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Brand management of the bank

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INTRODUCTION

The relevance of research. The issue of brand equity in recent years has gained considerable popularity in scientific and business circles around the world. Bank brand has significant implication for the development of competitive advantages and enhances the public confidence that dropped after the financial crisis. The rise in the value of brand equity of banks can serve as one of the methods for increasing the confidence of the public and stakeholders in the activities of banks. The high value of brand equity has the ability to replace part of the information that is not always owned by stakeholders. Building a strong bank brand leads to increasing confidence in banks along with the level of their competitiveness, which is especially relevant for Ukraine.

The problem of formation and development of the brand management system of the bank is the subject of research by foreign authors: T. Heding [28], D. Aaker [2], J. Jones [32], A. Martensen [44], K. Keller [35], L. Berry [12], D. Davis [17], L. Leuthesser [42] and others. However, this topic has not been fully explored in Ukraine. Therefore, it is necessary to study the development of the bank's management brand on the example of the Ukrainian banking sector in order to assess its impact on the client's loyalty. Research on brand management of the bank requires a more specific study of issues such as brand value, brand equity and strategy. This issue requires a deeper and more detailed analysis of customer behavior, including analysis of the affiliation, awareness of the client, the level of recognition and loyalty of the client to the bank. The scientific and practical significance of this problem necessitates the need for this scientific study.

The purpose of the survey is to substantiate theoretical and methodological approaches to organization and improvement of brand management of the bank.

To achieve this purpose, the following **tasks** were formulated:

- to conduct a review of the literature and to substantiate the need and nature of the bank's management brand as a whole;
- to carry out research of the structure of bank's brand equity;

- to analyze the impact of the bank brand on customer behaviour concerning the banking sector of Ukraine;
- to form a client-oriented brand model of the bank;
- develop recommendations for improving the bank's brand strategy.

Object is a brand management system of the bank and **subject** is an organizational and economic relationship between the bank and clients in the process of brand formation, promotion and development.

Research methods. The theoretical and methodological basis of the research is the scientific works of foreign scientists dedicated to the brand management of the bank. The research is based on general scientific and special methods of cognition: abstract-logical method was used for the analysis of professional literature, theoretical generalization and formation of conclusions about the essence of the bank's brand management and directions of its development; decomposition was used for reveal of the research purpose and setting tasks; methods of analysis and synthesis was used for study the level of value of a bank's brand of capital; survey method was used for establishing the level of awareness, loyalty, recognition and value of clients to Ukrainian banks. Also used statistical analysis model using software SPSSStatistics to determine the level of clustering.

The scientific novelty of the obtained results is the following: models of the bank's brand strategy for the impact of brand on customer behaviour in the context of target groups were applied for the first time using a marketing approach, the results of these models are confirmed by the results of the conducted survey and analysis of the brand's impact on the bank's clients.

The practical significance of the results obtained. The results can be used by banks to develop and improve the brand management system of the bank, to improve the brand strategy of the bank. These results can also be used to create new products by banks in the context of the target audience.

Master's personal contribution. Graduation qualification is a self-completed study by the author.

Publications. Some results of the study were reflected in the scientific article: Nahorna I. Bank's brand equity// Management of financial institutions: changing stereotypes: Coll. Sciences. Art. stud. full-time study / resp. ed. N.P. Shulga. - K.: Kyiv. nat. Univ of tr. and econom., 2019. - Part 2 - 296 p. (P.220 - 224);

the report at the Ukrainian Student Scientific Conference "Financial Credit: Problems of Theory and History" (Kyiv, 20th of March) on the topic: " Bank's brand equity ";

Scope and structure of work. The work consists of 3 sections, introductions, conclusions, a list of used sources and applications. The volume of work is 78 pages. The paper presents 22 tables, 19 figures, 13 appendices and used 68 scientific sources.

PART 1.

THEORETICAL BASIS OF BRAND MANAGEMENT OF THE BANK

The word “brand” originates from Old Norwegian when it was used to define the burned markings on cattle, which illustrated ownership. Later examples of manufactured goods include artists signing their work and clay pottery being marked by the potter.

Most definitions have the core ideology of identifying something to belong to someone and the American Marketing Association has a commonly used definition, which captures the basic meaning: a name, term, design, symbol, or any other feature that identifies one seller's good or service as distinct from those of other sellers. The legal term for the brand is trademark. A brand may identify one item, a family of items, or all items of that seller. If used for the firm as a whole, the preferred term is trade name (American Marketing Association).

In addition to the basic definitions, many academics link other attributes such as organizational processes or more emotional aspects such as consumer associations [28, 34, pp. 15-19]. A common definition, which has been adapted especially in the service branding literature, defines a brand as a promise of attributes that someone buys [19]. Tilde Hedning introduces seven approaches based on analysis of brand literature between 1985-2006, which all provide differential definitions, that are summarized in table 1.1.

Table 1.1

Approaches to brand definitions*

Approach	Brand definition
The economic approach	The brand as part of the traditional marketing mix
The identity approach	The brand as linked to corporate identity
The consumer-based approach	The brand as linked to consumer associations
The personality approach	The brand as a human-like character
The relational approach	The brand as a viable relationship partner
The community approach	The brand as a pivotal point of social interaction
The cultural approach	The brand as part of the broader cultural fabric

Source: created by the author on the basis of the source [19]

Tilde Heding also mentions that most academics and marketers tend to take a more holistic approach, which will also be the case in this study, covering several approaches through one view. For the purpose of this study, mainly the economic and identity approaches that reflect the retail bank's point of view are used, and they are studied from a consumer perspective, reflecting the consumer-based approach. For definition that incorporates the different characteristics, the one on service brands by Berry is used: "a strong service brand is essentially a promise of future satisfaction. It is a blend of what the company says the brand is, what others say, and how the company performs the service – all from the customer's point of view. A brand is perceived" [12, p.129].

Strong brands are able to leverage positive brand equity gain possible benefits, such as greater customer loyalty, less vulnerability to competition and marketing crises, larger margins, better response on price fluctuations, and increased marketing communication effectiveness [34]. David Aaker has studied brand equity as one of the most important assets to many firms and defines brand equity: a set of assets and liabilities linked to a brand, its name and symbol, that add to or subtracts from the value provided by a product or service to a firm and/or to that firm's customers [2, p.28].

Aaker explores five dimensions for grouping the most important assets and liabilities: brand loyalty, name awareness, perceived quality, brand associations in addition to perceived quality, and other proprietary brand assets – patents, trademarks, channel relationships, etc. [2, pp. 27-32]

In order to specify and materialize brand value, it is necessary to distinguish a category as brand equity. This category makes it possible to measure and compare brand values for individual units (banks). Kevin Lane Keller defines brand equity as: "marketing effects uniquely attributable to a brand" and states brand equity to provide a common denominator for interpreting marketing strategies and assessing the value of a brand [35, p.37].

To formulate own definition of brand equity it is necessary to analyze the brand equity's definition of other authors (table 1.2).

Table 1.2

The definition of brand equity*

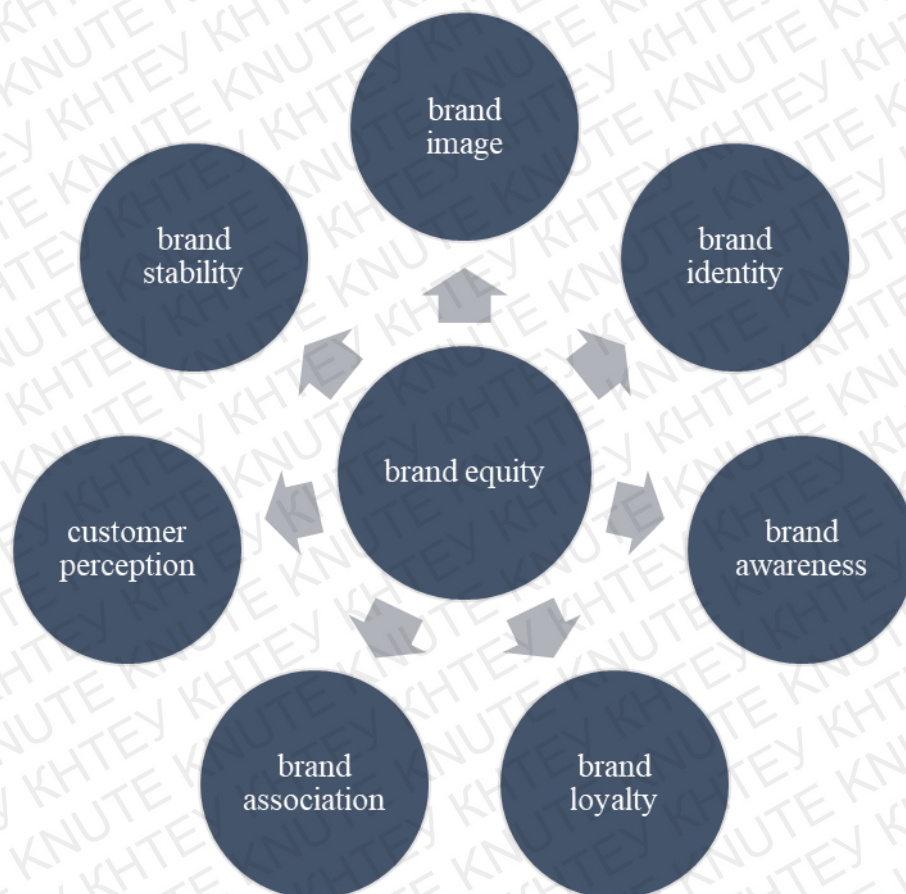
Author	Definition
The Marketing Science Institute (Leuthesser1988)	The set of associations and behaviours on the part of the brand's customers, channel members, and parent corporations that permit the brand to earn greater volume or greater margins than it could without the brand name and that gives the brand a strong, sustainable, and differentiated advantage over competitors.
Aaker (1991)	A set of assets and liabilities linked to a brand, its name and symbol, that add to or subtracts from the value provided by a product or service to a firm and/or to that firm's customers
Cobb-Walgren, Ruble & Donthu (1995)	As brand equity increases, consumer perceptions are influenced favourably for the brand and this leads to consumer preferences and purchase intentions towards the brand
Lance Leuthesser (1995)	... brand equity represents the value (to a consumer) of a product, above that which would result for an otherwise identical product without the brand's name. In other words, brand equity represents the degree to which a brand's name alone contributes value to the offering (again, from the perspective of the consumer)
Keller (2008)	marketing effects uniquely attributable to a brand

Source: created by the author on the basis of the sources [2, 34, 35, 42]

Summing up the foregoing, we will provide the definition of the brand equity of the bank. The brand equity of a bank is an effect that has an influence on the value of a banking product and its competitiveness at the expense of consumer perception of and experiences with the brand.

Brand equity is quite important as it helps to gain importance and additional revenue when it is compared with the competitor. Brand equity is a complex parameter which takes into account a lot of parameters like brand image, brand identity, brand awareness, brand loyalty, brand association etc. It includes mainly subjective and qualitative parameters but can be represented quantitatively. Brand equity is driven by marketing efforts over the years and consistency that results in customer perception which may be positive or negative. Positive perception would result in an increase in brand equity. All of the above components of the brand equity are based on world practice, but observing the situation on the Ukrainian banking market there is a need to add another element - the brand stability. One of the biggest problems of Ukrainian banks is distrust of the public

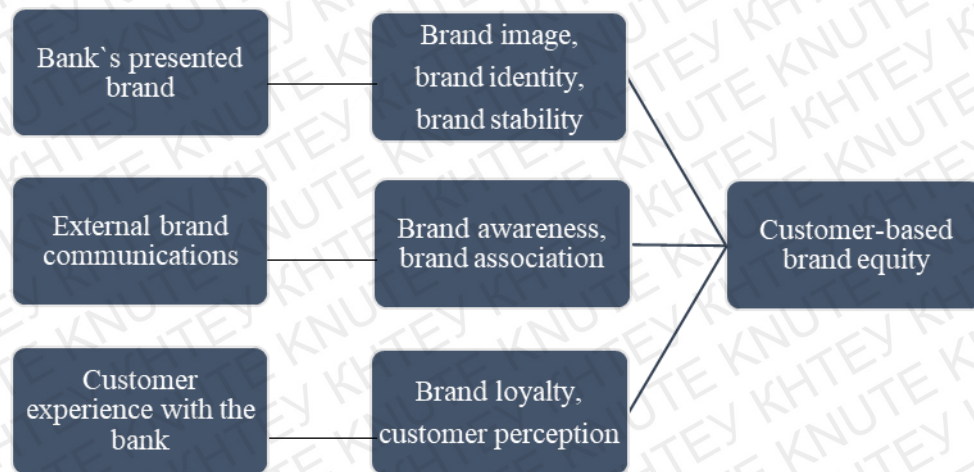
caused by instability in the domestic banking market. The stability of the brand should be understood as the continuity of development and effective operation of the bank. Taking into account all components of the brand, we will define the structure of the bank's brand equity (picture 1).



Pic. 1.1. The structure of the bank's brand equity*

* Source: created by the author on the basis of the source [12]

The structure of the bank's brand equity gives us the opportunity to form the customer-based brand equity (CBBE) model (based on the Berry model), but this model will differ depending on the goals and guidelines of the bank and is the simplest model that can be used by domestic banks (picture 1.2) [12].



*Pic. 1.2. Bank's customer-based brand equity model**

**Source: created by the author on the basis of the source [35]*

According to the proposed bank's customer-based brand equity model, interacting with the competitive environment will create competitive advantages or threats to the relevant bank, depending on its brand equity management system. Thus, a positive brand of equity will increase the competitiveness of the bank, while the negative one will reduce it. Proceeding from this hypothesis, a bank with positive brand equity is more competitive, its profitability and market value, in the process of capitalization of which the equity of the bank is formed, will increase accordingly.

Keller's CBBE model was used as a basis for the brand building process with additions from other models in order to create a framework for building a service brand applicable for this study. This model is multicomponent, and therefore more complicated than the previous one [19]. This model should be used in large banks that have a complex structure.

As mentioned earlier the intangible nature of services is one of the main features influencing the brand equity of service brands, but the process behind the "invisible purchase" has a large number of features influencing the brand. Compared with the production of most products, the service creation process is more interactive and visible to consumers, since in most services, consumers are active participants in the process [25]. It emphasizes the importance of a meeting

of services where the actual service experience is formed and not only the role of consumers as co-producers but also the importance of service staff and the impact they make on customer experience [37].

Service literature recognized the sequence as one of the key features that affect service quality, brand image and overall service experience [35]. Although important for products, for services, the importance of consistency is multiplied, because there are more contact points with consumers, and the service is the sum of personal interaction with all stakeholders. With the right brand communication and effective marketing, you can create an externally strong brand that is emotionally connected with consumers and has a good overall image. What finally determines a brand is an experience when a brand transforms into an experienced customer. The communication of a persistent message in products based companies is primarily a marketing department's task, but the service staff must communicate and live with the message, and most importantly, it must be embedded in what the company wants to communicate and meet the expectations of the advertisement. Negative customer experiences are difficult to overcome in their efforts, regardless of the effectiveness of marketing communications. The benefits of customer experience are difficult to impose on competitors, regardless of the effectiveness of their marketing communications [12]. Corporate governance is the basis of the culture of service. Successful service brands build their culture on the firm core values that are embedded in the organization. These values should be taken not only by personnel at the frontline service, but they should be considered throughout the organization, in managers, service providers, etc. [37]. Communication of brand values with service providers and internalization of the brand in such a way that the company believes and acted in accordance with it is decisive in transferring the values to the consumer. As many employees and service providers are one of the key target audiences of the company. De Chernatony and Segal-Horn argue that values need to be taken into account when hiring personnel, like people who already have a certain ideology, makes it easier for them to really absorb corporate values [19]. Organizations with a passion for

their values show it in all contacts with stakeholders and appear in their brand, creating a competitive advantage that competitors are difficult to impose or copy. Effective internalization of the brand not only ensures high performance but also generates a consistent sequence of performance.

The Keller Model CBBE consists of six components: expressiveness, productivity, imagery, judgment, feelings and resonance, and the process of creating a brand with these components requires four consecutive steps:

- 1). Increasing awareness of the brand;
- 2). Creating brand values through brand image and presentation;
- 3). Creating brand responses through brand senses and judgments;
- 4). Building a relationship between the brand and its customers.

The basic function of brand awareness is to identify the brand (its clarity and perception) and to ensure that the customer's needs are satisfied with the brand's functions (brand expressiveness). According to L.L. Berry, brand awareness is created partly through the presented brand, which is an element controlled by the company and is influenced by elements, such as the company name or logo, facilities, advertising, appearance, but is influenced also by external brand communications, which refers to all communication from other sources that are not controlled by the company. Brand awareness consists of two elements, brand recognition which determines the consumer's ability to recognize the brand due to prior exposure, and brand recall, which is determined by the consumer's ability to retrieve the brand from memory when certain cues such as product category, usage situation, or need fulfilled by the category are presented [35]. According to Aaker name awareness provides superiority over other none known brands, especially in cases, in which evaluation and choice take place, as a familiar brand name assures the customer with certain reliability and trust.

Based on brand awareness, the next step is creating *brand meaning*, which refers to creating a brand image in the customer's mind of what the brand is made of and characterized by. According to Keller, brand meaning concentrates on associations made in customer's minds relating to either functional, performance-

related characteristics and more abstract, imagery related considerations. Brand associations link to brand awareness through easing processing and retrieving information, but also offer a valuable basis for differentiation and extensions, and provides a reason for purchase in many situations [2]. Brand associations defining brand meaning are gained mainly through experience (either own or word-of-mouth) with the brand, or through advertising or other sources of information and Keller (2008) profiles them with three key dimensions: strength (how strongly the brand is identified with a brand association), favorability (how important or valuable the brand association is to customers), and uniqueness (how distinctively the brand is identified with the brand association). Strong, favorable and unique brand associations with consumers are essential for building positive customer-based brand equity.

Brand performance refers to how the product or service attempts to meet customer's more functional needs. Keller emphasizes the basic prerequisite of a successful brand is designing and delivering a product or service that fully satisfies' customer's needs and more hopefully surpasses their expectations. Keller defines five basic categories, which often underlie brand performance and are involved in brand positioning: primary characteristics and supplementary features; product reliability, durability, and serviceability; service effectiveness, efficiency, and empathy; style and design; price. These performance dimensions are often used to differentiate the brand from the competition and position the brand for example in a certain price category (e.g. luxury) and create related associations in customer's minds. The perceived quality of a product or service has direct influence on the purchase decision and supports brand loyalty, especially in a case where the consumer is unable analyze the product or service further or in some cases due to perceived quality, they do not see the necessity to do so. Perceived quality also provides the possibility for price premiums. De Chernatony and Segal-Horn emphasize focused positioning, by associating the brand with a restricted amount of benefits, which have to be clearly communicated to service staff and consumers.

Brand imagery concentrates more on the customer's psychological and social needs and Keller divides them into four basic categories: user profiles, purchase and usage situations, personality and values, and history, heritage, and experience [33]. User profiles include mental images of a stereotypical user, measured for example through age, gender, political views, social status, etc. Purchase and usage situations create associations of typical sales channels or for example where or when the product or service is used. Personality and values refer to descriptive usage imagery, such as daring, spirited, upper class, etc. History, heritage, and experience related associations can be formed from certain earlier personal experiences or experiences of others.

Brand responses determine how customers feel or what they think of the brand and are formed as a response to the brand's marketing efforts and experiences with the brand. De Chernatony and Segal-Horn emphasize the importance of the brand experience matching the brand promise made through advertising and marketing, which reinforces the brand image and positive consumer responses [19]. Delivering the brand promise also creates trust in consumers, which is one of the fundamentals of a successful brand [8]. Keller divides these responses to judgments and feelings, depending on whether they are more personal opinions based on performance and imagery associations or emotional reactions. In both cases, the responses are assessed by how positive they are. If a customer has positive responses in all encounters with the brand, preferably internalize them, judgments and feelings will eventually only have a favorable influence on consumer behaviour.

Brand relationships and personal identification with the brand is the peak of creating a strong brand. Brand relationships are created through brand resonance, which refers to the nature of the relationship and how attached the consumers are with the brand. Keller divides brand resonance further into four categories, which are looked with the strength of attitudinal attachment and sense of community (intensity) and the frequency the consumer buys or uses the brand or engages in other activity not related to purchase or consumption (activity):

- 1) Behavioral loyalty includes repeat purchases and the amount of category volume attributed to the brand.
- 2) Attitudinal attachment is created by consumers perceiving the brand as something special, something they look forward to, and not buying/using it only out of necessity.
- 3) Sense of community is created by consumers feeling that they are part of something associated with the brand, other consumers, employees, representatives, etc.
- 4) Active engagement is the strongest form of brand loyalty, involving consumers investing time, energy or other resources into the brand beyond what is required in purchase or consumption.

According to Berry brands that reflect customer's core values are able to connect emotionally, form a relationship, which creates closeness, affection, and most importantly trust. A long-term relationship between the consumer and the brand is reflected back on the corporate values and culture, reinforcing and shaping it, thus creating an ongoing processes as presented in app. A. The corporate values and culture are then again transferred to the brand promise, which needs to be continually improved in order to stay competitive in the market [8]. In order for the relationship to have the desired effect and basis, the significance of the service staff's conviction to the corporate culture is highlighted [19].

The main objective of the bank's brand management is the selection and construction of the customer-based brand equity (CBBE) model, which is the basis of the brand service system of the bank. Proceeding from the goal of brand management of the bank it can be argued that brand management of the bank is a process of creation and improvement of the bank's brand service system in accordance with the conditions of the competitive market.

PART 2.

BRAND MANAGEMENT PRACTICE IN UKRAINE

2.1. Organization of brand management in banks of Ukraine

This study will be conducted using partly a quantitative and a qualitative method. The qualitative part of the study is conducted through case studies. Case studies were chosen for the qualitative part, as the target is to explore how different retail banks are targeting consumers and how they present their brand to them, thus representing one of the two passages described in the theoretical framework. The case studies are explored from the customer perspective, thus relying on secondary data displaying the perception of the bank by different generations of customers. In addition, the case studies provide a basis for discussion and comparison with the empirical results from the quantitative part of the research.

The aim of the quantitative part of the study is to investigate the preferences of different generations of customers and understand how they see the brands of retail banking and how that corresponds to their underlying values and what they expect from a retail bank brand. The survey was chosen as the research method, as it enables a larger sample size, thus presenting a larger sample, enabling the research to better exemplify the general generation's consumer of a retail bank [58]. According to Saunders surveys are used in exploratory and descriptive research and offer the possibility for standardizing the data for easier comparison.

Together the case studies and the survey results offer a comprehensive basis for discussion and analysis of the hypotheses formed in the theoretical framework, with the aim of answering the research question “What effect does branding have on retail banks to attract and commit consumers?” and the possibility for comparison between the traditional way of building strong brands and what features and characteristics does retail banking and generations of consumers require from a strong, attractive brand.

For the qualitative case study part of the research, PrivatBank, Oschadbank, and Raiffeisen Bank Aval were chosen due to the high penetration of the market

comprising 75% market share calculated by both loans and deposits. The three banks also provide an interesting setting as they present differences in their international context, with Oschadbank and Privatbank representing banks operating solely in Ukraine, Raiffeisen Bank Aval being merged with the Raiffeisen Bank International group (operating with the Ukrainian name in Ukraine). The data for the case studies were collected through secondary sources presented by the companies, as mentioned earlier, in order to form a picture that a consumer would get from looking at the brands.

For the quantitative part of the research conducted through a survey method, using a web-based questionnaire, the sample was gathered online through the social media network Facebook (app. B). An event was created on the 1st of October 2019, and the researcher invited his Facebook friends. The event was made public (anyone on Facebook can see and participate), and posted on the researcher news feed, profile and in a group aimed for business students. People were also encouraged to invite their friends to the event, and people posted the event on their timelines and through participating, their friends could see this activity through their news feed. This encouraged more people to join. Social media networks, compared to other electronic forms of communicating, also provide a wide array of respondents belonging to different age groups, social groups, and are geographically dispersed. Also statistical analysis model using software SPSSStatistics was conducted to determine the level of clustering (app. C).

The questionnaire was developed according to the seven steps identified by Peterson [55]:

1. Review the information requirements necessitating a questionnaire.
2. Develop and prioritize a list of potential research questions that will satisfy the information requirements. The goal of the study was established in the introductory chapter of this study, and the aim is to narrow down the gap between researches conducted on young consumers of retail banks and branding of retail banks. The aim of this questionnaire thus being to study the behaviour of young

consumers and the perception that they have of their current bank relationship and what values do they hold important to retail bank brands.

3. Asses each research question carefully:

- a. Can potential participants understand the question?
- b. Can potential participants answer the question?
- c. Will potential participants answer the question?

4. Determine the types of questions being asked (open-ended vs. closed-ended). Most of the questions used were closed-ended questions, with a few exceptions where a wider array of answers was expected. Also, when asking for respondents to list brands to measure brand recall, a closed-ended question would have limited the application of the question. Most closed-ended questions included an open “other” option, in order to avoid restriction or pressure on the respondent to choose an answer if none of the required choices was applicable. Different kinds of closed-ended questions were used and scales to measure the strength of the answer were used whenever possible to the relevance of the question in order to gain the full spectrum of the respondent's perception of the matter as well as possible.

5. Decide on the specific wording of each question to be asked. The questionnaire was first written in English, which was the original language of the study, and the wording assessed first, and a second time after translating it to Ukrainian. The researcher whose mother tongue is Ukrainian conducted the translation.

6. Determine the structure of the questionnaire. The structures of the different sections in the questionnaire were based on the researcher's own knowledge, past questionnaires, and guidelines presented by Peterson. First, the respondents will be introduced through basic demographics, after which the knowledge of retail banking brands are established through more detailed questions on retail bank brands to establish the level of brand recall and recognition. The next part will be focusing on brand associations, determining to measure the associations currently held to established brands in the industry and

the association the respondent's value when considering the retail banking industry as a whole.

7. Evaluate the questionnaire. The overall questionnaire was evaluated by the guidelines of Peterson.

In order to effectively evaluate the results of the survey, it was divided into 5 parts that have their own functionality:

1. Demographics. Five demographic variables were measured: age, gender, geographic location, housing arrangement, and employment status;
2. Brand recall and recognition. As mentioned earlier in the literature, brand recall is determined by the consumers' ability to retrieve the brand from memory when certain cues are presented and brand recognition, as well as consumers' ability to recognize a brand due to earlier exposure;
3. Brand associations and values. Brand meaning is created by the brand image established in the consumer's mind about what the brand is made of and what it is characterized by, concentrating on associations made in the customer's mind;
4. Service experience and responses. It helps to understand the level of customer satisfaction with the banking services provided;
5. Relationship and brand loyalty. It will help to understand the client's level of commitment to the bank.

The survey was based on a comparison of the three leading flagship banks and other participants in the banking system, which was not mentioned in the survey. Therefore, there is a need to review these banks.

Since PrivatBank was nationalized not long ago and its client base remained almost unchanged we can consider it as representative of private equity banks. Established in 1992, PrivatBank is the leader in Ukrainian banking. According to market research, carried out by Gfk Ukraine in the II quarter of 2019, 55,3% of individual clients considered it as their main servicing bank. This percentage

exceeded the total percentages of the next twenty banks in the Gfk ranking. This index made up 63,7% for corporate clients.

PrivatBank is one of the world's most innovative banks. Over ten years ago the Bank was among the first banks that started using one-time SMS passwords. Among the recent innovations recognised all over the world, there are such products as payment mini-terminals, login to Internet bank using a QR code, online cash collection, Face ID and dozens of different mobile applications.

Oschadbank belongs to a group of banks with state-owned capital. Public Joint-Stock Company “State Savings Bank of Ukraine” was established in compliance with Decree of the Cabinet of Ministers of Ukraine of May 21, 1999, N866 through the transformation of the State Specialized Commercial Savings Bank of Ukraine into the Open Joint-Stock Company. The founder of the Bank is the State in the person of the Cabinet of Ministers of Ukraine. JSC “Oschadbank” is one of the largest financial institutions of Ukraine. Over 6 thousand of its offices carry out their functions, including the disbursement of pensions, social aid, processing of utility payments and other banking transactions. Taking into account its social orientation the Bank aims at maintaining a wide presence in all regions of Ukraine.

Raiffeisen Bank Aval is a commercial bank in Ukraine. It was registered on March 27, 1992, and since 2006 is a subsidiary of Austrian Raiffeisen Bank International. In 2015 the European Bank for Reconstruction and Development acquired a 30% stake in Raiffeisen Bank Aval, increasing its capital. The bank operates near 500 branches across the country and offers banking services to individuals and corporate clients. As of 2018 Raiffeisen Bank Aval was the fourth largest bank in the country and the largest bank with foreign capital. Following a government bailout of the largest bank in the country at the turn of 2016 and 2017 Raiffeisen Bank Aval remains the only bank in the top 5 not owned by the government of Ukraine.

Considering the brief description of the banks offered on their site, in view of the impact of the brand (table 2.1), we can say that the weakest brand is

represented in Oschadbank. Because there is no clear and specific mission of the bank and there is no vision at all. This is due to the history of the bank, since the bank still has soviet roots, but is actively changing. So since 2015, the bank's rebranding technology has been applied. Although it is the simplest method of influencing the value of your brand, it immediately gives the customer an idea of the bank.

Table 2.1

Comparison of bank brand statements

	PrivatBank	Oschadbank	Raiffeisen Bank Aval
Mission	By the provision of the best quality financial services, we drive economy for development, business – for growth and individual clients – for making dreams come true	Bank's mission is: “To provide the population with a reliable financial instrument for long-term and guaranteed savings, and to support the economic development of the country by providing modern banking services”.	We are a reliable and responsible bank that works hard and professionally to increase the well-being of our customers, employees and the community
Slogan	Bank for those who move forward!	My bank. My country.	Together changing the country. European bank is nearby.
Vision	-	-	We are a European universal bank. Our priority is a perfect service. We strive to strengthen our competitive advantage by innovating, seeking and harnessing new opportunities

**Source: created by the author on the basis of the sources [62],[63],[64]*

PrivatBank has a specific mission and slogan, but no vision. As for this bank, this is a significant failure because it is associated with the population, as a fairly modern bank, which follows the current trends. Oschadbank is changing because the slogan and mission are brand new to the bank. Raiffeisen Bank Aval has a well-defined mission and vision and values, which is conditioned by the

group of the bank's classifier, as it is a bank with a foreign capital share. This group of banks has always been distinguished by mastering global trends, quality and confidence.

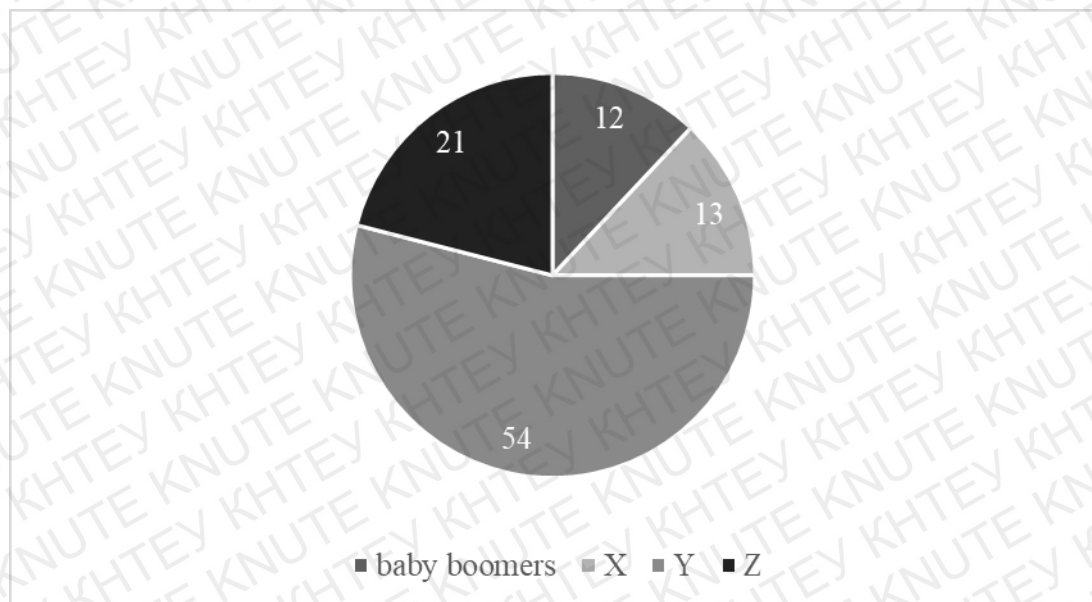
Considering banks from the side of their brand development or rebranding, the highest rate of change is demonstrated by Oschadbank. This bank has changed dramatically. Added the mission and values of the bank, changed the logo, channels of communication with customers (created an application for online banking and disseminated information through social networks), changed the products of the bank. That is, there was a complete restart of the Oschadbank. The second position is occupied by Raiffeisen Bank Aval, which is also in the process of rebranding, this is not the first time for the bank. The bank first changed when it joined the Raiffeisen Group in 2005, and in 2018 it rebranded for the second time. Changed the bank's logo, branch design, number of digitized products. The private bank has not undergone such a complete rebranding, after the nationalization of the bank's marketing policy has changed dramatically. The Bank retains the assets created before privatization. The development of the brand is currently not observed in this bank.

Analyzing the available information about banks, we can conclude that Raiffeisen Bank Aval is the most sustainable and innovative brand, followed by Oschadbank, which is booming and the last is PrivatBank, which has taken a neutral stance on brand development. We will consider other representatives of the banking system and other brand's elements of these 3 banks analyzing the results of the survey.

2.2 Analysis of the impact, brand strategy of the bank on its competitiveness

In order to organize the collected data more thoroughly, I suggest dividing the respondents into four groups according to the Strauss–Howe generational theory. This theory supports the notion that people of a certain age group tend to share a particular set of beliefs, attitudes, values, and behaviors as they grow in the same historical context. Therefore we need to divide our respondents into 4 groups:

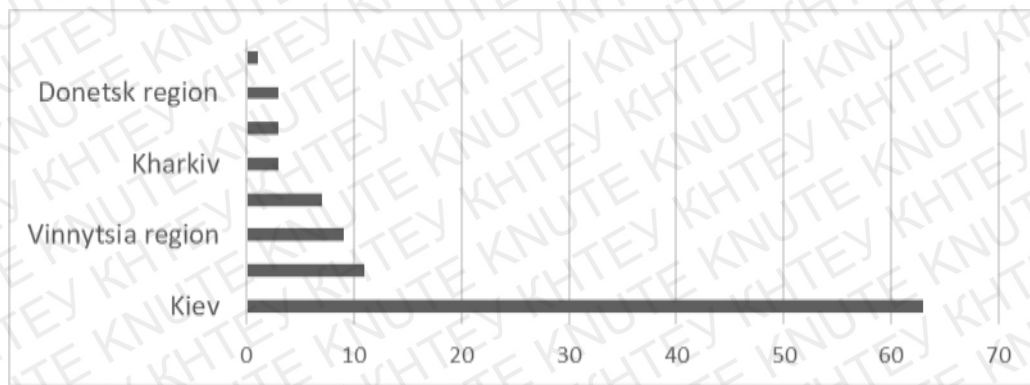
1. generation of Baby boomers (1946-1965);
2. generation X (1966-1976);
3. generation Y (1977-1994);
4. generation Z (1995-2015).



Pic. 2.1. Distribution of respondents by generations*

* Source: created by the author

The ages of the sample ranged from 21-72, with the largest number of respondents being aged between 25-42, it's Generation Y or Millennials (picture 2.1). The gender of the sample was divided rather equally and consisted of only slightly more females (54 %) than males (46 %). The place of residence is ranked in different regions of Ukraine, which makes it possible to objectively evaluate the results of the survey (picture 2.2).



Pic. 2.2. The geographic location of respondents*

* Source: created by the author

45% of respondents have their own housing, 38% rent a house and 17% live with their families. Most of the respondents worked fulltime, 68 %, while 23 % studied and worked, and 9% were fulltime students.

To measure brand recall we asked our respondents to name 5 banks, that they have known (table 2.2).

Table 2.2

The evaluation of brand recall by mentioned bank*

Bank	Respondents that mentioned bank, %	Respondents that mentioned bank at first,%	Respondents who mentioned the second bank,%	Respondents who mentioned the bank to third parties,%	Cumulative Percent
Oschadbank	80	32	27	12	151
PrivateBank	95	52	3	8	188
Raiffasen	72	5	17	12	106
Credit Agricole	60	0	0	5	65
UkrSibbank	30	0	7	13	50
OTP	23	0	0	5	28
UkrGasbank	36	5	2	10	53
AlfaBank	30	0	5	10	45
Monobank	23	3	10	7	43
FUIB	23	3	0	7	33

* Source: created by the author

All respondents indicated the first 3 banks, 8 did not indicate the fourth bank and 11 did not indicate the fifth bank. Two respondents indicated institutions that do not perform banking operations, Nadra, which is liquidated, and UkrPoshta, which does not perform banking operations. The highest brand mentions are

demonstrated by PrivatBank, Oschadbank and Raiffeisen, cumulative percent higher than 100. All other banks presented in the table can be divided into 2 categories by cumulative percentage. The first group with a cumulative percentage of at least 50% - Credit Agricole, UkrSibbank, Ukrgasbank. The first three banks and the banks in the first group by cumulative percentage are the flagship banks, so they are the main banks for the population. Other banks are Group II banks with a cumulative percentage of less than 50% - AlfaBank, Monobank, FUIB and OTP. These banks are potential primary banks. Banks that had a value less than 2% were not included in the calculation because they had no systematic choice. We asked respondents to choose the logos of the banks they know, this is another way to measure brand recall (table 2.3).

Table 2.3

The evaluation of brand recall by mentioned logos*

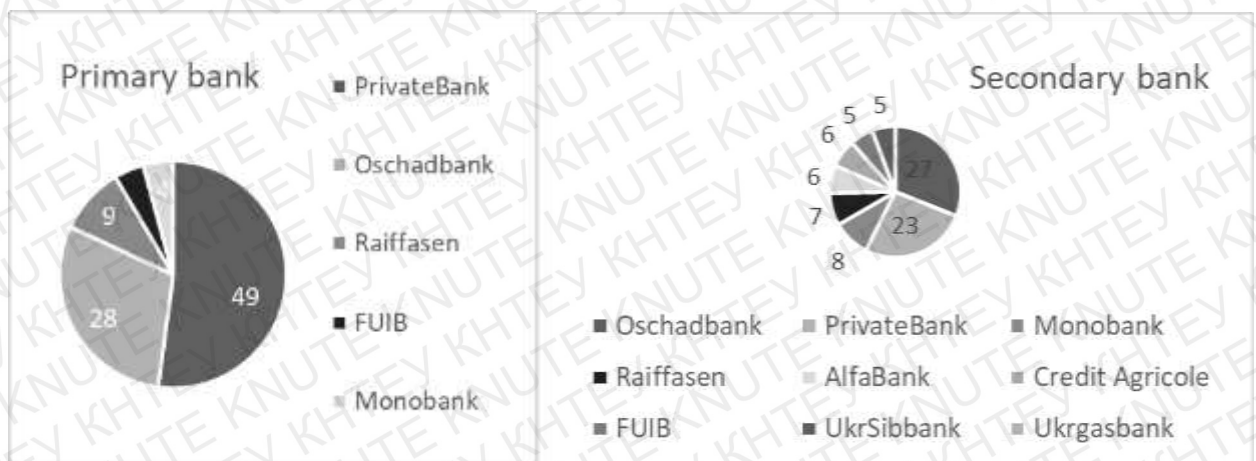
Bank	Percentage of mentioned logos	Branches
Oschadbank	100	2459
PrivateBank	99	2096
Raiffeisen	99	492
Credit Agricole	69	150
UkrSibbank	92	300
OTP	83	103
Ukrgasbank	92	247
AlfaBank	69	241
Ukreximbank	41	62
FUIB	83	180
KredoBank	49	85
correlation coefficient		0,57015

* *Source: created by the author*

65% of the logos were selected by 100 % of respondents. Only 2 banks (Ukraeximbank and KredoBank) have less than 50% of respondents' awareness, but this can be explained by the relatively low branching of the network and, accordingly, by advertising, as evidenced by the number of branches. In the situation with other banks, the level of recognition is not dependent on network branching since the correlation coefficient is 0,57015. Analyzing the brand awareness of banks by age groups, there is a clear trend. Generation X and Baby

boomers 100% indicated PrivatBank, Oschadbank and Raiffeisen and 45% indicated Ukrsib and Ukrgas. These age groups have the same trends and no differences. Generations Y and Z have common features as well as different ones. The common features include the presence of more technology banks (Monobank, AlfaBank), and the distinctive features are the dominance in the structure of responses to private equity banks and the dominance in the structure of responses to banks with foreign equity.

For a more detailed analysis of the brand recognition necessary to add another category - brand value. A special category of questions was identified to evaluate brand value. First of all, it is necessary to identify the primary and secondary bank of respondents (picture 2.3).



Pic. 2.3. Primary and secondary banks*

* Source: created by the author

In the structure of the main banks, leading positions are occupied by PrivatBank, Oschadbank and Raiffeisen, somewhat inferior to FUIB and Monobank. In the structure of primary banks, the leading positions are held by PrivatBank, Oschadbank, Monobank and Raiffeisen. The barrier for this issue was the value of 3 percent. Banks that have less than 3% were not taken into account. The connection between brand awareness and brand value is traced. As the banks holding the leading positions in the structure of primary and secondary banks are the most recognizable. Therefore we can say about the direct connection proportionality between brand value and brand recognition.

In order to further identify respondents' affiliation with their bank, we asked respondents how often they have changed their bank for the last 5 years. The results are as follows: 67% of respondents did not change their bank, 24% changed their bank once, 4% changed their bank twice, 3% changed their bank three times and 2% changed their bank more often. The reason for this is that the respondent's primary bank is the bank that serves the payroll project. This is typical for Ukraine, as the employer often chooses a servicing bank. That is why we see such a high percentage of the chosen bank's permanence. The inability to choose a bank by an employee adversely affects market competition. Because the client does not choose a bank with high-quality products and excellent service and chooses a bank offered by the employer.

To identify respondents' recognition, we asked them about their knowledge of banking products and services. Respondents had to evaluate their knowledge of banking products and services (from 1 to 5 points) of every bank (table 2.4). Three banks were selected for this purpose. As other banks had a too large difference in indicators, they could not be compared.

Table 2.4

The knowledge of banking products and services*

Mark \ Bank	5, %	4,%	3,%	2,%	1,%	Gross mark,%
Oschadbank	6	15	15	22	42	221
PrivateBank	13	11	32	21	21	268
Raiffasen	18	26	27	10	19	314

** Source: created by the author*

Raiffeisen Bank Aval receives the highest score, which confirms the high publicity of services. PrivatBank takes second place, and Oschadbank takes third place. This means that Raiffeisen Bank Aval and PrivatBank are active advertising campaigns and have chosen the right marketing strategy that leads to high awareness of clients in the sphere of their services. In order to increase this figure, it is necessary to know and understand how much advertising is available to the consumer. Advertisements of banks were measured and 98% of the sample had

seen or heard advertisements of banks, with the largest sources of advertisements included Internet - 83%, TV- 48%, open space advertising - 69 %, and newspapers - 1%. The level of involvement of the group in choosing a particular type of advertising was also calculated (table 2.5).

Table 2.5

The level of involvement in choosing a particular type of advertising *

Group Advertising	Baby boomers	Group %	Generation X	Group %	Generation Y	Group %	Generation Z	Group %
Internet	3	25	9	69	50	93	21	100
TV	12	100	12	92	21	39	3	14
Open space	8	67	12	92	35	65	14	67
Newspapers	1	8	0	0	0	0	0	0

** Source: created by the author*

Analyzing the data in the table, we can identify the effective type of advertising for each group (it is effective and has more than 50% support of the group):

1. For Baby boomers, television and outdoor advertising will be effective;
2. For Generation X, advertising on the Internet, TV, and the outdoors will be effective;
3. For Generation Y, advertising on the Internet and in the open space will be effective;
4. For Generation Z effective advertising will be on the Internet and in the open space.

Advertising in the newspaper was not effective for any group. This advertisement channel is out of date, so we recommend do not use it. In terms of coverage, the ad groups split into 2 sub-groups that have the same trend. Therefore, it is advisable to distinguish 2 target groups, the first is Baby boomers and Generation X, the second - Generation Y and Z, which will simplify the tasks of marketers.

Another important issue for measuring brand value is satisfaction with the quality of the bank's services. We asked respondents to assess the level of satisfaction with banking services on a 5-point scale (table 2.6).

Table 2.6

The level of satisfaction with banking services*

Services	5	4	3	2	1	Average mark
Credits	9	24	26	15	24	2,7
Deposits	9	32	29	9	20	3,0
Credit card	27	20	24	8	17	3,2
Debit cards	42	35	12	6	5	4,0
Internet-banking	45	20	18	3	15	3,8
Servicing	27	32	18	12	9	3,5
Informing	34	23	15	12	17	3,5
Website	41	23	14	8	17	3,7

* *Source: created by the author*

Average across all indicators is 3,4. Debit cards were rated the highest score - 4. Internet banking – 3,8 and website – 3,7 were rated at a high level in comparison. Credits and deposits got the worst rate, other categories were close to average. Such a low credit score is caused by a high-interest rate. In turn, this is due to the high discount rate of the National Bank of Ukraine (16.5%). The low valuation of deposits is caused by the distrust of customers in the banking system and the instability of the domestic economy. It is also worth adding the negative experience of the past years. Analyzing the impact of age group on banking satisfaction, we can distinguish the following:

1. For Baby boomers, only servicing and debit cards were selected, but for 100% each with an average score of 3,1;
2. For Generation X, all categories were rated, with an average score is 3,3;
3. For Generation Y, all categories were rated, with an average score is 3;
4. For Generation Z, debit cards, internet banking, service, site were evaluated and the average score was 4,2.

An assessment of the level of satisfaction with banking services creates a new tendency to highlight the target group. In this evaluation, the target group will be Generations X and Y. Because these generations have the same sample of banking services and have the same rating. Baby boomers only use debit cards and service as this group is not at risk and change. The Generation Z does not use

services other than those listed because it does not have enough available funds. Specific findings allow you to develop different product lines to reach different market segments. For example, retirement and salary projects are offered for the Baby Boomers group, and for junior and student projects for Generation Z. The brand value for these groups will depend on the availability of the right product for each group.

In order to detail the value of the bank's brand, we proposed to evaluate the following characteristics on a 5-point scale (table 2.7). However, these characteristics will help to detail the impact of factors on the quality of service satisfaction. This will prioritize the personalization of any product or service.

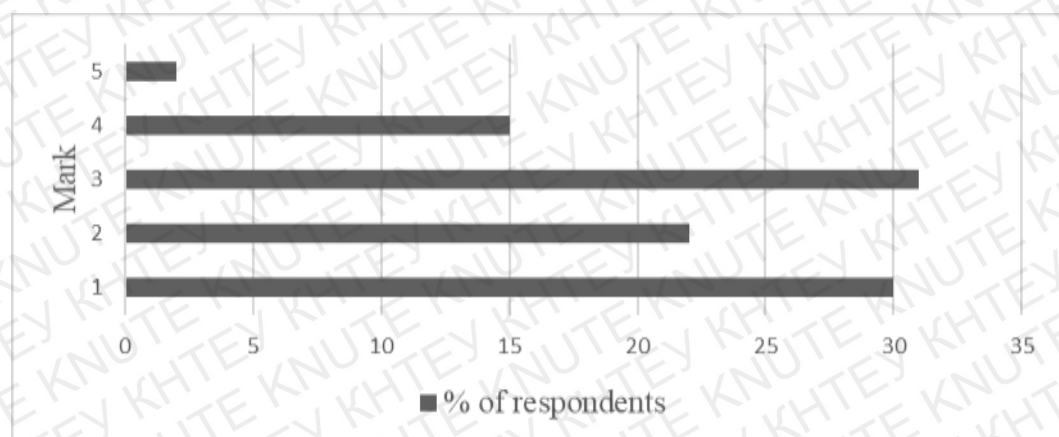
Table 2.7

Evaluation of the main characteristics of the bank*

Features/Marks	5	4	3	2	1	Average mark
Trust	24	39	24	3	12	3,7
The quality of products	26	47	15	3	12	3,8
The quality of service	26	41	18	8	12	3,8
Cost of services	23	35	27	11	11	3,7
Privacy	33	30	17	12	11	3,7

* *Source: created by the author*

For the first time in a study, values in characteristics and average scores in the group are the same. This may indicate that these criteria are mandatory for customers when choosing a bank or service. Therefore, these characteristics are basic values. The next we asked questions about the importance of the foreign origin of the bank, we were surprised by the answers (picture 2.4).



Pic. 2.4. The importance of the foreign origin of the bank*

* Source: created by the author

Most respondents do not attach importance to the bank's foreign origin as 83% rated the importance of a bank's foreign origin from one to three. The figures contradict society's assertion that everything foreign is of better quality. Therefore, Ukrainians choose the bank not by origin, but by the quality of services provided, which is demonstrated in the previous table. There are no trends regarding the breakdown by age group. This indicates that this criterion is not decisive or important when choosing a particular bank or product. Therefore, we can conclude that the foreign origin of the bank does not affect the value of its brand. However, the following graphs indicate the respondents' awareness of the origin of the bank picture 2.5. We asked respondents to choose the correct country of origin for the bank.



Pic. 2.5. Respondents' answers regarding bank country origin*

* Source: created by the author

Most of the respondents answered correctly. Respondents made the biggest mistakes about Aval - 29% were wrong. In the case of savings and privatization, no more than 10% were mistaken. This is explained by the fact that a total of 77% of respondents use the services of these banks.

For a more detailed analysis of brand value, consider the following bank characteristics. We asked for ratings from 1 to 5 and obtained the following results in table 2.8.

Table 2.8

Evaluation of bank characteristics

Score \ Characteristics	5	4	3	2	1	Average mark
Service price	78	6	15	2	5	4
Interest rate	42	18	33	3	8	4
Bank recognition	18	32	32	11	11	3
Location and branches	44	33	15	5	6	4
Recommendations of friends and relatives	15	21	30	17	20	3
Clients reviews	24	21	33	9	17	3
Financial stability	66	15	71	5	6	4

* Source: created by the author

Service price, interest rate, location and branch and financial stability have averaged a score of 4. This indicates that the customer is interested in and chooses these characteristics of the bank. All other characteristics received an average score of 3. This means that they are not decisive when choosing a bank, but when available, signify a bank advantage. Analyzing the impact of the age group on the choice of bank characteristics, we can observe the following in table 2.9.

Table 2.9

Evaluation of characteristics when choosing a bank by age group

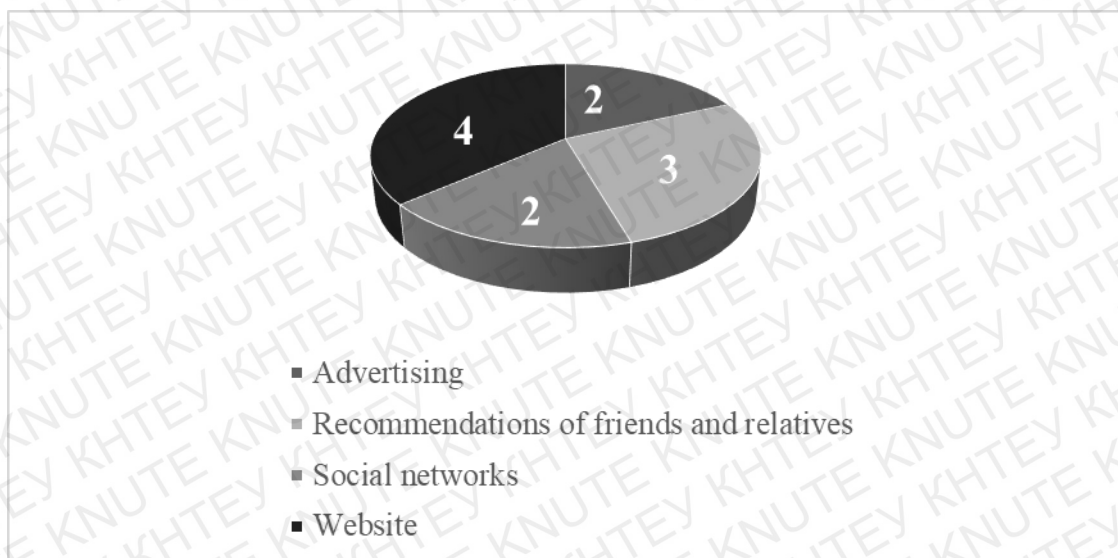
Group \ Characteristics	Baby boomers	Generation X	Generation Y	Generation Z
Price of servicing	5	5	4	4
Interest rate	5	5	4	4
Bank recognition	3	2	3	4
Location and branches	5	4	3	2
Recommendations of friends and relatives	4	3	2	2
Clients reviews	2	3	4	3
Financial stability	4	5	4	4

* Source: created by the author

We calculated the average score of the respondents according to their age group. This will help you understand what characteristics the age groups need and highlight the target segment. It is the selection of the target segment that enables you to interpret the brand correctly within a specific audience. Because for different audiences, brand value will vary. Again, the 4 age groups can be divided into 2 target segments Baby boomers with Generation X and Generation Y with Z.

When choosing the service price and the interest rate, the first target group responded unanimously, the difference was not significant at the expense of other categories. When choosing the price of service, interest rate, friends' recommendations and financial stability, the second target group answered unanimously, the difference was not significant at the expense of other categories. We can, therefore, conclude that the second target group is more unanimous in its choice. Estimating and predicting brand value for this group is easier and cheaper for the bank. When choosing the location and offices and recommendations of friends, the average rating was the opposite for groups such as Baby boomers and Generation Z.

We then asked you to evaluate the information that affects you the most when choosing a bank from 1 to 5 (picture 2.6).



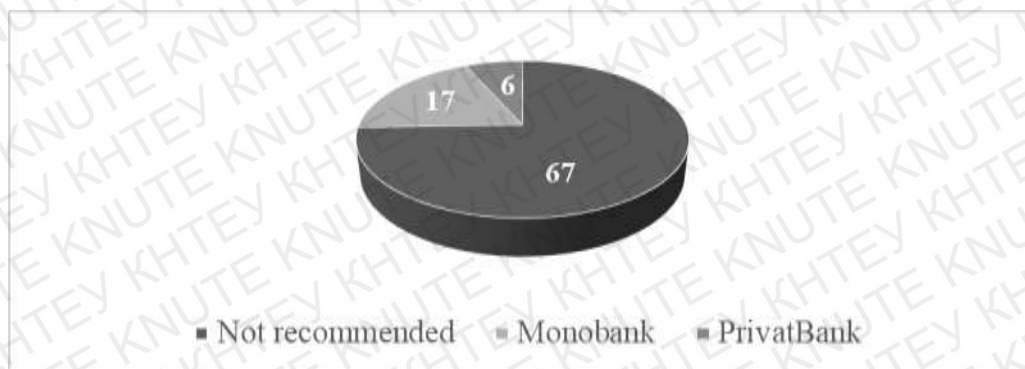
Pic. 2.6. The average score that most influences a bank's choice*

* Source: created by the author

According to the survey results, the most respondents pay attention to the bank's website, somewhat less to the recommendations of friends and relatives. However, there is a noticeable division of age groups into 2 segments. The first, consisting of Baby boomers and Generation X, rated the criterion of the recommendation of friends and relatives at 5, and the criterion of the bank site at 3. And Generations Y and Z have rated the recommendation of friends and relatives at 3, and the criterion of the bank's website at 5. This is characteristic of these two signals. This was

mainly due to the period of digitization. So the younger generation trusts public information that they can acquire on their own, and the older generation trusts the trusted experience of relatives and friends. Advertising and social networks have an indirect influence on the customer's choice of the bank, as this criterion was rated by the respondents by 2 points. However, we noted earlier that 98% of respondents saw or heard advertising. This may mean that the advertisement is ineffective or the respondents are unwittingly exposed to it.

One of the best estimates of the bank is its recommendations. We asked our respondents to indicate whether they recommended a bank. If recommended, you need to specify which bank. We did not specify banks that did not pass the 5% barrier, as this result is not systematic. The results for this question are shown in picture 2.7.



Pic. 2.7. Respondents' recommendations for choosing a bank*

* Source: created by the author

The majority of respondents did not receive recommendations on choosing a bank - 67%. However, there are 2 recommended banks that have passed the 5% barrier. The first is an innovative Monobank - 17% and PrivatBank - 6%. As for the analysis of age groups, only Generations Y and Z received recommendations on banks, they made 23%. According to a survey of satisfaction with the quality of banking services received, clients are satisfied on average by three. This indicator explains the low number of bank recommendations. Because customers are not satisfied with the quality of the services they receive. It also provides young people with advice on modern and innovative banks, although they follow these recommendations less willingly than the older generation. Since the study of

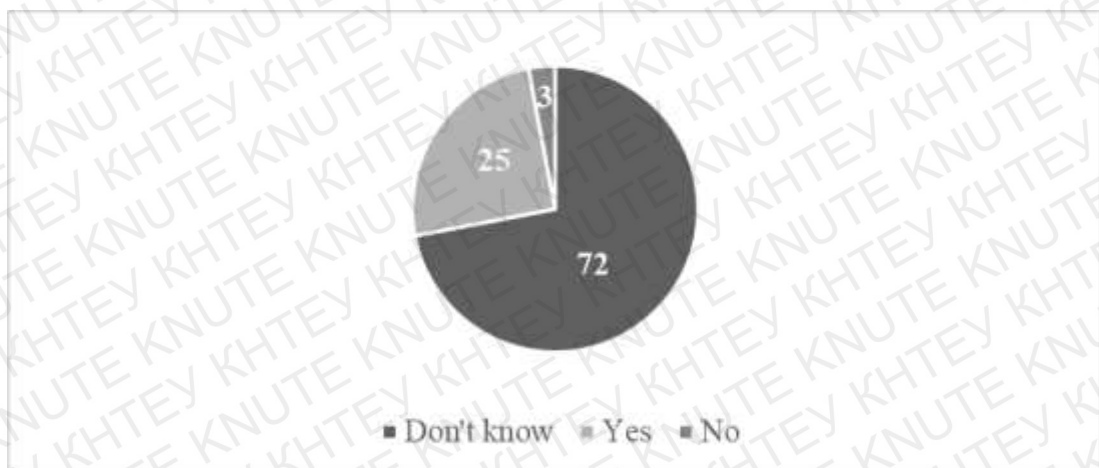
banking characteristics clearly shows the low level of influence friends and relatives recommendations the choice of a bank - a score of 2. Therefore, it is a paradox that the part of the respondents who actively receive the recommendations does not follow them.

The next step to assess brand value is the importance of your bank's involvement in environmental or social programs. Respondents were asked to rate the importance of bank involvement in environmental or social programs from 1 to 5. The results are as follows:

1. 14% answered 5 points;
2. 20% answered 4 points;
3. 27% answered 3 points;
4. 12% answered 2 points;
5. 27% answered 1 point;

The younger Generations Z and Y chose 4 and 5 points to evaluate this indicator, while other generations were more restrained in assessing their glass range of 1-3 points.

We asked respondents whether their bank was involved in an environmental or social program (picture 2.8).



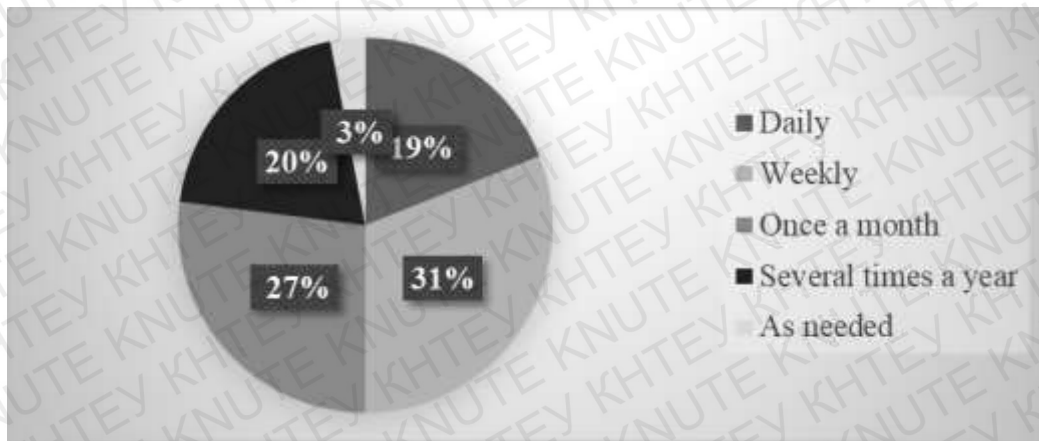
Pic. 2.8. Respondents' responses to the bank's participation in an environmental or social programs*

* Source: created by the author

Most respondents do not know or are interested in the bank's involvement in environmental or social programs - 72%. 25% of respondents answered “yes” and only 3% answered “no”. Analyzing association with age groups, the same trend is observed. Only 2 groups answered yes or no – Generations Z and Y. Therefore, this part of the brand value that is responsible for corporate governance is of interest only to the younger generation. We can conclude that the impact of brand value is effective only for Generations Z and Y. These age groups are less demanding of banks, but they value highly modernity and technology and are willing to pay more for better services. These age groups change their bank as needed. However, Generation Z uses only a limited range of services, which are defined by card transactions, since they are mostly students. Generation Y is more attractive to the bank in terms of the customer. Because this customer age category uses a full list of banking services and is solvent. Also, this age group is more inclined to the current trends, so it is an ideal target group for the banking brand. Generation X and Baby boomers are the most regular customers of banks, as they often do not change the bank. The main factor in choosing a bank is the cost of services and network of branches. The origin of the bank is absolutely not influenced by its origin for these clients. For this type of customer, the impact of the brand is relatively small compared to the previous groups.

The next part of our survey is about service experience and response. This part will reveal the relationship of the bank with the client and its benefits for the client. This will increase brand value through communications.

The first question concerns the frequency of respondents' requests to the bank. Respondents had to choose one of the answers or suggest their own (picture 2.9).

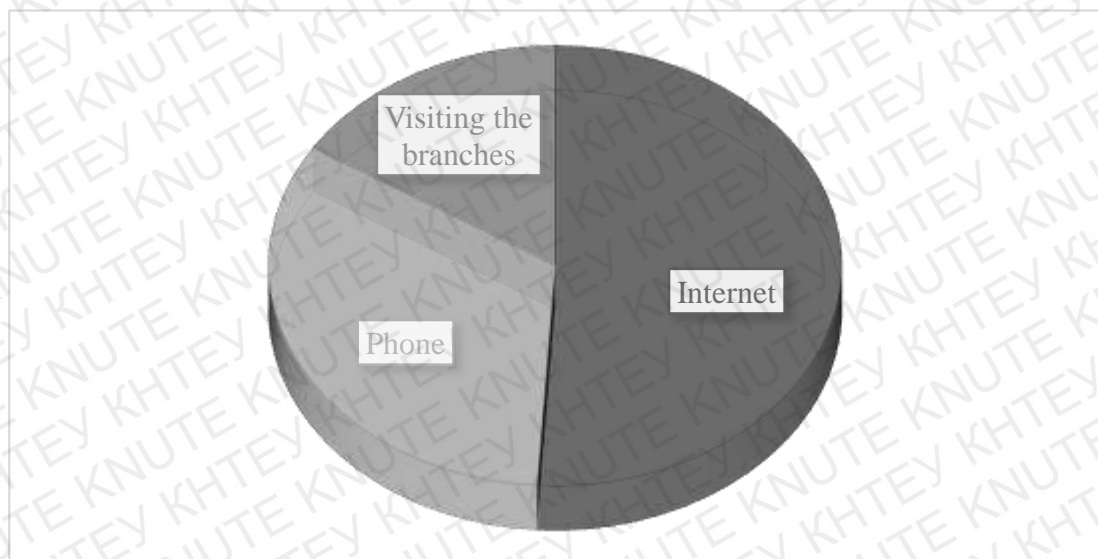


Pic. 2.9. Frequency of respondents' requests to the bank*

* Source: created by the author

Respondents are quite frequent users of banking services, 78% refer to the bank at least once a month. This means that the respondents are active users of banking services. In terms of frequency of access to the bank by age group, Generations are most often referring to the bank. Generation Y (74%), Generation X (39%) and Generation Z (24%) access the bank daily and weekly. The rest of the generations go to the bank less often or on-demand. Part of the Baby boomer generation is delegating bank calls to their family. Therefore, the proportion of appeals from the younger population is much higher.

We asked respondents to indicate their primary channel of contact with the bank. It was necessary to choose one of their three suggested answers to picture 2.10.



Pic. 2.10. Frequency of respondents' requests to the bank*

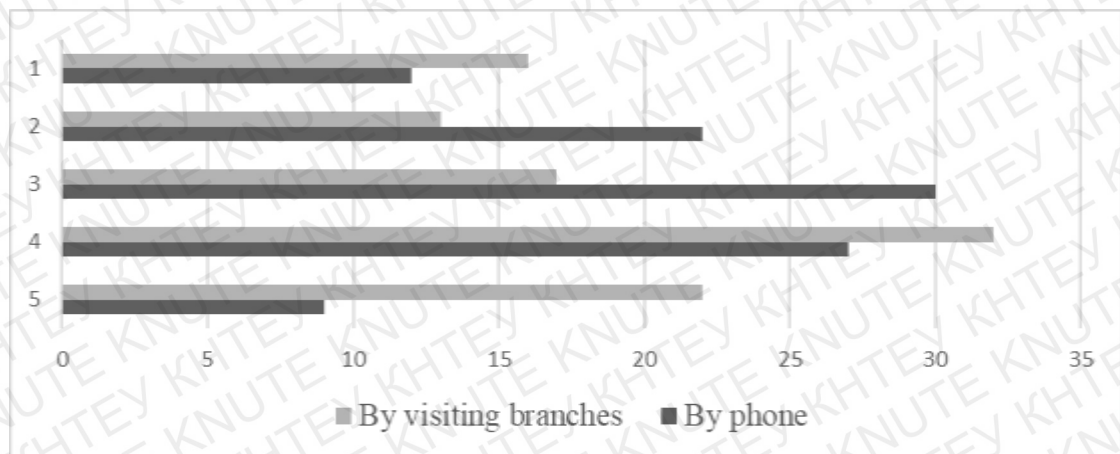
* *Source: created by the author*

The majority of respondents chose the main type of communication with the Internet (51%) and telephone (33%). Only 16% of respondents visited the branches, this category was chosen by the Baby boomer generation and partly by the X Generation. This is due to the previous experience of these generations because previously the bank contact with the customer was only through network visits. The youth (Generations Z and Y) chose only internet or telephone connection. These are the predicted answers because the groups have chosen a longer-used communication channel.

The next step to assess service experience is the issue of comparing bank products. We asked respondents if they compared the products and services of different banks. Here are the answers:

1. Yes, I compared my own bank and another bank - 54%;
2. No, I did not compare the products of banks - 32%
3. Yes, compared the offers of other banks - 11%;
4. Yes, I compared the products of other banks, but not my own - 3%.

Most respondents compared their bank and others. This means that people choose their bank consciously based on certain characteristics. We have previously identified these characteristics: Price of servicing, interest rate, bank recognition and financial stability of the bank. So, to build a strong brand, we need to emphasize these characteristics, which are crucial when choosing a serving bank. We asked respondents whether they were comfortable calling and visiting a bank branch. They needed to rate these options from 1 to 5 (picture 2.11).



Pic. 2.11. Assessing respondents' comfort when attending a bank or call*

* Source: created by the author

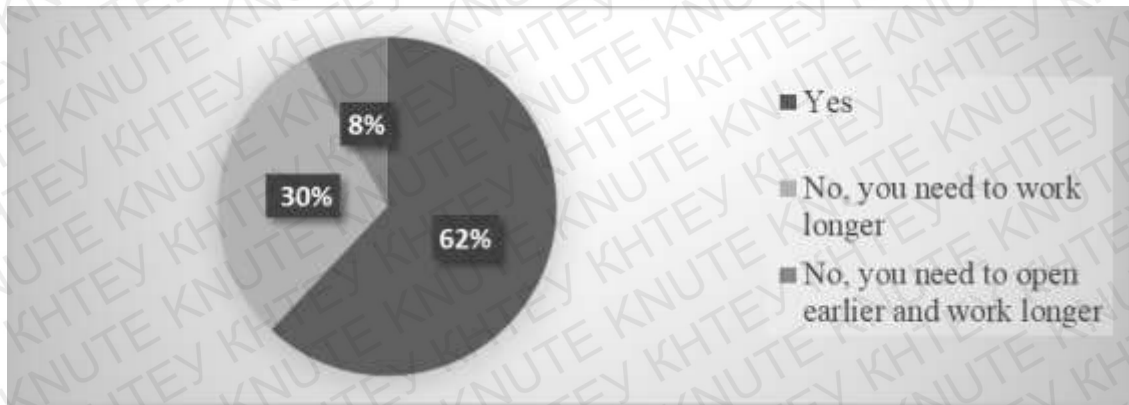
It is more convenient for bank customers to call the bank than to visit the branch. Although the average score is almost the same: call (3.3) and visit the branch (3). As for age groups, the situation is different. Baby boomers and Generation X preferred to visit the bank, while younger generations preferred the phone. Because the answers were completely opposite, we got identical points. However, asking this question again only by entering a new variable – internet banking, we have gotten other results:

1. Better contact me by phone - 58%;
2. Better contact me with online banking - 41%;
3. Better contact me by email - 1%;

Analyzing this question, we can identify only one trend by age groups, only the generation of Baby boomers 100% answered that it is better to contact them by phone. There are no clear trends in the structure of the other answers as the votes were evenly distributed. Only one respondent chose the email category - this is representative of Generation Y. From this, we can conclude that the telephone is a universal means of communication between the client and the bank. That is why SMS information and call center calls are widespread in Ukraine.

In order to understand the low attendance rate of the bank's branches, we asked the following question. We asked the respondents whether they were

satisfied with the hours of operation of their bank and received the following answers, which are shown in picture 2.12.



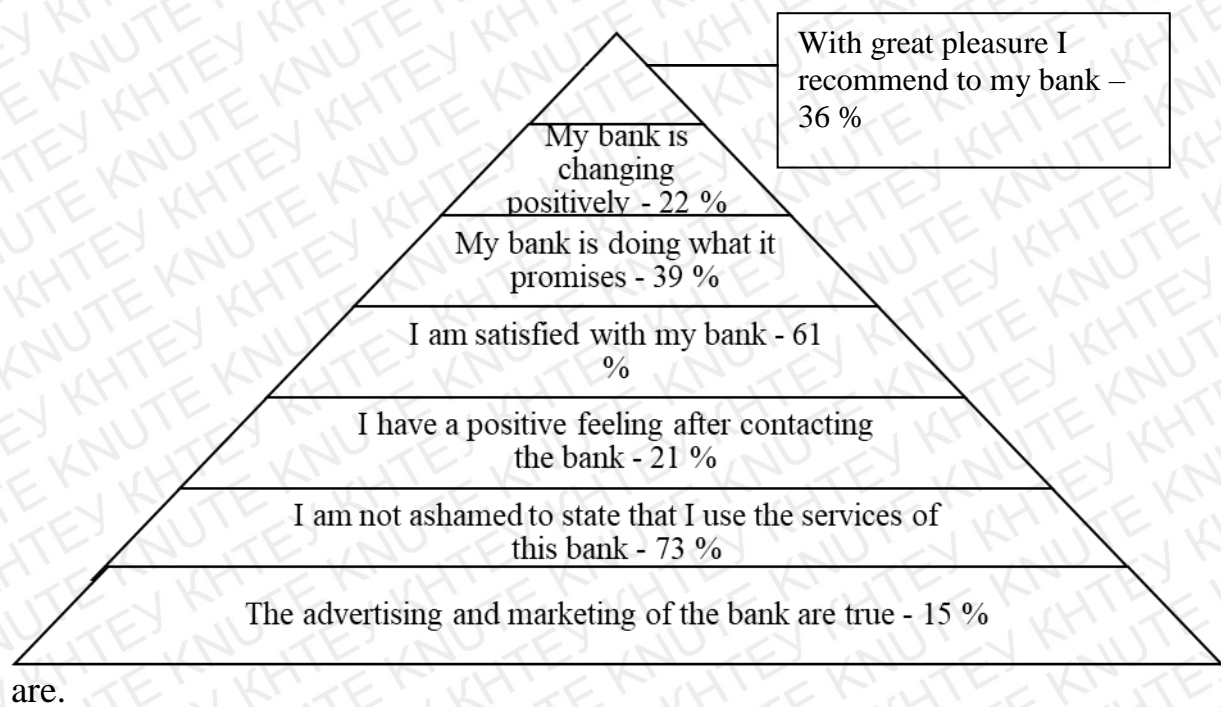
Pic. 2.12. Respondents' responses on satisfaction with the bank's work schedule*

* Source: created by the author

Most of the respondents were satisfied with their bank's working hours - 62%, while the other 38% sought to increase their bank's operating hours. As for age groups, the Baby boomer generation and Generation X were not entirely happy with the bank's opening hours. Because they are customers who regularly visit the bank. And the Generation Z is quite satisfied with the hours of operation of the bank because they always contact their bank remotely. Generation Y responses were ambiguous, most were satisfied with the bank's work schedule (76%) and only 24% of this generation were dissatisfied with the bank's performance.

Summarizing the experience section, we can conclude that in order to raise the brand value or brand equity of the bank, it is necessary to allocate 2 target groups. The first group will be the older generation, which needs more personalized communication with the bank through network visits. Although this group does not visit the bank more than once a month, it does require an increase in the institution's opening hours. Another group is young people. This group chooses to contact the bank using gadgets, so it does not pay attention to the hours and quality of doing the bank branches. However, it is this age group that is the most active user of banking services.

In order to evaluate the relationship between the bank and the client, we suggested that respondents choose statements regarding their banks. The statements are only positive, so this will reveal the level of customer loyalty to the bank (picture 2.13). Although the polls were chaotic in the poll, they have a clear hierarchy. The higher the top-level assertion, the more loyal the bank's customers



Pic. 2.13. Respondents' statements*

* Source: created by the author

Only two statements were confirmed by the majority of respondents, these statements of satisfaction with the work of the bank and that they don't shame to say about their experience with the bank. There is no point in looking for specific trends for age groups, but it makes sense to track trends across banks. Only Raiffeisen Bank Aval, FUIB, MonoBank and Alphabank clients selected all of the statements. PrivatBank's clients did not select all of the statements, and Oschadbank's clients did not select others, except the previously stated statements. This means that the relationship of clients with Oschadbank is not positive and that the clients of Privatbank are more loyal. These respondents were also satisfied with the quality of their bank's products. Clients of other banks mentioned above demonstrate a positive relationship between the bank and the client. These are the

relationships of the bank with the client that increase the brand value and brand equity.

The correlation of the age group influence on the importance of such categories as demonstrated in the appendix C was also investigated (app.D, E, F, G, H, I, J, K, L, M, N, O). Highest level of correlation between age category and importance of financial state and age and importance of opinions (advice of relatives or loved ones). The smallest between the age and interest rates and the age and channel of communication.

Summarizing the impact of the brand on the bank's customers, we can conclude that the brand affects the bank's customers. However, this impact is only appropriate when it is used by target groups. The brand value for different target groups is different, depending on the target segment you choose. And the choice of the target segment depends on the tasks that make up the bank's strategy. It is the strategy of the bank that determines the direction of brand development and its value for clients.

PART 3.

FORMATION OF CLIENT LOYALTY ON THE BASIS OF BRAND MANAGEMENT OF THE BANK

3.1. Improvement of the organizational and informational support of the bank's brand management

This study demonstrates that there is a significant difference between service brand theory and actual branding practices in banking. Because the impact of brand management is not so easy to calculate and predict as the impact of a change in the interest rate or new promotion. We can only characterize the brand components and their impact on customer choice. The main strength of the brand is manifested

by the number of new customers involved because we only pay attention to the brand when choosing a bank. Therefore, the brand influences consumer behavior, which cannot be represented in numbers. Another problem with bank management brand is the lack of a successful branding strategy (if any). It is the absence of a constant branding strategy that creates a negative image of the bank in the eyes of customers.

Customers view banking as a highly commissions sector that uses a non-credible, aggressive pricing approach. Proof of this is the amount of cash in circulation - UAH 391 billion. as of 01.09.2019 calculated by NBU.

The study emphasized that branding is used by consumers only selectively in terms of financial judgment, decision making and behavior. Instead of relying on brand criteria for choosing between banks, consumers have emphasized the importance of factors related to cost of service and convenience. Contrary to the literature, which emphasizes the importance of emotional values in banking [27], respondents rated functional values as significantly more key and actively evaluated and selected banks based on brand functional features such as rate and range of services. Further, despite the importance attached to the role of corporate marketing communication and advertising campaigns in services, banks have failed to counteract or diminish growing negative reputation, and customers remain unaware or at best cynical and disrespectful of brand image and branding. This is confirmed by the results of the Banking Awareness Survey. Most do not know the services of other banks and indirectly know about the services of their bank (the average awareness of the products of their bank is 2.7 points). Thus, we can conclude that complex emotional messages and images provided by banks for communication and interaction with customers are not seem necessary.

Although service branding has been closely aligned with the principles of product branding, it is clear that its application is very different, especially in the context of financial services [12]. After all, the distinguishing feature of the service from the goods is the lack of material form, which reduces the result in the eyes of the consumer. You should also understand that customers do not see the

complexity of banking procedures. After all, they work only with the front office, and all other work of the bank for the client is foreign and unfamiliar. That is why customers find banks aggressive and unfair in pricing. The consumer evaluation of a bank's work can be considered as an iceberg, the top of which is the front office work, that is, customer service (this is only the work result of the cashier and the credit and deposit department). The other 70% of the bank's work is inaccessible and invisible to the customer, so the consumer does not understand and cannot fairly evaluate the cost of servicing the bank. Financial literacy and awareness of banking gives an understanding of the labour intensity and complexity of banking. In this case, the development and dissemination of financial literacy among banking customers is a tool for increasing brand value, as customers need to understand what they are paying for.

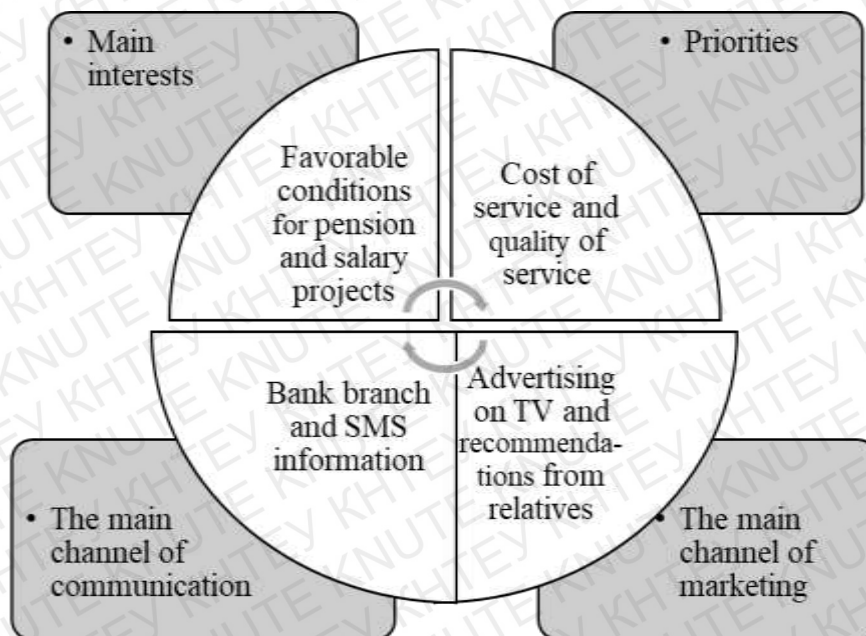
From the foregoing, it can be concluded that the modern development of branding of services remains very conceptual and of little importance and utility in terms of offering branding guidelines for banks.

Given the importance and relevance of brand functional values and the ongoing lack of success in brand creation, it is recommended banks to design and communicate their brand position in a way that addresses the functional financial needs of consumers. It is also advisable to engage with consumers through an in-depth and systematic research and communications program to successfully identify current key values and hits of financial brands, including functional criteria such as interest rates, convenience and appropriate access to services, which will form the basis of a meaningful branding strategy and preferred customers. To facilitate the delivery of customer-oriented brands, suppliers must redirect part of their financial support to often wasteful corporate campaigns to invest in the ongoing training, development, and rewards of their financial services employees who are essential to delivering on brand promises. Financial providers must adopt a multidimensional financial services brand strategy that is based on the promotion of relevant functional values and is based on a customer-centric approach. Such actions should help build the much-needed bridge between the

theory of branding and the current reality of the practice of branding financial services.

This requires building a strong customer-oriented model of the brand, it is impossible to manage something intangible. In the context of research, to build an effective brand model, we need to determine the target segment of our brand. Because brand impact analysis has demonstrated the feasibility of splitting customers into 2 target segments, we will develop 2 models. The first model is a model targeting the generation of Baby boomers and Generation X. The second model will target the Generations Y and Z.

Now we will form a bank brand model for this target group (picture 3.1).



Pic. 3.1. Client-oriented bank brand model for the first target segment*

* Source: created by the author

The first target group is customers aged 43-73, 100% of whom work. In terms of sexual separation, men make up 56% and women make up 44%. Respondents live in different parts of Ukraine. 100% of respondents have their housing. From this, it follows that these are paying customers of the bank. The main bank for this target group is Oschadbank (82%) and PrivatBank (18%). The majority bank does not use a secondary bank (60%), but 36% of respondents use the services of PrivatBank and 4% of Raiffeisen Bank Aval. 100% of the group

have not changed the bank for the last 5 years. This is a brief description of the first target group to get an idea of it.

On the basis of the created client-oriented model of the brand we will form practical recommendations for the first target group. Recommendations on improvements to be done to increase loyalty of such clients:

1. Provision of promotional offers or special conditions for salary or retirement projects (discounts in retail chains, pharmacies or commissions on payment of public utilities);

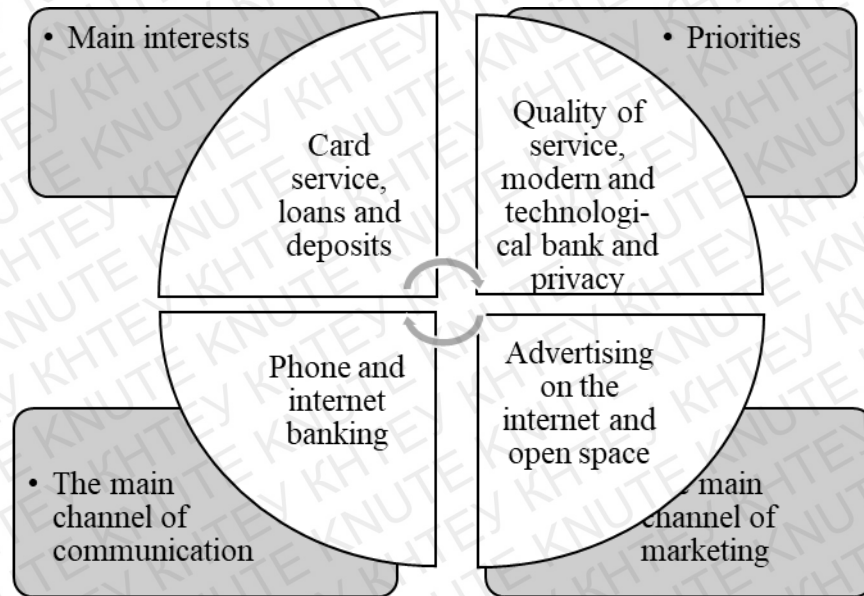
2. The cost of servicing such clients should not be above average, since the price level is crucial for this target group;

3. The speed of service and opening hours at the branches is an important criterion for this category of customers, as they often visit the branches of the bank. Banks are encouraged to create differentiated queues that accelerate branch operations and extend opening hours in major branches;

4. TV advertising is effective for this target group, it has been determined that advertising itself enhances the bank's prestige for these customers. This increases trust and commitment to the bank.

This model for the first target group combines all the conditions required by this target group, and using this model will allow the bank to create a loyal customer base with a strong brand.

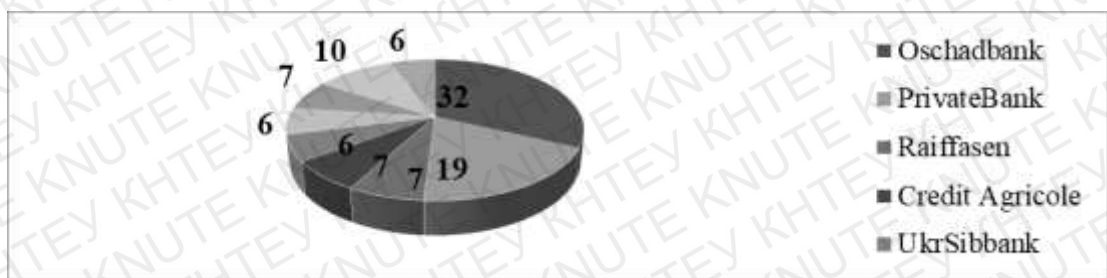
We will form a client-oriented brand model for the second target segment - Generations Y and Z (picture 3.2).



Pic. 3.2. Client-oriented bank brand model for the second target segment*

* Source: created by the author

The second target group is customers aged 21-42, 43% work, combine work with study 23% and 9% study. In terms of sexual separation, men make up 43% and women make up 57%. Respondents live in different parts of Ukraine. Respondents have their housing -20 %, rent - 51% and live with their families - 22%. From this, it follows that these are paying customers of the bank. The primary bank for this target group is PrivatBank (45 %), Raiffeisen Bank Aval (12 %), Oschadbank (11%), FUIB (5 %) and Monobank (5 %). Respondents use the various as secondary bank banks shown in picture 3.3, this is one of the differences that fundamentally distinguishes these target groups. 56% of respondents have not changed their bank in the last 5 years, 32% have changed once, 5% have changed twice, 4% have changed three times and 3% have changed their bank more often. This is a brief description of the second target group to get an idea of it.



Pic. 3.3. Secondary bank for the second target segment*

* Source: created by the author

Based on the research, we have prepared practical guidelines for the organization of bank brand management. It will help banks to increase the level of customer loyalty for the second target group:

1. Interesting and up-to-date card projects, flexible terms of loans and deposits. Cards are an integral part of modern youth that emerges from the study (on average, each has more than two cards from different banks). Leaders are banks that offer the latest terms of service, such as a Monobank that offers removable cashback or no commission when depositing funds into an account. Also, young people are more interested in and use deposit and credit products.
2. Quality of service, adaptability and privacy are the main criteria for choosing a bank. Customers in this group prefer speed and serviceability rather than price. Securing a network of terminals, using the latest security systems as a face ID, QR code, NFC technology provides competitive advantages.
3. Advanced internet and mobile banking are important to these customers. The availability of a modern and convenient application is a requirement of this target group, because it is the main channel of communication between bank and client.
4. Online advertising is the most effective for this client segment. You should also pay attention to the creativity of the advertising product.

As we see the proposed customer-centric branding models and practical recommendations for brand improvement are completely different, so banks need to apply the appropriate model to a specific target group. For small banks, these models will suffice (because they are relatively small sampling). And for banks with a large customer base, the proposed models need to be refined and expanded. The use of these models will help to improve the organizational and information support of the bank's brand management, to develop the bank's brand management system. Which in turn will give the bank a competitive advantage, which is very important in today's banking market.

3.2. Ways to improve the brand strategy of the bank

First, we need to define the brand strategy of the bank. A brand strategy is a formal plan that is used by business to create a certain image in the minds of current and potential customers. This is a general definition of a brand strategy that is suitable for both the business as a whole and the banking sector.

A brand strategy is a plan for how you will connect your business to the people it serves - those who work for it and those who support it through their patronage. This is an important series of relationships, so it's important to be intentional.

Buyers' brand dynamics have changed a lot in the last century - even in the last decade. It has evolved from transactional relationships based on product features to emotional relationships based on shared beliefs and principles. According to a Cone Communications CSR survey in 2017, 87% of consumers said they were buying a product based on brand values [65].

For brands to succeed, they need to be able to engage and build relationships with people genuinely and transparently. But if you, as a brand, do not know who you are or how to communicate, you will not be able to make that relationship. That's why branding matters.

It's not just about customer relationships. Having a brand strategy also helps you build a healthier business. An Imperative / LinkedIn 2016 survey found that 85% of companies with a worded and understandable purpose experienced positive growth, while 42% of companies did not experience a drop in revenue [66]

Beyond the bottom line, a brand strategy also helps foster happier company culture and a stronger relationship with its employees. According to the Imperative / LinkedIn survey, 73% of dedicated employees are satisfied with their work [66] When you work for a company with a well-defined brand strategy and a deep understanding of its values and vision, working towards these goals is easier and more enjoyable.

Based on our research, we have formulated steps to shape and refine the bank's brand strategy. These steps are divided into two phases, the first phase is the brand introduction phase and the second phase is the brand improvement and development. The second phase cannot be implemented into a brand strategy without the first. As the second phase requires the experience of brand management of the bank. To get a clear and successful brand strategy, bank needs to follow these steps:

Phase 1.

1. The bank needs to determine its brand characteristics. It is necessary to analyze the client base and determine the target audience, determine the nature of the brand and its main tasks. This will shape the essence of the brand and its presentation.

2. The market and competitors need to be analyzed. A brand is a cost component, so it must be understood whether it will succeed and whether it will make economic sense. It is also necessary for the brand to be different from the main competitors in the eyes of customers. The main purpose of a brand is to distinguish one object from another.

3. Brand audit is a major requirement for brand implementation. This is the stress testing of brand by a bank. This procedure is necessary to determine whether the brand meets its goals and objectives. To do this, you need to gather a focus group and analyze the impact of the brand on your customers using a survey and feedback. At this stage it is necessary to determine the directions of brand development.

Phase 2.

4. Rethinking the target market, developing or adjusting brand positioning. As market conditions change, new technologies emerge, so bank needs to review its brand goals and objectives for time. Also, with the development of the bank a need to adjust its positioning appears, because the number of target groups changes or the strategy of the bank changes. Therefore, at this stage, it is necessary to return

to the already familiar step 3 and change the architecture of the brand according to the audit results.

5. In order to always be competitive, it is important to develop branding strategies and keep up with global trends. This will quickly adapt the brand management system to the new trends and protect it from possible threats.

Other ways to improve your bank's brand strategy are to acquire the following characteristics.

Emotion is extremely important component because the modern consumer is irrational. Too many conditions affect consumer choice. It is difficult to get a positive emotion, as this component includes the experience of the bank's relationship with the client, the quality of service and the client's expectations. Only at the intersection of three factors can the consumer's emotions be formed. Receiving a positive emotion, the bank gains a potential consumer. After all, it is typical for irrational consumers to make choices on the behavioural conditions of emotions and associations. 60% of respondents who were satisfied with their bank's performance had not changed their bank in the last five years. This proves that the emotional component is extremely important.

Flexibility is another feature of a successful bank brand. Banks that use innovative products and current trends are more popular in Ukraine. This fact confirms our study because PrivatBank was chosen as the main bank, which has long held the position of the most technological bank. Monobank, which is the most progressive at the moment in Ukraine, also occupies high positions. It is the flexibility factor (meeting today's customer needs) that is the main factor when choosing a bank.

Engaging employees in the brand is an important component of brand strategy too, because employees represent the bank. The main link between the bank and the client is the bank employee (this is both a visit to the network and calls to the call center). It is the employees who broadcast the bank's attitude to the client. The more satisfied the employees are, the better the customer service. Banks that are concerned about their employees are more attractive to customers because

these banks have a positive image and therefore a positive brand. This relationship can be explained by the simple parallel drawn by the bank's customers. If the bank is concerned about its employees and image, it will also care about its customer. Nowadays corporate governance is of great importance. One of the main tasks is to improve working conditions for the employee. Corporate governance is an integral part of all successful modern companies, which is reflected even in the company's reporting. Ukrainian banks keep up with current trends and also apply this method in their practice, mainly banks with foreign equity. These banks are characterized by higher brand value, which proves the importance of attracting employees to the brand.

These three characteristics are compulsory if you want to get a quality and effective bank strategy. These three components provide a competitive edge for your brand. However, these characteristics do not complicate your brand strategy but merely refine it. It is only possible to achieve these characteristics over time as they are all based on the experience of the bank's relationship with the client. However, having these factors as your strategic goals will get you loyal customers and an effective brand that will only help you attract new customers. These relationships will form the basis of your marketing and development strategy as a whole.

Loyalty is the client's reaction to the quality brand of the bank. This is achieved through continuous improvement of your brand. Loyalty is in line with Pareto's laws. After all, it is loyal customers who bring major income to banks. Therefore, this indicator is extremely important for banks. Formation of loyalty at the expense of brand management is achieved by obtaining positive customer experience and positive banking image. Improving these components is only possible with the use of quality brand strategy and effective brand. Therefore, brand management is a tool for forming customer loyalty.

CONCLUSIONS AND RECCOMENDATIONS

The final qualification work considered the influence of bank management brand on customer behavior. This study aims to contribute to consumer research in the retail banking industry by providing a branding perspective through research into how branding is used and could be used and its potential for attracting and committing consumers. This study makes it possible to understand how important brand management is and is effective in Ukraine since there is no theoretical basis for this issue. Impact of brand management was considered on the following points:

- brand recall and recognition. As mentioned earlier in the literature, brand recall is determined by consumers' ability to retrieve the brand from memory when certain cues are presented and brand recognition, consumers' ability to recognize a brand due to earlier exposure;
- brand associations and values. Brand meaning is created by the brand image established in the consumer's mind about what the brand is made of and what it is characterized by, concentrating on the associations made in the customer's mind;
- service experience and response. It will help to understand the level of customer satisfaction with the banking services provided;
- relationship and brand loyalty. It will help to understand the client's level of commitment to the bank.

The survey method was used to obtain empirical data. According to the research conducted in the work, we can draw the following conclusions.

1. Brand management has an impact on customer behavior, especially when choosing a bank. In this case, it is an effective tool that gives the bank a real competitive edge as the customers are unknowingly paying attention to the brand.

2. Brand management at a bank is quite complex. Because bank products are largely standardized and similar, but banks with modern and innovative brands are replacing the banking market, not in favor of conservative banking brands. Examples are PrivatBank and Monobank.

3. Brand management in the bank is effective only in the allocation of target groups. Banking products should target at least 2 target groups in order to attract as many customers as possible.

In order to improve the brand management of the bank, the following proposals have been developed:

1. It is necessary to create client-oriented models of the bank's brand. These models are developed according to the target groups allocated by the bank. This is a prerequisite for building a strong brand. As a whole, universal banks operating in Ukraine, attracting clients of different types. Target group analysis enables you to develop a more personalized product for your client, which is important today. A personalized banking product is not only a trend but also an opportunity to attract a new customer or retain a regular. It is possible to personalize products through the influence of the brand management of the bank and to implement them through marketing. This approach gives a competitive advantage in the bank's market using brand management.

2. Approaches to improving brand strategy have been proposed, taking into account the following points:

- Emotion. This component is extremely important because the modern consumer is irrational. Too many conditions affect consumer choice. It is difficult to get a positive emotion, as this component includes the experience of the bank's relationship with the client, the quality of service and the client's expectations.

- Flexibility is another feature of a successful bank brand. Banks that use innovative products and current trends are more popular in Ukraine. This fact confirms our study because PrivatBank was selected as the main bank, which has long held the position of the most technological bank. Monobank, which is the most progressive at the moment in Ukraine, also occupies high positions. It is the flexibility factor (meeting customer needs) that is the main factor when choosing a bank.
- Engaging employees in the brand. The main link between the bank and the client is the bank employee (this is both a visit to the network and calls to the call centre). It is the employees who broadcast the bank's attitude to the client. The more satisfied the employees are, the better the customer service. Banks that are concerned about their employees are more attractive to customers because these banks have a positive image and therefore a positive brand.

Taking all these points into account will enable the bank's brand strategy to become an effective plan for the development of the bank's brand management. This will not only highlight the bank in the eyes of the consumer but also give it a quality competitive advantage.

Taking into account all the suggestions and recommendations gives the bank the opportunity to create a high-quality and effective brand management system. Accordingly, it provides competitive advantages in the banking services market.

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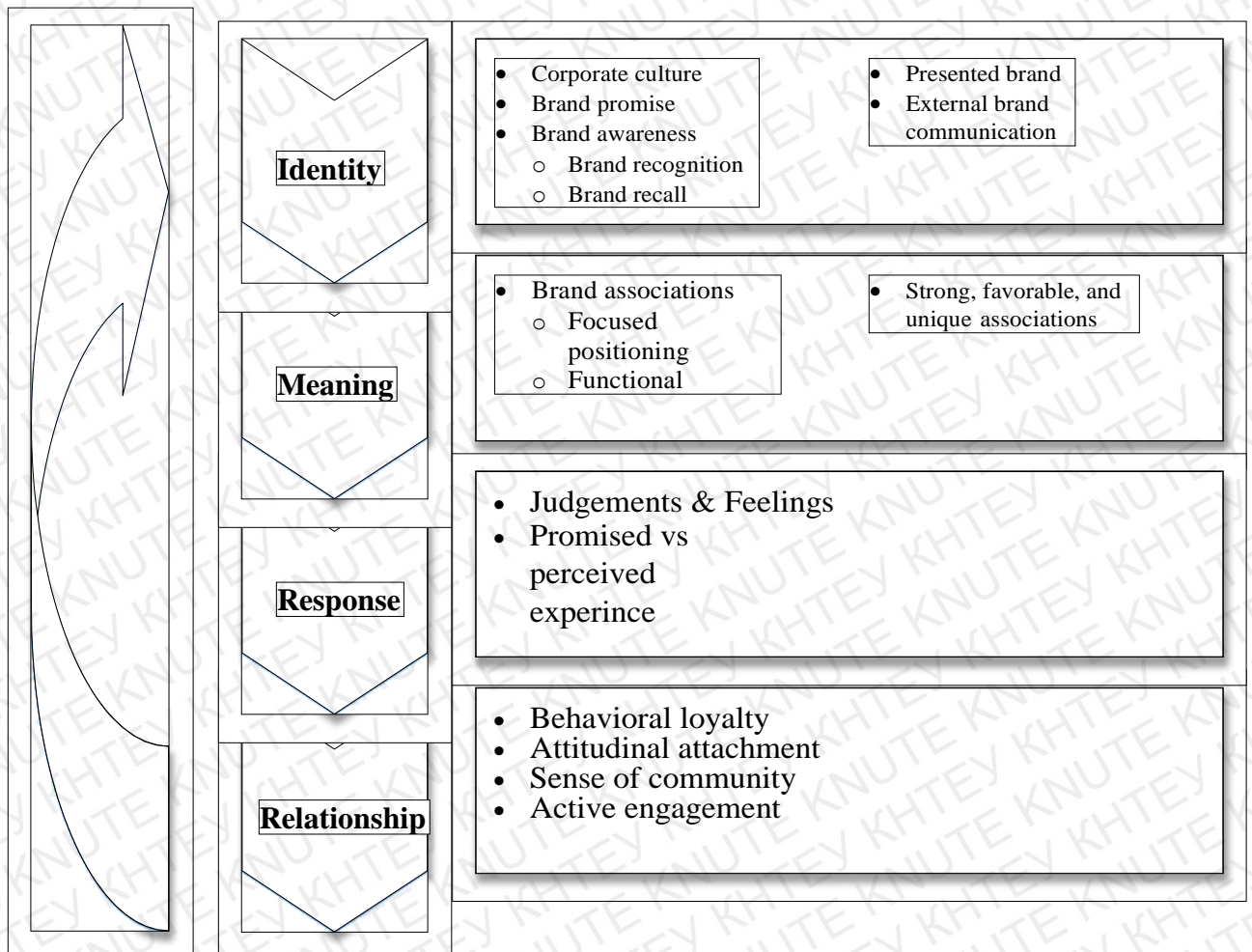
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APPENDICES

Appendix A



Components of a Service Brand*

**Source: created by the author on the basis of the source [12]*

Appendix B

Questionnaire

Demographics

1. Age?

2. Gender?

a. Male

b. Female

3. Where do you live?

a. City: _____

4. Which best describes your living arrangement?

a. I own my home

b. I pay rent

c. I live with my parents

d. Someone else pays for my housing

e. Other: _____

5. Employment status?

a. Student

b. Unemployed

- c. Employed fulltime
- d. Study and work
- e. Other: _____

Brand recall and recognition

6. Please name five retail banks operating in Ukraine?

- a. _____
- b. _____
- c. _____
- d. _____
- e. _____

7. Do you recognize the following logos/brands?

Continuation of app. B



h. 

i. 
CREDIT AGRICOLE

j. 
Kredobank
PBCA Bank Group

k. 
otpbank

8. How well do you know the products and services of the following brands?
(rate 1-5, 1= not at all and 5=very well)

Continuation of app. B

- a. Raiffasen Bank Aval
- b. Oschadbank
- c. PrivatBank
- d. Ukreximbank
- e. UkrSibbank
- f. FUIB

9. Do you remember seeing/hearing advertisements of banks?

- a. Yes
- b. No

10. From which media did you see/hear the advertisements of banks?

- a. Internet
- b. TV
- c. Magazine / Newspaper
- d. Outdoor marketing
- e. I have not seen/heard advertisements of banks
- f. Other: _____

Brand associations and values

11. Please select your primary bank?

- a. Raiffasen Bank Aval
- b. Oschadbank
- c. PrivatBank
- d. Ukreximbank
- e. UkrSibbank
- f. Credit Agricole
- g. Ukrgasbank
- h. AlfaBank
- i. FUIB
- j. Other: _____

12. Please select your secondary banks?*Continuation of app. B*

- a. I have concentrated all my banking to my main bank
- b. Raiffasen Bank Aval
- c. Oschadbank
- d. PrivatBank
- e. UkrSibbank
- f. Credit Agricole
- g. Ukrgasbank
- h. AlfaBank
- i. FUIB
- j. Other: _____

13. Have you changed your bank during the last five years?

- a. Once
- b. Twice
- c. Three times
- d. More often
- e. No

14. How satisfied are you with the functionality of the following products or

services offered by your bank? (rate 1-5, 1=not satisfied at all and 5=very satisfied)

- a. Credit cards
- b. Debit cards
- c. Netbank
- d. Customer service
- e. Loans
- f. Bank's website

15. How would you rate the following in your own bank? (rate 1-5, 1=very low and 5=very high)

- a. Trust
- b. Quality of products

Continuation of app. B

- c. Quality of service
- d. Reliance on functionality
- e. Privacy

16. How important is the internationality of your bank? (rate 1-5, 1=not important at all and 5=very important)

17. Do you consider Raiffasen Bank Aval to be a

- a. Ukrainian bank
- b. Polish bank
- c. Russian bank
- d. Austrian bank
- e. Other: _____

18. Do you consider Oschadbank to be a

- a. Ukrainian bank
- b. Polish bank
- c. Russian bank
- d. Austrian bank
- e. Other: _____

19. Do you consider PrivatBank to be a

- a. Ukrainian bank
- b. Polish bank
- c. Russian bank
- d. Austrian bank
- e. Other: _____

20. Rate the following on the importance they have to you when choosing your bank? (rate 1-5, 1=not important at all and 5=very important)

- a. Price
- b. Interest rate and margin
- c. Image of the bank
- d. Location

Continuation of app. B

- e. Financial solidity
- f. My parents are customers in the same bank
- g. Recommendations from friends

21. To what level do you consider yourself to be influenced by the following issues in your bank relationship: (rate 1-5, 1=does not influence me at all and 5=very much influence)

- a. Advertisements of the bank
- b. Recommendations of my friends and parents
- c. Social media
- d. Website

22. Did you receive a recommendation of bank?

- a. No
- b. Yes

23. I am satisfied with the opening hours of banks?

- a. Yes
- b. No, they should be open later
- c. No, they should open earlier

d. No, they should open earlier and be open later

24. How important are environmental issues to you? (Rate 1-5, 1=not important at all and 5=very important)

25. Does your bank partake in some environmental or social cause?

- a. Yes
- b. No
- c. Do not know

Service experience and response

26. How often do you visit a branch office?

- a. Daily
- b. Weekly

Continuation of app. B

- c. Monthly
- d. Few times a year

27. Main channel for contacting?

- a. Internet
- b. Phone
- c. Visiting a branch office
- d. Social media
- e. Other: _____

28. If so did you compare different banks?

- a. Yes, I asked for an offer from one other bank in addition to my primary bank
- b. Yes, I asked for an offer from two other banks in addition to my primary bank
- c. Yes, I asked for an offer from more than two banks in addition to my primary bank
- d. No
- e. Other: _____

29. How comfortable are you visiting the branch office? (rate 1-5, 1=not comfortable at all and 5=very comfortable)?

30. How comfortable are you calling to bank? (rate 1-5, 1=not comfortable at all and 5=very comfortable)?

31. Through what channel would you prefer your bank to contact you?

- a. Phone
- b. Email
- c. Netbank
- d. Other: _____

Relationship and brand loyalty

32. Rate the following statements for your main bank from 1-7, 1=disagree and 7=agree

End of app. B

- a. My bank delivers what they promise
- b. Advertising and marketing of the bank are reflected in their actual service
- c. I get a feeling of satisfaction after dealing with my bank (online/branch office)
- d. I have a positive feeling after an encounter with my bank
- e. I recommend my bank with pleasure
- f. I am not ashamed to state that I use the services of this bank
- g. My bank is changing positively

Appendix C

Summary report on observations

	Observations					
	Valid		Missed		All	
	N	Percent, %	N	Percent, %	N	Percent, %
Age * Foreign	71	98,6	1	1,4	72	100,0
Age * Price	70	97,2	2	2,8	72	100,0
Age * Rate	69	95,8	3	4,2	72	100,0
Age * Popularity	68	94,4	4	5,6	72	100,0
Age * Location	68	94,4	4	5,6	72	100,0
Age * Recommendations	68	94,4	4	5,6	72	100,0
Age * Opinions	69	95,8	3	4,2	72	100,0
Age * Financial State	68	94,4	4	5,6	72	100,0
Age * Frequency	69	95,8	3	4,2	72	100,0
Age * Communication chanel	71	98,6	1	1,4	72	100,0

**Source: created by the author*

Appendix D

Relationship between respondents' age and importance of foreign origin

		Meaning	Asymptotic root mean square error	Approximate Tb	Approximate significance
Interval	R Pearson	0,284	0,101	2,457	0,017c
Ordinal	Spearman's correlation	0,286	0,109	2,482	0,015c
Number of valid observations		71			

**Source: created by the author*

Appendix E

Relationship between respondents' age and importance of price

		Meaning	Asymptotic root mean square error	Approximate Tb	Approximate significance
Interval	R Pearson	-0,067	0,099	-0,551	0,583c
Ordinal	Spearman's correlation	-0,057	0,116	-0,470	0,640c
Number of valid observations		70			

**Source: created by the author*

Appendix F

Relationship between respondents' age and importance of interest rate

		Meaning	Asymptotic root mean square error	Approximate Tb	Approximate significance
Interval	R Pearson	0,409	0,102	3,672	,000c
Ordinal	Spearman's correlation	0,313	0,113	2,696	,009c
Number of valid observations		69			

**Source: created by the author*

Appendix G

Relationship between respondents' age and importance of popularity

		Meaning	Asymptotic root mean square error	Approximate Tb	Approximate significance
Interval	R Pearson	0,413	0,107	3,681	,000c
Ordinal	Spearman's correlation	0,319	0,119	2,733	,008c
Number of valid observations		68			

**Source: created by the author*

Appendix H

Relationship between respondents' age and importance of location

		Meaning	Asymptotic root mean square error	Approximate Tb	Approximate significance
Interval	R Pearson	-0,013	0,128	-0,108	0,914c
Ordinal	Spearman's correlation	-0,081	0,120	-0,661	0,511c
Number of valid observations		68			

**Source: created by the author*

Appendix I

Relationship between respondents' age and importance of recommendations

		Meaning	Asymptotic root mean square error	Approximate Tb	Approximate significance
Interval	R Pearson	0,214	0,104	1,776	0,080c
Ordinal	Spearman's correlation	0,221	0,108	1,842	0,070c
Number of valid observations		68			

**Source: created by the author*

Appendix J

Relationship between respondents' age and importance of opinions

		Meaning	Asymptotic root mean square error	Approximate Tb	Approximate significance
Interval	R Pearson	0,471	0,085	4,371	0,000c
Ordinal	Spearman's correlation	0,406	0,097	3,633	0,001c
Number of valid observations		69			

**Source: created by the author*

Appendix K

Relationship between respondents' age and importance of financial state

		Meaning	Asymptotic root mean square error	Approximate Tb	Approximate significance
Interval	R Pearson	0,588	0,095	5,911	0,000c
Ordinal	Spearman's correlation	0,485	0,112	4,509	0,000c
Number of valid observations		68			

**Source: created by the author*

Appendix L

Relationship between respondents' age and importance of frequency

		Meaning	Asymptotic root mean square error	Approximate Tb	Approximate significance
Interval	R Pearson	-0,065	0,098	-0,531	0,597c
Ordinal	Spearman's correlation	-0,038	0,109	-0,311	0,757c
Number of valid observations		69			

**Source: created by the author*

Appendix M

Relationship between respondents' age and importance of communication channel

		Meaning	Asymptotic root mean square error	Approximate Tb	Approximate significance
Interval	R Pearson	-0,405	0,130	-3,676	0,000c
Ordinal	Spearman's correlation	-0,307	0,135	-2,683	0,009c
Number of valid observations		71			

**Source: created by the author*