



The Intra-Sectional Marketing Maturity and the E-Banking Market Share; Involvement of other Units in Marketing Activities

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ABSTRACT:

The use of electronic banking is one of the most important new developments in banks. This feature makes customers feel better when using banking services than in the past. In other words, e-banking combined with modern marketing have created the right combination to improve customer service. This will be better when marketing, especially customer orientation, is understood in all organizational departments, and all units operate in an integrated and intra-departmental manner. Therefore, the main purpose of this study is to study the relationship between inter-sectional marketing and the share of electronic banking in the studied banks. The research method is descriptive and the statistical population of this research includes all banks in Kurdistan province. For this purpose, we surveyed 239 employees. The results showed that the stronger the intra-sector marketing in banking units, the greater the bank's share of electronic banking. The public relation section had the main effect in the final model.



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1. Introduction and Statement of the research problem

In the recent years, the issue of implementing market recognition programs has been increasingly created in the general management literature, especially in marketing issues. The essence of marketing strategy and strategic thinking is the search for new ways to compete and the continuation of growth and maintaining the competitive advantage of competitors and moving ahead of them. Since gaining a competitive advantage is a major issue in strategy discussions,

resource allocation should be given to those businesses that are more attractive in its industry and competitive perspective. This issue has become especially important with the development of companies' activities in different markets and competition. In other words, one of the most important duties of marketing is to be the main motivation of strategic analysis. Based on this issue the marketing teams are in the best position to understand customers, competitors, market and sub-markets and environmental forces and trends. In the current situation of increasing competition in the country's banking industry, banks, in addition to retaining their customers, must look for new customers who guarantee the interests of the bank, as well as be able to help the bank in attracting resources. In this way, the banks should pay attention to marketing programs in order to achieve their goals by knowing the methods and implementing them (Akhavan Sarraf et al., 2009). There is no doubt that today, the field of financial services is one of the most successful and influential fields of activity in the world and paying attention to the fields of marketing in national services, will lead to greater productivity and profitability of banks (Mala and John, 2014). In the recent years, the various effective approaches called maturity models of capability have been developed and it aims to improve the capabilities of the organization in each of the areas of management - processes, human resources, project management, information technology, etc. Maturity level indicates the level of organizational capabilities that is achieved by transforming one or more parts of organizational processes, and maturity models describe the development of an entity over time (Akhavan et al. 2011).

Although the banking industry is changing but these changes are not as great as before 1980 due to technological developments, increased competition among newcomers, globalization, etc. These changes in banks must be managed continuously through fast, efficient and effective services. Therefore the staff will continuously train to promote a culture of teamwork, enhance customer satisfaction and employee well-being. The hard-working and effective staff in this field should be properly appreciated; because of their effective effort for bank marketing research (Ekpfan, 2013). The maturity models have the following characteristics: 1. The development of a



single nature is described by a limited number of maturity levels, usually four to six levels; 2. Some special requirements constitute the characteristics of these levels which every nature must attain at a particular level; 3- The levels are arranged in order from the initial to the final level. The last stage is the desired level of maturity; 4. During developing, the entity develops from one level to another without removed or ignored surface (Wordmaster & Klimko, 2003).

2. Theoretical Background

2-1. Marketing Maturity

Kotler and Keller (2012) have stated the following to mature the level of marketing and intra-sectorial customer orientation in organizations: 1- Research and Development Section: Taking the time to listen to customers' views, working with marketing departments and other departments to review new designs, modeling competing products to prevent them, receiving customer suggestions during product development , Receive product market feedback and refine and improve the product on a permanent basis.2-Business and Procurement: Finding the best suppliers of raw materials and other resources, building a long-term relationship or the best suppliers, emphasizing quality over price (do not sacrifice quality for price). 3-Service department: Inviting the customer to visit the factory, observing the consumption of the company's products elsewhere, overtime to deliver the product on time, producing the product with minimum time and cost, raising the quality and bringing the defects to zero, making products in accordance with customer's need.4- Marketing department: Examining the needs and wants of customers in a specific segment of the market, focusing marketing resources on a specific segment of the market, setting a plan to succeed in the target market, coordinating the organization's vision with customer satisfaction, searching for new ideas and offering better services Achieving customer satisfaction, trying to lead all parts of the organization towards customer orientation. 5-Supply Unit: The awareness of the customer acquisition industry, trying to find the best solution to the problem for customers, making promises as much as possible,

transferring customer feedback to the production department and trying to retain customers in the long run. 6-Transportation Unit: Having a standard for delivering goods, having a mobile and efficient sector to respond to customers. 7-Accounting department: Prepare monthly or weekly reports on the profitability of each product, each department, each order, each geographical area, each distribution channel and specific customers, prepare invoices in accordance with customer needs, have the necessary, respectful and prompt preparation to respond to Customer questions. 8- Public Relations Department: To spread the good news of the company in order to reduce the penalties resulting from the bad news, as an internal customer, to be a lawyer and to pursue the improvement of the sites and the performance of the company. 9-Finance Department: Recognizing marketing costs and supporting it, coordinating credit creation programs with customer needs, taking quick steps to identify customer credit and making quick decisions.

2-2. E-Banking Marketing

Cohen (2013) believes that the future of the banking industry is surprisingly concerned with how senior executives of banks can solve their problems by utilizing marketing knowledge that requires a great deal of work and skill in the form of organizational tasks and set of exchange processes. There is no doubt that senior bank executives should pay attention not only to one dimension of market orientation, but also the optimal combination of different market orientation processes to the maximum. The selection of financial and market operations to create a competitive advantage, and design and implement marketing programs in a way that at the same time creativity in bank marketing and effectiveness in the implementation of marketing program is possible (Torabi and Abhizi, 2014).

2-3. Electronic services

The electronic services have become an important issue for organizations (Pelger et al., 2020). Meanwhile, banking and financial institutions were no exception to this rule and have undergone major changes in management methods and processes and system-based and information-based businesses in providing services (Kelia and Kelia, 2017). In the banking industry, providing



electronic services has benefits such as reducing costs, increasing customers and benefiting from the various services provided by banks, facilitating banking operations and relieving the restrictions on banking during office hours for bank customers (Cow & Lane, 2016). The decision that organizations make to provide services electronically has often failed to preferentially involve customers and users in the decision-making process (Pelger et al., 2020). Banking industry executives value the approach to excellence in e-services; this issue has become the main concern of managers in the banking industry (Agrol et al., 2009).

3. The Related Researches

Mafi (1400) in a study entitled "Marketing performance during adolescence and effective marketing strategies (Case study: sellers and importers of cosmetics with a focus on the L'Oreal brand) concluded that the lack of effect of product marketing and price on marketing performance in It is the product maturity stage, but the mix of promotion and distribution affects the marketing performance at this stage. Mansouri and Ghafornia (1399) in their study "Analysis of factors and components affecting the development of e-service quality: a study in the public and private sectors of the banking industry" introduced that the factors related to efficiency, system availability, confidentiality, estimation and customer profiles affect the development of electronic services quality of public and private bankers. In Bahri Nejad et al.'s (2016) research, have shown the most important marketing processes in the banking industry based on measuring, evaluating and targeting marketing activities. Al-Sabri et al. (2015) in a study entitled "Designing a Bank Marketing Performance Model; Explaining the Role of Quality of Electronic Banking Services and Customer Relationship Management Strategies" concluded that customer relationship management strategies have an impact on the quality of electronic banking services. Mozaffari (2017) in a study entitled "Quality of electronic services in the agile banking industry" concluded that the it is confirmed the effect of behavioral quality of service providers, service quality of devices, electronic quality of service, quality of service converters and quality of

service system on the quality of agile banking services. Yarmohammadi (2013) in a study examining the duration of use of electronic banking by customers, found that about half of them have been using this type of service for less than three years. The most important reason for customers to use this type of service has been to receive money. Sanj (2019) in a study entitled "Measuring the quality of e-services and customer satisfaction with Internet banking in India" concluded that responsibility is the most important predictor of the quality of e-banking services. The findings of Eric Casper and Tychon (2021) in the study of influential factors in retail banking show that customer participation affects trust, participation and his attitude of participation. Arif et al. (2020) in a study entitled "Barriers to Internet Banking Acceptance: Using Structural Equation and Neural Network Modeling Approach" examine the factors that prevent customers from using Internet banking services in Karachi, Pakistan. Barriers identified in this study include value barriers, risk-related barriers, and barriers related to traditional beliefs in using Internet services. Marija et al. (2019) in a study entitled "Technology Acceptance Model for Internet Banking in Split" concluded that demographic and economic characteristics and perceptions of individuals affect the acceptance and use of Internet banking. Both elements of the technology acceptance model have had a significant impact on the acceptance of Internet banking.

4. The Main Questions of Research

What is the level of marketing maturity within the organizational units in the studied banks? What is the market share of e-banking services in the banks under study? Is there a significant relationship between the level of intra-sectional marketing maturity in banks' organizational units and their share of the electronic banking services market? What is the impact of each of the different organizational sectors on the bank's share of the electronic banking services market?

5. Research Method

The research method in this study is descriptive. The statistical population of this research includes experts and staff of the bank. These individuals are in banks in Kurdistan Province and selected branches. In this research, the required statistical sample is examined by referring to 3 state-owned banks, according to the table below. The method of selecting the samples is through the Cochran and relative formula.

Table 1. The research sample

Number of employees	Bank name
114	A
67	B
58	C
239	sum

5-1. Analysis of the Findings

The descriptive information of the respondents to the questionnaire of this research, are summarized in the following tables in terms of gender, level of education, number of staff, organizational position, work experience, type of industry.

Table 2. Demographic characteristics of the respondents

Percentage	Levels	Demographic variable
20	Female	Gender
80	Male	
54	Diploma and post-diploma	education
29	Bachelor	
16	MA	
1	PhD student	
47	Bank A	Number of Staff
29	Bank B	
24	Bank C	
2	Less than a year	work experience
8	Up to 3 years	
46	3 to 5 years	
31	5 to 7 years	
13	More than 7 years	Organizational position
32	the manager	
42	Expert	
25	Branch staff	
1	Other	Marketing training course
10	Yes	
10	Related	
75	No	
5	unanswered	

Table 3. Frequency of answers (average score: 47.8)

Average	Very Poor 1	Poor 3	Average 3	Good 4	Excellent 5	Criteria	Component
34.8	83	76	45	23	12	Take the time to listen to customer feedback, collaborate with marketing and other departments to review new designs, model competing banking products / services, receive customer suggestions during product development, receive product market feedback, and refine and improve Product permanently	Research and Development
39.8	71	68	32	45	23	Finding the best suppliers of supplies and other administrative resources for the bank and other branches, establishing a long-term relationship or the best supplier, emphasizing the quality of supply, not price	Procurement and operations
40.4	77	48	51	34	29	Invite the customer to visit the bank's headquarters, overtime to provide timely services, provide service with minimum time, improve the quality and reduce service delivery defects to zero, make products that meet customer needs	Production of services
37	87	56	49	26	21	-Examining the needs and wants of customers in a specific segment of the market -Focusing marketing resources on a specific segment of the market -Set a plan for success in the target market -Coordinating the organization's perspective with customer satisfaction -Searching for new ideas and offering better services to achieve customer satisfaction	Marketing branches
42.4	67	57	38	44	33	-Awareness of the principles of customer acquisition -Trying to find the best solution to the problem for customers -Promises to the extent of service delivery	Finance and auditing
34.5	91	67	42	28	11	-Prepare monthly or weekly reports on the profitability of each product / service, department, work area, service delivery channel and specific customers -Set up invoices that match the needs of the customer	public relations
44.8	56	34	72	53	24	-Publishing company news to reduce existing ambiguities -Follow up on bank performance -Constant updating of the bank's websites and databases in public	public relations

When studying several traits of a community, we may want to know if there is a relationship between these traits. Spearman correlation coefficient test is used to examine the relationships between each of the variables. Consistency has the same size and direction as a vector. Its size indicates the relationship between these two variables and its direction (positive or negative) indicates the consistent behavior or inverse of the two variables.

We used the Kolmogorov-Smirnov test to check the normality of the distribution of variables. The null hypothesis in this test is that the distribution is normal. If the significance level of the test is less than 0.05, the null hypothesis is rejected and we conclude that the distribution of the desired variable is not normal.

According to the table below, it is concluded that the research variables have a normal distribution because their significance level is more than 0.05.

Table 4. Normality test

significant level	Z	standard deviation	mean	number	Variable
0.67	1.57	1.98	13.45	239	Research and Development
0.45	1.33	1.45	18.17	239	logistics
0.13	1.72	1.34	13.45	239	Services
0.34	1.75	1.56	14.78	239	Marketing
0.11	1.06	1.34	11.609	239	Supply branches
0.32	1.67	1.45	12.41	239	Finance and auditing
0.22	1.43	1.23	11.59	239	public relations

Table 5. Result of the Friedman test

Ratings	Ratings Average	Dimensions
6	2.98	Research and Development
4	3.03	logistics
3	4.45	Services
5	3.01	Marketing
2	3.34	branches
7	2.45	Finance and auditing
1	3.89	public relations
3	3.45	Share of ATM
2	3.68	Share of POS
1	3.78	Share of bank card

In this section, the dimensions of marketing levels and the share of the electronic market are ranked. Finally, the public relations dimension and the share of the bank card have the highest and least importance is for the financial and the share of the ATM.

Table 6. Significance of Friedman test

value	Statistics
239	Number
29.23	Chi-squar
5	Degrees of freedom
.004	Sig

5.2. Levels of Marketing Maturity and Share of the Electronic Market

Table 7. Model adequacy indicators

correlation coefficient	coefficient of determination	Adjusted coefficient of determination	Estimation index error	Watson Camera
0.624	0.389	0.401	0.401	245/2

Table 8. Significance of regression

of the model	Total squares	degree of freedom	Mean total squares	level of Fisher	Significance
regression	20.567	5	8.671	29.11	0.000
left over	11.091	234	.232		
Total	31.658	239			

According to the significance level calculated by Fisher test, regression is significant at the level of $\alpha = 0.000$ and the assumption of linearity between the two variables is confirmed. The histogram diagram also confirms the assumption that the data are normal and accept the satisfied linear regression model.

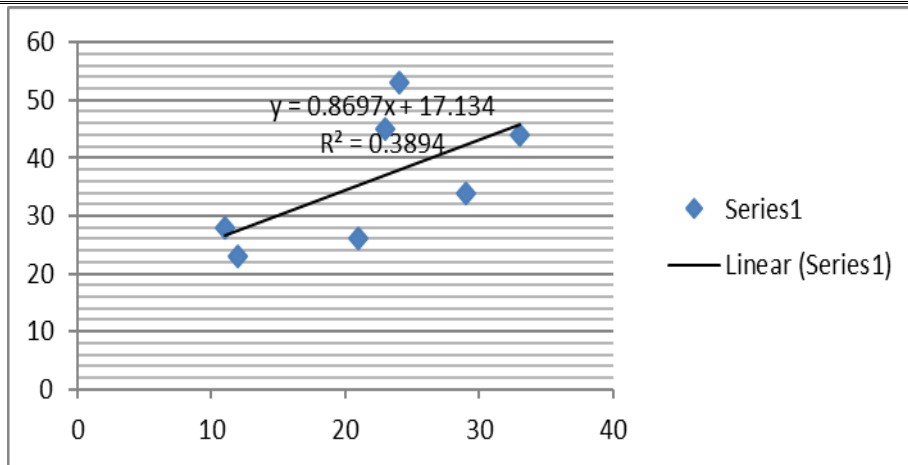


Figure 1. Relationship between levels of marketing maturity and e-market share

In the below structural equation model, the degree of conformity of the research data and the conceptual model of the research will be examined to see if it has a suitable fit, and on the other hand, the significance of the relations will be tested in this fitted model. The suitable indicators of the model include χ^2 , GFI (fit-fit index) and AGFI (adjusted fit-fit index). In this case, the model has a suitable fit that the value of χ^2 per DF is less than 3 and also the closer GFI and AGFI are to each other, the better the data model fits. The table below shows the range of the index and the goodness.

Table 9. Index range and goodness

Acceptable fit	A good fit	Fitness index
$0.05 \leq P \leq 0.1$	$P < 0.05$	P-value
$2 \leq \chi^2 / df \leq 3$	$0 \leq \chi^2 / df \leq 2$	χ^2 / df
$0.05 \leq RMSEA \leq 0.08$	$0 \leq RMSEA \leq 0.05$	RMSEA
$0.9 \leq GFI \leq 0.95$	$0.95 \leq GFI \leq 1$	GFI
$0.85 \leq AGFI \leq 0.9$	$0.9 \leq AGFI \leq 1$	AGFI

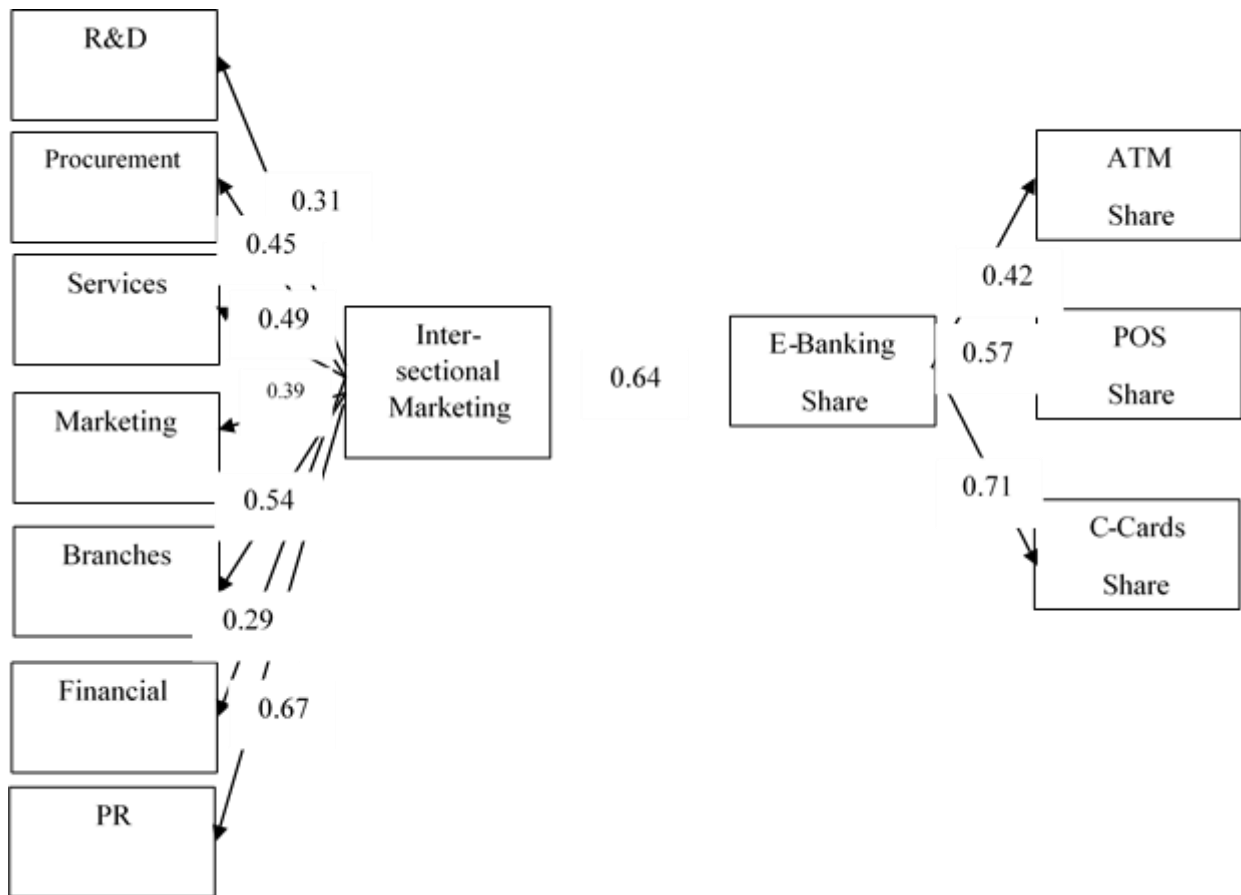


Figure 2. Analysis of the relationship of the main variables

In this diagram, 0.64 shows the regression coefficient between the variable of marketing maturity and the share of electronic banking in the studied banks. Also, the variable of public relations with 0.67 has the greatest impact on the level of marketing of banks. On the other hand, the variable is the share of the bank card, which explains the changes in the share of banking with 0.71.

6. Conclusion and Managerial Applications

In this study a conceptual model was tested to examine the level of marketing and market share in large state-owned banks in Sanandaj. In order to test the research questions and collect the required data, two marketing questionnaires, Kotler and Keller (2012), a researcher-made questionnaire was used to calculate the share of the electronic market of the banks. The marketing questionnaire consisted of 7 sections and the e-market share questionnaire of the



banks in question consisted of 3 sections. The statistical population in this study includes all managers and employees working in public banks in Sanandaj. The sampling method was used for sampling and for collecting information, a questionnaire was provided to employees of 3 state-owned banks as a sample. Finally, the analysis was based on a questionnaire of 239 people. The results were performed using correlation coefficient, Friedman test and the proposed model test and the robustness of the model was evaluated using SEM structural equation modeling.

In the current situation of increasing competition in the country's banking industry, banks, in addition to retaining their customers, must look for new customers who guarantee the interests of the bank. In this way, banks should pay attention to marketing programs in order to achieve their goals by knowing the methods and implementing them. One of the important management goals in this situation is to increase the bank's resources regard to the responsibilities of marketing units. As a result, banks are implementing marketing programs to succeed in providing their services. Sometimes, due to unfamiliarity with banking marketing and appropriate strategies in this field, only traditional marketing processes are used in a completely scattered manner and unrelated to the main purpose of the bank. In the study, it was found that the studied banks do not have the appropriate level of market maturity. Also it is observed that the different units do not have a specific program for marketing, the only unit that works much better than the others is the public relations unit. Regarding the share of the electronic market, it is necessary to mention that the examined banks have a good share in this new market. However, the relationship between these two factors has been shown to indicate the course of great changes that are currently expected to take place in the banking structure. In this regard, the Nopasand Asl study (2010) has also examined and evaluated the role of relational marketing on the market share of banks. For this purpose, after identifying the main dimensions of relational marketing, using the opinion of banking experts, he identified the factors related to the bank's market share. In his research, it is concluded that there is a positive relationship between the main dimensions of relationship marketing (including trust, commitment, communication and conflict management)

with the market share of the bank, among which the role of trust and communication on the market share of the bank is more prominent. Yarmohammadi (2013) also in a study examining the acceptance of electronic banking services in Hamadan province acknowledges that the period of use of electronic banking by customers, it was found that about half of them have been using this type of service for less than three years. He believes that one of the reasons for customers to use this type of service is receiving more money, followed by paying bills, buying from stores, transferring money, receiving bills, paying money and online purchases. In this study, the information technology processes were diagnosed after prioritization and finally, solutions to improve the maturity of these processes were presented. In this regard, we selected a six-level maturity model.

The most important strategies to improve the presence in the electronic markets for the banks under study

- Using of electronic banking, especially doing things through the acceleration network (both individually and socially) creates facilities and economic savings.
- Customers' visits to banks are reduced and they can use banking services after office hours and at 24/7.
- The use of smart cards in e-banking is a great monetary achievement in terms of calculating the cost of time lost by customers behind bank counters.
- In addition to the services of the branch, a bank customer can benefit from the services of thousands of branches and electronic banking equipment and acceleration system in different parts of the country.
- Using the facilities of this network, all bank card holders can receive their inventory from any of the ATMs connected to the acceleration system or buy any kind of goods or services using the sales terminals (POS).

7. Research Limitations

- Lack of interest of banks in publishing data and not providing some required information



- lack of proper structure for marketing in all studied banks
- lack of attention to the need for a specific market system in banks and allocating a separate unit for it

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