia as EU member country the crisis persists already eight years. This is reflected also in the changes of consumer behaviour. Banks have to react to the changed environment and adopt their marketing programs accordingly which also impacts satisfaction of their customer, consumers in banking sector. In retail banking the knowledge of the behaviour of local clients is very important for a bank. Therefore banks have to pay attention to the changes in purchasing behaviour of customers not only to achieve new clients, but also to build on the existing relationship with their customers to improve their competitiveness on the banking market. The aim of this paper is to point out the impact of the ongoing financial and economic crisis on changes in consumer behaviour in Slovakia in 2013 - 2014. Our research was conducted on a sample of Slovak consumers (for 2013 and 2014) in analysing changes in their behaviour and comparing them with the research conducted by Cetelem, which was based on an evaluation of 12 European countries including Slovakia for 2013 and 2014. The research observed verification of test hypothesis concerning the influence of crisis on consumer behaviour with possible impact to bank marketing strategy.

Keywords: Customer behaviour, banking sector, financial and economic crisis, international business, international marketing strategy

1. INTRODUCTION

The world economy has been undergoing significant changes in recent decades. These are significantly affected by globalization and its impact in terms of the current crisis. Banks, as business entities benefit from the globalizing economy and enter the international market. Their aim is to manage and consolidate their market position as well as to seize the opportunities they are offered. In order to maintain their competitiveness in market conditions, banks must constantly monitor and adjust changes in the external and the internal environment as well as their development together with the changing consumer behaviour and incorporate it into their international marketing strategies and local marketing programme in the form of the marketing mix.

1.1. International marketing strategies and marketing mix
Marketing concept as a philosophy of marketing orientation in the management of the company is based on the assumptions set out to achieve corporate objectives in identifying needs and wants of target markets better than its competitors (Kotler, 2007; Whalley, 2010; Lesáková, 2007). The substance and at the same time the essence of the provision of services as products of financial institutions consists of money and related services. The key factor of competitiveness in the sector of

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financial services is mainly based on the quality of client processes, flexibility in relation to the client and the interaction between service providers and customers. (Busch *et al.,* 2008; Schade & Schott in Skobranek, 2011; Schloten, 2008). Banking services as part of financial services are complex activities relating to a financial capital as a secondary factor of production (Jurečka, 2010). Banking services are built on trust. The required long duration of the customer relationship is therefore related to the need of the client approach application and on the maintaining of long-term customer relationship management (CRM - Customer Relationship Management). The basic prerequisites for a successful CRM are client orientation and proximity to the customer, resulting in customer satisfaction and loyalty (Belás, 2008; Belás *et al.,* 2013; Belás *et al.,* 2014b; Ki-Pyeong *et al.,* 2014; Khajvand & Tarokh, 2011). This is very important given the asymmetry of information that occurs in the financial services between customers and bank staff (Jamborová, 2012). Marketing of financial institutions, called financial marketing, has its specifics comparing to traditional marketing. The market players act on one hand as suppliers of funds and on the other hand as clients in the mutual relations between the financial institution and the market at the same time (Korauš, 2005; Medveď, 2012). With financial business entities, there is the specificity of the distribution process, which run concurrently with the production, distribution, sale and consumption of product (Korauš, 2011). The quality of a financial product is strongly dependent on the employee of the financial institution. Marketing in a bank can be characterized as targeted sales of banking products and services with a focus on customer, based on market analysis (Jamborová, 2013). Implementation of a client-oriented marketing in the banking sector consists of market segmentation, of the definition of target market, as well as on positioning (Belás *et al.,* 2014; Medveď, 2012; Klimiková, 2012). 80's of the last century brought significant shift in the development and implementation of marketing strategies, in focusing on client preferences (Korauš, 2011) Marketing strategy is a reflection of business strategy and its goals in business activities (Belás, 2008). Lesáková (2007) describes the marketing strategy as the processes to achieve marketing goals, without specifying individual activities, which are contained in a marketing program in form of the marketing mix. The marketing mix is represented by a company controllable marketing variables, concentrated in a single unit. It aims to give a positive response in the target market (Busch *et al.,* 2008). Product, price, promotion and place are the 4P, traditionally known as marketing tools. Booms and Bitner (in Anitsal *et al.,* 2012) came in 1981 with the proposal to extend the marketing mix by three other elements, namely: personnel, physical presence and processes. Marketing program of a bank consists therefore of policies for the specific elements of marketing mix. Product policy includes the implementation of decisions in compiling product program and product offerings that are linked to the quality policy, service or brand. Machková (2009) addresses the international product policy whether a product meets the requirements of a foreign customer, or whether it needs to be adjusted in providing additional services. According to Haller (in Busch *et al.,* 2008) the current price is influenced by factors such as the usefulness of products, cost of total production, competition. Distribution policy is the provision of a product or service and it ensures solicitacion of an offer to the client. The international distribution policy on international markets is significantly differentiated, e.g. in terms of the choice of distribution channels, acquisition, or actual physical distribution (Backhaus & Voeth, 2010). The communication policy covers the area of external communication towards clients and the area of internal communication. International communication policy is dependent on the global business strategy and on the organization of the company (Machková, 2009). Personnel and procedural policy as well as the physical presence policy are typical particular part of the marketing mix of services. The policy of physical presence touches the readiness to provide service or product, service staff, as well as material support tools. It can be divided into capacitive management and transfer of the image (Busch *et al.,* 2008). The longer the bank is active abroad, its marketing program has to change in terms of the achieved knowledge of local markets (Kotler & Keller, 2007; Anderie, 2010). In the context of international business banks are faced with the decision whether and how to adapt their product or service to new market conditions and also they have to choose the method of communication abroad. The identification of consumer behaviour and thinking about a specific product or its use is becoming particularly important (Backhaus & Voeth, 2010).

1.2. Consumer behaviour and consumer satisfaction

Marketing strategies are based on knowledge of consumer behaviour and consumer habits to identify the needs and wishes of the customer, but also to influence them with properly combined tools in form of the marketing mix (Jamborová, 2012b). Consumer of a banking institution is in constant interaction with the environment. There is a difference how consumers behave as individual and as legal person. Consumer behaviour is characterized in the way the consumer or existing client of a bank decide on purchase of banking products and services. This deciding process is related to the importance of the bank product/ service and to the perceived needs of the consumer in the hierarchy of his life values. Customer's awareness of the product, as well as his experiences and his expected claims, benefits and utility of the offer of the bank are important too. For retail consumer of the bank an important role play not only its decisions but also wishes. Marketing of banking institutions contributes significantly to customer's decision too. An important factor plays the fulfilment of customer´s desire or degree of satisfaction of consumer by buying bank product. In the international environment is the consumer behaviour influenced also by factors related to cultural differences (Machková, 2009). Banking product - money and related services do not serve directly for consumption, it is means of satisfying human needs and desires. Consumption has a significant impact to the run of the whole society as well as to the economic growth. Consumer behaviour and his decision to buy a product of the bank does not only depend on the personal characteristics of the consumer or his/her ambitions, to some extent it is controllable and influenced by the bank, but also on factors of the external environment (Giannakis-Bompolis & Boutsouki, 2014). The factors of the influence of the external environment affect consumer income and property, which has significant influence and importance to the consumer decision and choice for this bank product or service. Knowledge of factors that influence individual consumer segments allows for targeted use of effective tools in marketing, especially in advertising and promotion (Novotny & Duspiva, 2014). According to Belás et al. (2014b) more than 61% of Slovak customers have been satisfied with their bank in 2012. Based on their research on customer satisfaction, among clients were dissatisfied more than 65% of respondents in the Czech Republic and more than 63% in the Slovak Republic with the high cost of products and services. The authors state, that the access of banks to their customers improved during the crisis. At the same time the authors found that bank customers felt little interest from banks about their financial affairs 31% in Slovakia and 43% in the Czech Republic. Estimation of customer value (customer lifetime value) for each segment is crucial for decisions in marketing and CRM (Khajvand & Tarokh, 2011). According to the authors, there is a strong relationship between past conduct of the bank (CRM) and the future with an impact on satisfaction and trust (Giannakis-Bompolis & Boutsouki, 2014). Trust has a major impact on customer loyalty. The financial sector has a relatively weak degree of client loyalty (Korauš, 2011). The fidelity of bank customers, according to Korauš (2011), is a state of mind, emotional attitude of customer to products and services and rational evaluation of previous experience. Loyal client responds positively to the expansion of services and is willing to accept a price raise (Belás et al., 2014b). According to Belás et al. (2014b), only 12% of bank customers think that the bank understands their needs. This research also indicates that 75% of bank customers have reported that the bank never actively offered them products. According to Croxford et al. (2006) in Belás et al. (2014b) dominant factors, influencing the behaviour of customers are services to customers, the brand and the quality as well as the cost of banking products. Baumann et al. (2012) in Belás et al. (2014b) investigated the loyalty of clients of the bank as a prerequisite for competitive advantage. This is according to the authors, based on a combination of emotional factors and economic benefits. According to a study by Ernst & Young (2012) in Belás et al. 2014b) more than 53% of European households would decide to change its bank because of the high charges.

1.3. The influence of the crisis on the consumer behaviour changes in 2013 - 2014

According to the research study by Cetelem Barometer (2014), investigating the changes of consumer behaviour in 12 European countries, the crisis was changing consumer behaviour since its beginning in 2008. The biggest problem in the euro area has been a rapid increase of unemployment. Based on this fact more Europeans consider their spending and are searching for new alternatives for bargains. Big role in changing consumer behaviour also played internet and new media. The crisis is forcing consumers to change their habits and habitudes. Approximately 87% of European consumers

intend to use their income only to their basic needs. An important role is saving, where 67% of Europeans want to limit their purchases to be able to defer a portion of their revenue to "rainy day". Among expenditure significantly restricted by Europeans were the firstly holidays (47%) and equipment for leisure (50%). The most money has been saved in spending on foods, spending on health care, transportation and telecommunications. 93% of European consumers also reduced the consumption of water, electricity and fuel. An important factor in consumption has become technology and innovation in the area of Internet. Through internet the consumer receives information as well as the opinions of other consumers; he/she can buy and pay through the Internet. Increasing interest of customers was also in the usage of social networks in order to see view of other consumers. Buying through the internet used 78% percent of European consumers in the last year. Significant became also the usage of tablets and smartphones. Social commitment of enterprises is becoming increasingly important as well. 61% of Europeans give priority to the manufacturer, which strengthens the employment in the country (Cetelem, 2014). Based on the chart below one can conclude that the consumers in Western Europe (WE) assess their own situation as well as the situation in their country the best. Germans and Belgians do not see major differences between the situation in the country and their personal situation. Portuguese, Spanish, French and Italians, perceived their own personal situation better than the situation in their country. In the case of Central European Countries (SE) as well as according to assessment in Romania the personal situation of consumers as well as the situation in the country is perceived approximately as European average. By consumers of all countries their personal situation is better perceived as the situation of their country, except for Germany.
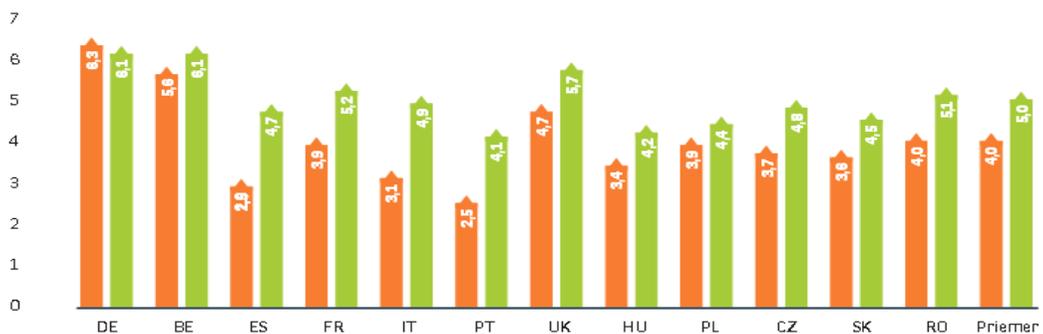

Figure 1: Assessment of the situation of the country and of consumers in selected countries in 2013-2014 (10 point scale, whereby 1 - the worst assessment and 10 - the best assessment, orange colour - general situation, green colour - personal situation)

Legend: DE – Germany, BE – Belgium, ES – Spain, FR – France, IT – Italy, PT – Portugal, UK – United Kingdom, HU – Hungary, PL – Poland, CZ – Czech Republic, SK – Slovakia, Priemer - Average

Source: Cetelem Slovensko (2014)

The consumer willingness to spending is evident in the Figure 2. According to the figure we can state, that in all selected countries is a clear preference for the increase of spending within the next 12 months (comparing 2014 to 2013). However, the percentage of such responses (willingness to spend) in Western Europe is significantly lower than in Central European countries and Romania.
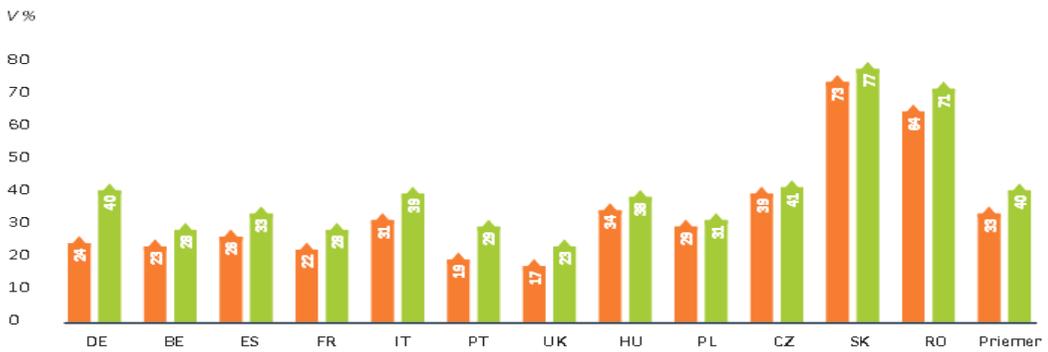
Figure 2: Do you intend to increase your expenditures in the next 12 months? (in %) (orange colour 2013, green colour 2014)

Source: Cetelem Slovensko (2014)

The following Figure 3 shows, whether consumers are thinking to save for "rainy days" in the next 12 months, and thus to reduce consumption at present. The figure shows a different position in the household. While the Germans, French, Belgians and Portuguese were planning to save less in 2014 than in 2013, Slovaks, Czechs and Hungarians are planning to save more in 2014 and Romanians less than in 2013. The Poles had planned to save approximately the same amounts in 2014 as in 2013. These facts again demonstrate different perceptions of the crisis development and different forecasting of the economic situation of the consumers.

Figure 3: Interest to increase savings in the next 12 months (in %) (Orange colour 2013, green colour 2014)

Source: Cetelem Slovensko (2014)

Regarding the structure of household expenses by country, it can be concluded that in countries of Western Europe but also in Central Europe and in Romania plan to spend their available funds mainly for travel, renovation, for appliances and furniture. In the Slovak Republic they prefer appliances, travel, reconstruction or furniture. (Barometer, 2014)

1.4. Research of the impacts of the financial - economic crisis on consumer behaviour in the Slovak Republic with the implication to the marketing mix of banks in the Slovak Republic in 2013-2014

The aim of our research is based on a questionnaire to collect information on the impact of the current financial and economic crisis on consumer behaviour in 2013 and 2014 as a precondition for the implementation of international marketing strategies of banks in the Slovak Republic in the form of the marketing mix. In 2013, more than 93% and in 2014 even more than 95% of the capital of the Slovak banks was in the hands of foreign investors (Národná banka Slovenska – National Bank of Slovakia, 2014). In the questionnaire we focused on the current economic situation in households

(Part A), on the attitude of the respondents towards risk (Part B), on changes in consumer behaviour in the context of the current crisis and on the perception of the current economic situation as well as the experiences, needs and expectations of consumers with selected instruments of marketing program of banks in Slovakia (part C), on the consumer protection and financial literacy (section D) as well as on specific questions for the students segment (part E). Part of the questionnaire relating to consumer protection in financial services and to financial literacy is not subject to our evaluation in this paper. The research was conducted from March 2013 - April 2013 as well as in December 2014 in the form of questioning and in using a standardized questionnaire in paper form. The starting point of the research study was the primary data collection in using the said questionnaire, questioning families of students in Slovakia. Respondents, students of the 8th semester and of the 10th semester of the University of Economics in Bratislava, Faculty of Commerce, together with a representative of their household answered to 39 questions, whereby the changes in consumer behaviour with implications for possible adjustment of the marketing mix of banks have been covered in 29 questions. A total of 280 questionnaires in 2013 and 150 in 2014 have been distributed in printed form. For final processing returned back 161 completed questionnaires for 2013, representing a 57.5% return on success and 105 questionnaires in 2014, representing a 75% return on success. All of the returned questionnaires contained sufficient information for processing. Data from the questionnaires were coded manually and then processed in Excel. For clarity, we have placed the analysed data into tables and graphs.

1.5. Features and presentation of research results

2. RESEARCH METHODOLOGY

The concept of research was focused on the current knowledge of the economic theory as well as of practice relating to factors affecting the preparation of a marketing program. For the research of consumer behaviour was selected the banking sector, as the most important part of the financial sector in Slovakia (it represents more than 70% of total assets of the financial industry in the SR). Among the used scientific methods was analysis and literature research with regard to consumer behaviour as well as the literature research on the implementation of international marketing strategies for cross-border business banks. The research was carried out by two designed empirical studies both in 2013 (Jamborová, 2013) as well as follow-up research in 2014. Quantitative research served to confirm or refute hypotheses selected. Relations between the factors have been stated by the qualitative research and in using the comparison method. In evaluation of research results were also used logical principles and logical thinking, especially in applying scientific methods such as analysis and synthesis, abstraction and concretization etc. For our research, we have defined a criterion that the consumer based in Slovakia is of minimum age of 16 years old. In processing data collected by questionnaire, we came to the result described below. For clarity, we have used in the tables the following abbreviations:

n – frequency character
n/a – data is not available
% - % ratio of the number of respondents who circled one of the possible answers to the total number of respondents

Subsequently, the sample of respondents according to the formula for the unknown composition of respondents, as Kozel says was used for determining the criteria (Novotny & Duspiva in 2014):

$$n \geq (z^2 * p * q)/\Delta^2 \qquad \text{.. (1)}$$

Where n is the minimum number of respondents,
where p, q are in % the number of respondents that knew about the problems, respectively inclining to one variant (p) and respondents, that do not know the problems, respectively inclining to the second variant (q). In case in which we do not know exactly those numbers, we have to create ultimate $p*q$ maximum, that means 50%*50%, where Δ is determined by us as maximum error and

z the critical value of the standard normal distribution at the chosen significance level. For the calculation of the normal sample size was determined reliability of 90% and 10% allowable error. Based on the above formula was calculated the following result:

$$n \geq (1,96^2 * 0,5 * 0,5)/0,1^2$$
$$n \geq 96$$

Based on the above results it is evident that research is representative for selected request if more than 96 respondents participated in it. Based on this result of our survey in 2013 (161 respondents) as well as our survey from 2014 (105 respondents) are representatives originating from the SR aged over 16 years old.

Thus, part A, dealing with socio - demographic data of consumers as well as part the C and E of our questionnaire regarding the perception of the current economic situation and customers experiences, needs and expectations with selected instruments of marketing program of banks in Slovakia had the character of research questions to verify hypotheses. All hypotheses, we assessed using the same test – test of parameter π for alternative distribution. We based our hypothesis on relative abundance, including the determination of the same significance level of $\alpha = 0.05$ (Pacáková, 2009). On the median π of the alternative distribution we have hypothesis:

$$H_o: \pi = \pi_o$$

The value of the test criteria is calculated as follows:

$$z = (p - \pi_o)/\sqrt{(p(1-p)/n)} \quad .... (2)$$

The calculated value of the test criteria will be compared with the critical values from tables. (Pacáková, 2009).

Hypothesis No. 1
"For the most of the consumers in Slovakia, the consumer behaviour in the context of the crisis has not changed."

For the adoption or rejection of the hypothesis was presented the following question: "Have your behaviour changed (behaviour of your household, the attitude of its members) in connection with the crisis?" Specific features of answers to the question under consideration are presented in Table 1.

Table 1: Customer behaviour changes due to crisis

Year	2013		2014	
	n	**%**	**n**	**%**
yes	71	44	47	45
no	90	56	58	55

Source: Own proceedings

2013: $z = (0,56 – 0,5)/\sqrt{(0,5(1 - 0,5)/161)} = 1,523$
2014: $z = (0,55 – 0,5)/\sqrt{(0,5(1 – 0,5)/105)} = 1,025$

$Z_{1-\alpha} = 1,645$

The results of the test parameters of both the 2013 and the year 2014 is less than the critical value of $Z_{1-\alpha}$ for $\alpha = 0, 05$. For this reason, the hypothesis H0: "For the most of the consumers in Slovakia, the consumer behaviour in the context of the crisis has not changed" we do not reject, however the H0 has not yet demonstrated.

Hypothesis No. 2
"Most of the Slovak banks did not do towards their clients welcome step in view of the crisis."

For adoption or rejection of the hypothesis was presented the question to the respondents: "Did your bank where you are client do a welcome step towards your household with respect to the crisis?" Specific features of answers to the question under consideration are presented in Table 2.

Table 2: Bank's welcome step towards customers due to crisis

Year	2013		2014	
	n	**%**	**n**	**%**
yes	36	22	17	16
no	125	78	88	84

Source: Own proceedings

2013: $z = (0,78 - 0,5)/ \sqrt{(0,5(1 - 0,5)/ 161)} = 7,107$
2014: $z = (0,84 - 0,5)/ \sqrt{(0,5(1 - 0,5)/ 105)} = 6,969$
$Z1-\alpha = 1,645$

The results of the test parameters of both the 2013 and the year 2014 is greater than the critical value of $Z1-\alpha$ for $\alpha = 0,05$. For this reason, the hypothesis H0 is rejected and the hypothesis H1: "Most of the Slovak banks did not do towards their clients welcome step in view of the crisis" was confirmed.

Hypothesis No. 3
"More than half of consumers are customers of their main bank over three years."

For adoption or rejection of the hypothesis was presented to the respondents the question: "At my bank I am customer for x years". Specific features of answers to the question under consideration are presented in Table 3.

Table 3: Number of years during which is the consumer customer of his/her main bank

Year	2013		2014	
	n	**%**	**n**	**%**
less than 1 year	10	6	8	8
between 1-3 years	62	38	42	40
more than 3 years	89	56	55	52

Source: Own proceedings

2013: $z = (0,56 - 0,5)/ \sqrt{(0,5(1 - 0,5)/ 161)} = 1,523$
2014: $z = (0,52 - 0,5)/ \sqrt{(0,5(1 - 0,5)/ 105)} = 0,41$
$Z1-\alpha = 1,645$

The results of the test parameters of both the 2013 and the year 2014 is less than the critical value of $Z1-\alpha$ for $\alpha = 0,05$. For this reason, the hypothesis H0: "More than half of consumers are customers of their main bank over three years" we do not reject, however the H0 has not yet demonstrated.

Hypothesis No. 4
"Most consumers are not clearly considering changing of their main bank in the near future."

For adoption or rejection of the hypothesis was presented to the respondents the following question: "Are you considering in the near future changing your main bank?" Specific features of answers to the question under consideration are presented in Table 4.

Table 4: Change of the main bank of the customer in the near future

Year	2013		2014	
	n	**%**	**n**	**%**
yes	6	4	13	12
no	124	77	62	59
I do not know	24	15	18	17
Other.....	7	4	12	11

Source: Own proceedings

2013: $z = (0,77 - 0,5)/ \sqrt{(0,5(1 - 0,5)/ 161)} = 6,853$

2014: $z = (0,59 - 0,5)/ \sqrt{(0,5(1 - 0,5)/ 105)} = 1,845$

$Z_{1-\alpha} = 1,645$

The results of the test parameters of both the 2013 and the year 2014 is greater than the critical value of $Z_{1-\alpha}$ for $\alpha = 0, 05$. For this reason, the hypothesis H0 is rejected and the hypothesis H1: "Most consumers are not clearly considering changing of their main bank in the near future" was confirmed.

2.1. Presentation of research results for the years 2013 and 2014

(In the following text, regarding the presentation of research results, the figures for 2013 are given without parentheses. In parentheses are the values for the year 2014).

Based on the assessment of respondents' answers can be concluded that 58% of respondents were women both in 2013 as well as in 2014. 61% (72%) of those questioned were aged 16-29 years, 24% (13%) of 50 -59 years. 12% (10%) of respondents were older than 60 years. In 2013, the majority of respondents completed secondary education 77% (33%). 20% (63%) were represented by university educated respondents. In 2013, the largest number of respondents was from the Bratislava region - 25%, in 2014 from the Prešov region - 17%. 18% (12%) of respondents was represented from Trnava region and 16% (15%) from Nitra region. Representation composition by region is influenced by geographical proximity of their households to the University of Economics in Bratislava, Slovakia, from which students - respondents came. In terms of the number of members in the household prevailed four-member households - 48% (50%). Five member households were represented by 19% (16%), three member households by 17% (25%). In terms of employment status (the main breadwinner for households) can be concluded that 47% (61%) of respondents said that their working condition - student jobs. The second largest group were workers and entrepreneurs by 38% (28%). The third group was a group defined as different, represented by 7% (8%), being mainly working on an agreement, temporary or working part-time or student workers. Unemployed respondents make up only 1% (0%) of the sample, socially dependent as well as pensioners -3% (4%) and respondents to the full disability pension -3% (0%) accounted for the frequency of the minor. Regarding disposable monthly income based on household earnings can be concluded that in frequency are dominated households with incomes 901-1330 EUR -24% (22%). In terms of % share of the total survey sample households are also 19% (13%) represented in income groups from 1331 to 1660 and 661 to 900 EUR - 19% (16%). Based on that income, taking into account the number of members in the household can be concluded that they are mostly middle class, which abuts the most current crisis as well as government structural reform. Our assumption that in the households surveyed students are mainly middle class is also confirmed by the findings on the real and financial assets of households. Up to 141 (91) of households i.e. 88% (87%) own private property for housing. 133 (82) of households i.e. - 83% (78%) own a vehicle or vehicles. In addition, 62 (41) i. e. 39% of households (39%) own other property as a residential property. These facts indicate preference Slovaks to have their own housing, related to lower labour mobility in view of the possible moving for work, what can with the continuing crisis on the other hand, cause problems with regard to employment opportunities outside the residence of the respondent. In terms of financial assets and liabilities of households can be concluded that for 142 (91) - 88% (87%) financial assets of households are based on current accounts and 125 (74) -78% of households (70%) have savings accounts. Mutual funds are financial assets of 22 (16) -14% of households (15%). Financial assets

with higher risk such debt securities and publicly traded shares, investment account etc. built together 18% (13%) of the financial assets. Financial liabilities are mainly in form of current accounts with overdraft facilities used by respondents in 57% (64%). Loan secured by main housing is by 16% (14%) present in households. 6% (5%) of households have a loan secured by other real estate. Unsecured loan is only 2% (5%) of households. In terms of financial assets, we can state that the structure presented corresponds to the age of segment of 50 to 59 years or more. From that tracks of financial liabilities is visible reluctance of respondents to borrow through consumer loans. In the case of short-term shortage of funds, respondents go for overdraft rather than luxurious credit or card account. We assume that secured loans (residential property or other property) are more for investment purposes in connection with the acquisition of a building as for the consumption purposes. Most - 63% (53%) of respondents have experience with life insurance. 54% (51%) have experience in bank term deposits. 47% (44%) of respondents have experience with building savings and 28% (20%) of households with the supplementary pension insurance. All these products are less risky from bank products offer. Their composition suggests that the number of households also used more than one such product and seek to ensure the future. In connection with the current crisis provided 44% (45%) of respondents' change of their consumption behaviour. 56% (55%) of respondents stated that the crisis did not affect their consumer behaviour. Those respondents, who have been affected by crisis, saved more 31% (18) as well as showed greater interest in finding discount -22% (17%). Like other respondents reported buying only the necessary goods and services and greater caution. For respondents the most understandable is the information from staff in the bank -71% (62%), followed by websites -55% (50%) and independent financial advisers -29% (25%). As other options were mentioned - own experience, the experiences of known, the experience of friends and family as well as professional financial literature. It follows that consumers prefer feeds that are more interactive in nature. In the case of Internet there is the possibility of closer tracing of information. By taking a decision of buying a bank product, a majority of respondents actively compared banks offer - 70% (56%). The buying decision had a great abundance of customers own experience with the bank and thus with the satisfaction and confidence -28% (27%). Bank information and relatives were represented in the answers by 26 (19) cases, 16% (18%). These responses indicate the great importance of workers' - front-office staff - not just by the acquisition of the client, or as a sales channel, but also in maintaining the customer relationship. Clients' perception and experience affects the quality of information, quality advice, helpfulness and empathy, which may be an important source of competitive advantage. The last buying decision about bank product was affected by the information in the bank branch -59% (54%), family or friends -42% (47%), information on the Internet -41% (36%). These facts indicate the continued relevance of the branch as acquisition and sales channel of banks. Of great importance, however, is the family, as well as Internet the source of information influencing the purchasing decisions of respondent. As a source of information with a significant influence on purchasing decisions, consumers reported to be the bank branch -58% (48%), relatives -35% (30%) or Internet -34% (25%). Most respondents compared their last purchase of financial or banking product offer of 3 banks -31% (24%), offer of 2 banks 22% (22%). 17% (18%) of respondents did not compare at all any offer. The decision of the respondent about the purchase of a financial product is motivated by the price level and interest rate -55% (36%), relationship with the bank through the use of its services -42% (46%) as well as by the sufficiency and clarity of the information 25% (21%) given. Relationship with the bank, as well as price and satisfaction with the services as well as sufficient information are most important factors relevant for respondents' satisfaction with the purchase of a financial product. The households of respondents were clients of the top 5 Slovak banks as follows: Slovenská sporiteľňa -42% (37%), Všeobecná úverová banka 37% (27%), Tatra banka -27% (27%), Československá obchodná banka -14% (19%), UniCredit Bank Slovakia -4 % (2). Some of them have an account in more than one bank. The majority of respondents - 89 (55) are a client of their main bank for more than 3 years, 62 (42) of which between 1-3 years. The change of the bank in the near future does not consider up to 77% (59%) of respondents, 15% (17%) do not know yet whether they will change their bank. To change the bank clearly wants 4% (12%) of respondents. Based on these responses we can assume customers' loyalty to the bank as well as increasing dissatisfaction (2014 compared to 2013) with banks' approach to clients and services provided. Among clients who were dissatisfied with the services from their bank and who wanted to change their bank are 30

respondents (31). Those respondents were mainly dissatisfied with the price of the package to their current account 7 (8) of respondents, with overall unattractive range of services of the bank - 3 (6), with low interest rates on deposits and savings accounts -2 (7). Furthermore, we were interested in respondents' answers to the question whether the bank has towards them, in crisis made some welcome step, if it did so, which ones. Positively was this question answered by 22% (16%) of respondents, 78% (84%) answered negatively. As a courtesy banks offered more favourable savings and deposit accounts -22 (41%) or a better price on a bundle of services related to current account - 22 (47%) of respondents. 10 (6) respondent bank offered more favourable terms on credit than they have at present. Based on the above, we can conclude that banks have data of their clients, which they gradually fill with the products and services that the client has purchased and that serve them to create a general profile of the client. During the crisis banks offered customers more favourable conditions in 22% (16%) cases. Students owned in 134 (83) -83% cases (79%) current account, while 24 (15%) of them have the option of an overdraft facility. 52 (14) i.e. 32% (13%) of respondents have both savings and deposit account. Students among respondents would welcome more attractive interest rates on current account -65% (62%), or better lending rates -30% (13%). In terms of staff they would welcome the greater willingness 19% (17%) but also greater quality of advice - 20% (24%). An interesting finding is that in the age of the Internet the students opened their accounts via bank branch -90% (87%). Only 6% (6%) of them opened their account through the advisor and only 3% (8%) through the Internet. For questions about their willingness to borrow in the future, as per their opinion 44% (27%) of them think that potential monthly debt payments as a proportion of income should be reasonable, 41% (50%) of them think that life is easy on debt but the debt will have to be repaid, the 12% (16%) of the students will not have debt in the future, except of debt for their own housing. The survey questions were designed to verify the hypotheses.

Table 5 is based on the questions of the questionnaire, which were constructed to respondents, so, that the responses can be used in the preparation of the components of the marketing mix. Table 6 shows the distribution of questions in each section of the questionnaire concerning factors influencing consumer behaviour.

Table 5: Questions concerning marketing mix components

Marketing mix/questions	Product	Price	Place	Promotion	Personnel	Premises	Processes
A1-A10	x	x	x	x	x	x	x
C1	x						
C3	x	x	x	x	x		x
C4			x	x	x		
C5		x		x	x		
C6		x		x	x		
C7				x	x		
C8	x			x			
C9		x		x	x		
C10					x		
C12	x	x					
C15	x	x					
E1	x						
E2	x	x					
E3					x	x	x
E4	x						
Together	9	8	3	8	8	1	2

Source: Own

Table 6: Mix of factors determining consumer behaviour in the questionnaire

Cultural/ social/personal	A1-A10
Psychological	C4-C7, C14, C15, E4
Situational	C1-3, C8-C13,E2,E3

Source: Own

Figure 4 characterizes % of abundance ratio of the components of the marketing mix included in questions, based on Table 5. Figure 2 shows the evaluation of the questionnaire responses in the context of the most significant impact on the frequency of the different components of the marketing mix. Figure 5 is identical for both the 2013 and also in 2014, as in 2014 in response options with the most numerous in the first place not reveals significant changes.
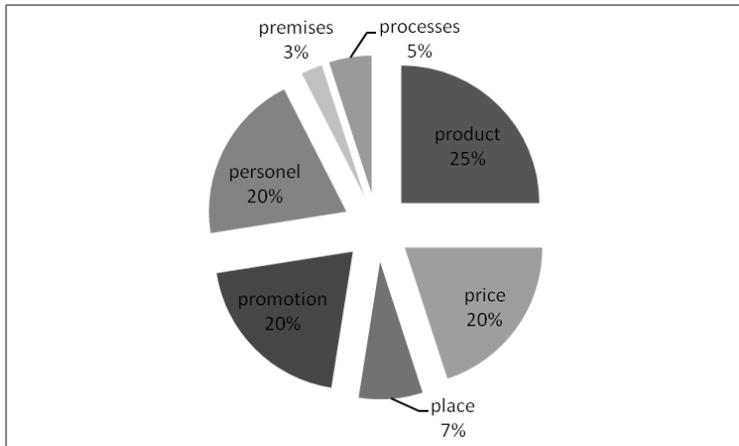

Figure 4: Marketing mix components question
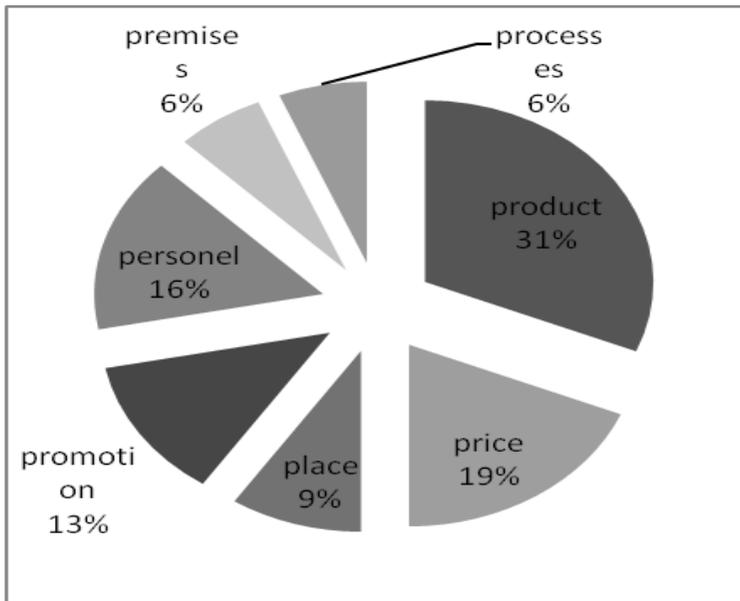
Figure 5: Most preferred marketing mix split in questionnaire components from customers (after questionnaire evaluation)

Source: Own proceedings

The graph 2 shows that customers perceive most of the product as component of marketing mix (31%). As the second component in order was price (19%) and the third staff (16%). The smallest emphasis was laid in the responses to equipment (6%), processes (6%), and distribution (9%).

2.2. Summary of research results for the purpose of drawing up the marketing mix of a bank
Based on the above it can be concluded that the presented survey sample pointed out for both years 2013 as well as 2014:

- The majority of respondents were women, largest represented in the age groups aged 16-29 years and 50-59 years;
- The household of respondents were typically represented by 4 or more members;
- The household´s income with the greatest frequency ranged from 661 EUR - 1600 EUR;
- Respondents have largely owned real estate property as private property, car, or other property;
- In financial assets of respondents predominated funds in the current account, savings account, as well as mutual funds;
- In financial liabilities of respondents households were most represented liabilities by current account with overdraft possibility, as well as by loans guaranteed by residential property or other real estate;
- The current crisis affected a smaller portion of respondents in general, those who have been affected have more considered their spending, saved more and looked more for discounts;
- Most of the households homes have low-risk banking products such as current account, savings account, life insurance, building savings etc.;
- In taking the decision of the purchase of banking product, compared the respondents the offer from more banks, importance had also their previous experience with the bank, or the recommendation from their friends;
- The clearest information from the product purchased got the customer from a bank officer, from the Internet, as well as from financial advisors;
- Customer´s last purchase a financial product was mostly affected by a bank officer at the bank branch, by his friends as well as through the Internet;
- Respondents are mostly loyal clients having their bank account in their main bank for more than 3 years;
- Most of the customers is unwilling to change their main bank, those who want to change their financial institution are doing because of prices of the bundled services to current account, less attractive products, disadvantageous interest rates;
- Only a minor part of respondents was contacted by their bank during the current crisis with offer of more advantageous saving product, more advantageous bundles of services to their current account or more favourable credit terms;
- Students have in vast majority opened their own bank account; some of them have also overdraft facility. As additional bank products they use the respondents actively stated savings account, or student credits;
- Students would prefer more attractive rates on savings or credit, better quality of advice and services and more sensitive approach by bank staff;
- Students have opened their current account via branch or through a consultant only a minority of them opened their account by the Internet;
- They will, in most cases borrow money from a bank in the future only in the connection with their needs (as e.g. housing need), not for financing their wants, as they stated they have to repay their debts once.

In terms of the implications of the results of our survey we can recommend a differentiated approach to the implementation of the marketing mix as follows:

In the research were represented in particular segments of the age structure from 16 to 29 years and 50-59 years. The first group consists mostly of students, who got their money from parents or earn it as temporary workers. They do not have their own housing and are financially dependent on their parents. Many of them use current accounts, savings accounts and other bank deposit products; a smaller part of them has overdrafts or is having a bank credit. In contrary to our expectations for this generation (which is also called Generation Y, born in a time of rapid of information and

communication technologies development) they opened their current account at a bank branch, despite the Internet age and the inclination of this clientele to technical innovations, communicating through Facebook or possession of smartphones. The students will borrow money from a bank not for consumption, but are willing to borrow in the future in relation to their own housing. Their consumer decisions in terms of the acquisition of the bank products are affected by employees at the branch (who could be more willing and able to provide information quality-as per respondents) their friends, their family, but also officers in the financial sector. They have a long-term relationship with the bank and trust the bank. However, their expectations are - attractive offer on savings and current accounts. Based on these characteristics of the obtained information, we recommend:

- Banks should build on the long-term relationship with the client (the future productive layer of the population);
- Banks should use the option of sales promotions through contests with the possibility to gain a smartphone, tablet or other modern phone type and communicate directly with this segment electronically;
- Students might be interested in parallel savings account connected to their student accounts with attractive interest rate up to certain products, which could have a higher remuneration as standard products;
- From this segment can be formed in the future a loyal client in production age with interest on long-term cooperation with the bank, whom could be offered a wide range of banking products including cross-selling;
- As communication we would recommend viral marketing opportunities as well as the communication on the Internet, but especially in branches and regular contact with the client via internet.

The next most abundant segment is a group of parents and grandparents aged 50-59 years. This group is from middle class, more or less affected by crisis, sloping effective utilization of resources, mostly still before retirement, in the working age. They are loyal clients of bank; have more risk aversion predominantly connected with a secured savings of products. A smaller part of them has a housing loan. They think of the future - have life insurance policies or building savings. They are unwilling to take more debt. They take their consumer decisions in comparing several possibilities also from the offer of the competition. Therefore, we propose to adjust the marketing mix as follows:

- Their long-term relationship with the bank would further promote attachment of the clients through leaflets or brochures, where banks precisely described scenarios using specific products;
- This segment might be interested in cross selling financial products of the financial group bank is part of it;
- Relationship with clients can be built for example on loyalty card, which could also provide other types of discounts (also for non-financial sector), which would be appreciated by clients studying various offers from product and services providers, or he/she can be remunerated by a gift from bank for his loyalty;
- Bank could contact the client e.g. 2x a year for example in transmitting him bank offer, that is tailor made to this segment of clients with pre-printed name, not impersonal, standard offer;
- Slovaks are playful, happy to participate in contests, this could also be one way of targeted marketing to this segment;
- This segment would also appreciate the invitation to the open day at the bank and similar activities.

3. CONCLUSIONS

Developed and emerging markets differ in the characteristics of demand, competitive nature, but also in the development of market infrastructure. With regard to the current crisis the banking groups must focus more on developing different strategies taking into account the different client needs,

competition and market conditions in different geographic locations. These facts require a local or regional rather than centralized international marketing strategy and greater connectivity with local knowledge and skills. In this paper, we investigated the effect of the impact of the crisis on consumer behaviour in Slovakia in 2013 - 2014 in the concretization of its implementation to the establishment of the individual components of the marketing program of banks in Slovakia. Based on a research study of Barometer of Cetelem (2014) we can conclude that compared consumer behaviour in 12 countries including Slovakia for 2013 and 2014, we can state, that the Slovak consumer did not feel his situation was worse than the situation in the country. Compared 2014 with the previous year he/ she planned not only to spend more but even save more, so despite the fact that the crisis persists in Europe already 8 years, the Slovak consumer does not perceive his/her situation badly. This fact was also confirmed in our own research, in which we have set up in connection with the crisis and consumer behaviour four hypotheses. Each of them we have tested both for the year 2013 as well as for the year 2014. The first hypothesis, which concerned unchanged behaviour of consumer due to crisis we have not rejected, but we could not prove it. The second hypothesis, referring the fact that most banks did not take a courtesy towards their clients in connection with the crisis was confirmed. The third hypothesis was that the majority of clients were with the bank for more than three years. The hypothesis was not rejected, but we could not prove it. Lastly, the fourth hypothesis regarding the customers' clear intention not to change the bank in the next time was confirmed.

From the research based on our questionnaire it is evident that most clients perceive components of the marketing mix as a product, price, and staff. Less represented is distribution, communication or processes. The impact of crises to the changes in consumer behaviour was indicated by a small portion of households in the sample of respondents. Those households considered more their expenses and would like to save more savings and have lower willingness to borrow money from banks. The examined sample of respondents was more or less satisfied with their main bank, what can be supported by the long duration of their relationship with the bank. Based on our research we can conclude that banks have considerable scope for improving in the area of CRM, which is evident from clients' answers where the order of answers in first places changed as the factor of price influenced their purchasing decisions. Based on these findings, we have formulated the following recommendations to the successful implementation of marketing strategy in the concretization of the components of the marketing mix in the banking sector in general:

- To focus further on retail operations with high growth potential;
- To allow client option transactions of his interest in creating its own package of banking services to current account;
- Slovaks are faithful clients of banks, they do not like to take debt, even if they decide to borrow funds, it is in particular in relation to the finance their own housing – what makes potential for extending the offer of housing loans e.g. in connection with the combination of insurance or other products of the financial group of their bank;
- The importance of social networks and their application in marketing of the bank increases - thus represents a hotline as well as sales channel in one, allowing interactive communication to promote the brand and the CRM;
- To consider the creation of the Internet bank that would not have to compete directly to the bank concerned, but can be "liberating" the bank of fixed costs and serve as an additional distribution channel;
- Not all customers want always the cheapest bank products, a big part of them want value for their money what brings possibility to increase the role of brand to give the customer in the banking area all he needs and what gives reason to his life, that can be interesting especially for small banks.

The ability of financial institutions to generate profit is under great pressure under which they must change their international marketing strategies and models very quickly. Clients expect from his/hers bank to follow up trends, which will require rapid development of data processing in order to offer products and services to meet the individual needs of the client. The crisis is an opportunity for banks to gain a loyal customer who can shift its activities significantly further. Only banks aimed at

sustainable profit and value creation for all stakeholders contribute to the better functioning of the banking sector as a whole, and thus to increase its competitiveness on the Slovak market.

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