

Thesis / diploma thesis cover

THESIS/ DIPLOMA THESIS

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Sciences**

Károly Róbert Campus

**The Success Factors of the Bank BIAT from the
Perspective of the Consumer Behaviour using the
Marketing Tool 7P's In Tunisia During Covid 19
(2020 – 2021)**

MSc in Business Development

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Declaration Of Consultation with Supervisor

Declaration of Consultations with Supervisor

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First personal consultation

Date and time: *2022/10/20*

Topic discussed: *Topic and introduction*

Theoretical Background

Signature of Supervisor:



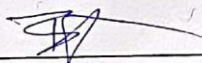
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Date and time: *2022/11/10*

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Method of Primary Research

Signature of Supervisor:



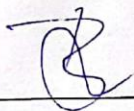
Third personal consultation

Date and time: *2023/02/01*

Topic discussed:

Results of the Research

Signature of Supervisor:



This has to be attached to the Thesis /Diploma thesis

1. Introduction

1.1 Background And The Need For The Study

customer satisfaction is a key element of modern management science and is considered a standard of performance and excellence for business organizations. It is important for companies to translate customer satisfaction into measurable parameters and improve upon factors that provide satisfaction to customers. In the banking industry, customer retention is an important element of strategy in a competitive environment. Banks can use customer satisfaction and retention as a tool to gain a strategic advantage and survive in the market. Additionally, satisfying customers can increase profits and generate positive word-of-mouth promotion for the company. The cost of acquiring new customers is also generally more expensive than maintaining existing ones. Long-term satisfied customers can also be an asset for the bank in terms of customer retention and loyalty.

1.2 Problem Statement

There are 23 banks in Tunisia. Based on annual report of the Tunisian Central Bank of 2021 that 12 banks have posted a positive Net Banking Income (NBI) by the end of 2020 which is considered the most critical year in Tunisia regarding Covid 19 on the country's economy while 11 banks recorded a loss result. (CENTRAL BANK OF TUNISIA, June 2021).

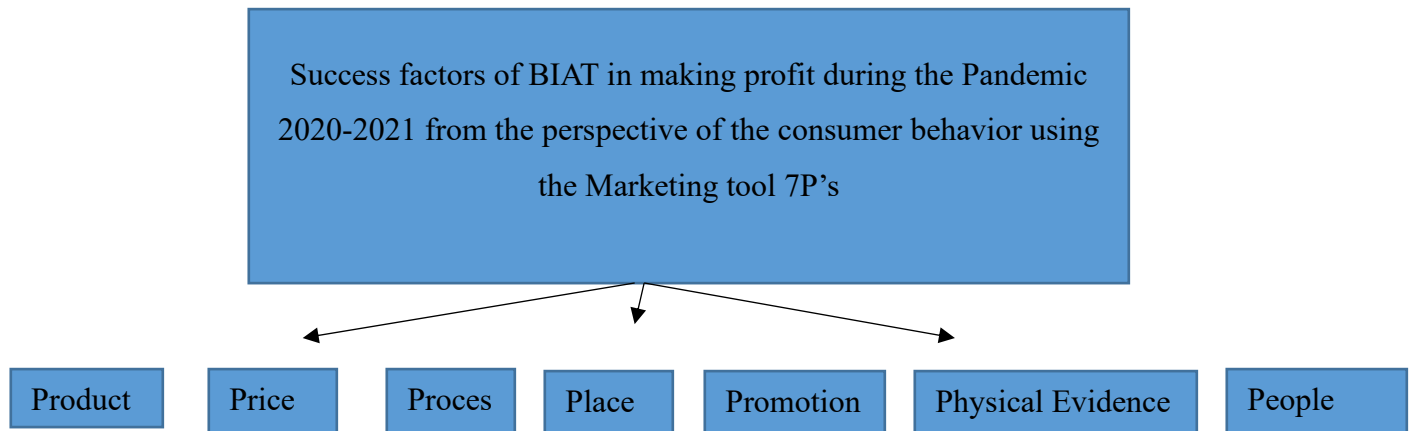
12 Banks with positive NBI are: BIAT, BNA, STB, BH Bank, ATTIJARIBANK, Amen Bank, UIB, BT, ATB, UBCI, BTE and WIFAK BANK.

11 banks with negative NBI: BFPME, BTS, Zitouna Bank, Al Baraka Bank, ATB, ABC, BFT, Citi Bank, QNB-Tunis, BTL and TSB. (CENTRAL BANK OF TUNISIA, June 2021).

1.3 Objectives of The Study

In my thesis, I chose the bank BIAT as an example. I am interested in analyzing the success factors of the bank BIAT in Tunisia in making profit during the pandemic (2020-2021).

I chose to tackle this issue from the perspectives of the consumer behavior of the bank regarding the marketing tool 7P's.



This study can be used to help the other 11 banks in Tunisia who made a negative financial result during Covid 19 during the years 2020-2021 to have an idea about the strategies of BIAT in maintaining its customers and in making a positive financial result.

By the end of this research, I would like to share the results about the success factors of BIAT with some local financial magazines in order to recommend the bank's strategy to other banks.

Research Aim	Hypothesis/Observations	Research Questions
To determine the main source of income of the bank during the health crisis and how it managed to make profit.	I state that the main source of income of the bank BIAT in Tunisia during the pandemic 2020 and 2021 was the payment of the interest rates and similar activities.	What is the main source of income of the bank BIAT during the pandemic in Tunisia?
To determine the best communication mode to be used in health crises in Tunisia regarding the financial institutions.	I state that the communication mode with the bank was not affected by the pandemic during the years 2020 and 2021.	How did you communicate with the bank BIAT before the pandemic in Tunisia? How did you communicate with the bank during the pandemic 2020 in Tunisia? How did you communicate with the bank during the pandemic 2021 in Tunisia?

To determine the satisfaction variables of the customers using the 7P's to provide recommendations for the financial institutions during the crisis.	I state that the satisfaction of the customers depend on many variables regarding the 7P's tool of marketing.	<p>How are you satisfied with the bank services?</p> <p>How are you satisfied with the service price?</p> <p>How are you satisfied with the accessibility of the service?</p> <p>are you satisfied with the chosen means of advertising of the bank During the Pandemic ?</p> <p>How are you satisfied with the physical and moral evidence of the bank During the Pandemic ?</p> <p>How are you satisfied with the process of the bank in handling your request?</p> <p>How are you satisfied with the performance of the bank employees?</p>
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1.3 Limitations of the Study

- The sample size was limited to 107 only. It may not represent the whole population which is more than 960,000 customers.
- The study has not been conducted over an extended period of time (one month).
- May some respondents were not able to understand some of the terms of the questionnaire which may affect the study to a little extend.

2. Literature Review

2.1. Glimpse About The History Of Money

Since my topic is based on tackling the relationship between making profit and the consumer behavior, I would like to start by introducing a bit about the history of money.

The concept of currency began with bartering and evolved over time, with the Mesopotamian shekel being the first known form of currency around 6,000 B.C. Gold and silver coins were used as currency around 700 to 650 B.C. The gold standard was introduced in 1821 by the United Kingdom to increase confidence in international trade by preventing governments from excessively issuing currency. However, the gold standard had its disadvantages and was abandoned after the Great Depression. In 1950, the Diners Club was founded, which was the first universal credit card and it aimed to provide an easy, confidential and efficient way of paying for goods and services. The latest version of money is Bitcoin, which is a cryptocurrency and eliminates the need for intermediaries like banks and governments. (Tikkanen, n.d.)

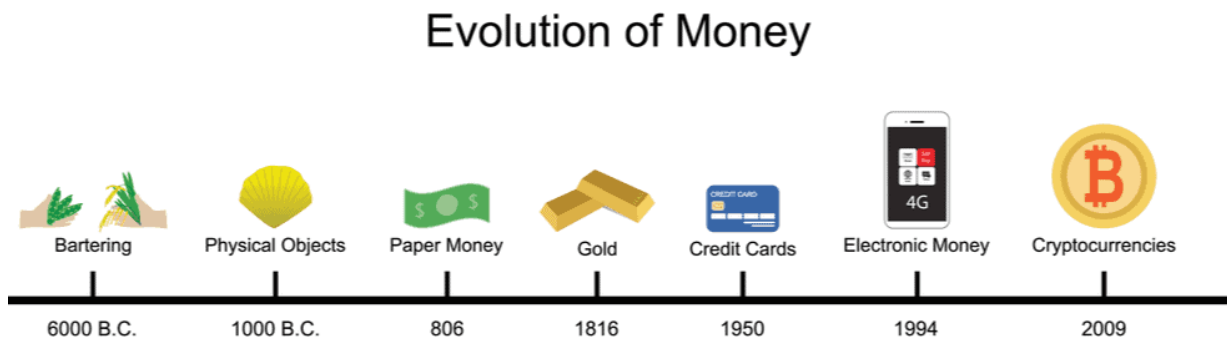


Figure 1: Evolution of Money

2.2. Bank Diversity in Tunisia

Tunisia, officially the Republic of Tunisia, is in the north of the African continent. It is a Muslim country with a population of 12.26 million people. It is a part of the Maghreb region bordered by Algeria to the west and southwest, Libya to the southeast, and the Mediterranean Sea to the north and east. The closest European countries to Tunisia are Malta and Italy. The official language is Arabic and after the French colonization, French became the second language of the country. (Anon., 2023)

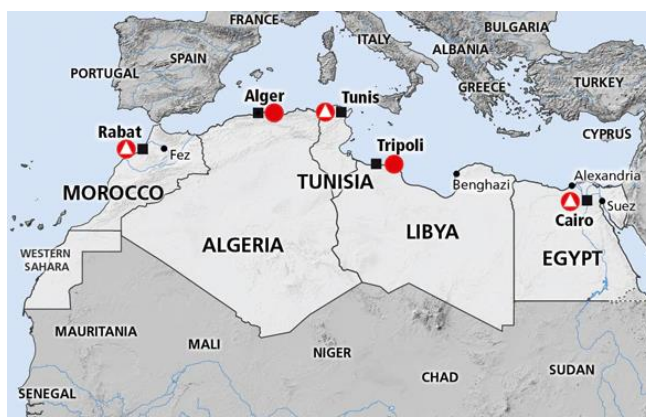


Figure 2: The Map of Tunisia

In general, Banking has been introduced as people wanted a safe place to store their money. Overtime, Banks gained trust of its customers as it provides a functional financial system to facilitate trade, distribute wealth, and collect taxes. Till nowadays, banks still doing the same role but with more options.

Banking in Tunisia is a service industry comprising 23 domestic banks of which, are three state owned banks. The Tunisian financial system includes the Central Bank of Tunisia, 2 to 3 resident banks, 7 offshore banks, 13 financial establishments: including 2 investment banks, 8 leasing establishments, 2 factoring companies. The banking system has succeeded in setting up an important network of representations and agencies. There are currently more than 1,905 branches, or approximately one branch for 5,775 inhabitants (BIAT Tunisia, 2021).

2.3. Covid 19 And Its Impact On The World Economy And On The Financial Sector In Tunisia

Coronavirus disease (COVID-19) is an infectious disease caused by the SARS-CoV-2 virus, which was first discovered on December 31, 2019, in China, Wuhan city. Most people infected with the virus will experience mild to moderate respiratory illness. However, many people became seriously ill though they did not have previous sickness. However, older people and those with underlying medical conditions like cardiovascular disease, diabetes, chronic respiratory disease, or cancer are more likely to develop serious symptoms. 6 713 093 people died till January 20, 2023, according to the World Health Organization. Till now, there is no cure for it (World Health Organization, 2020).

Eventually, this pandemic caused a severe recession on the world economy, and it affected grammatically the supply chain which caused a shortage in food provision and lower investments.

The coronavirus pandemic has negatively impacted the Tunisian economy by causing a decline in investment, consumption, exports, foreign trade, and tourist activity.

This economic slowdown has also affected the financial and banking sectors, leading to a reduction in turnover for companies, a contraction in demand for financing, and a decline in interest, foreign exchange, and commission income for the banking sector. (INSTITUTE & IFPRI-EGYPT, 2020)

2.4. The Socio-Economic Impact Of Covid 19 On The Private Sector In Tunisia (2020-2021)

According to (International Fiance Corporation & Statistiques Tunisie, 2021), the scenario is:" In 2020, Tunisia's economy was strongly affected by the COVID-19 pandemic, resulting in an unprecedented contraction of 8.8% of its GDP. This was a significant decline compared to the 1% growth recorded in 2019.The contraction of GDP had a big impact on the

country's economy and the population, many sectors have been affected by the crisis, such as tourism, trade, and industry. The results were as the following:

1- The majority of businesses were open during the 4th quarter (Q4) – 78.4% of businesses were open: 10.9% of establishments remained open without interruption (12.2% during Q3) and 67.5% reopened after interruption.

2- Permanent business closures increased sharply – 10.4% of businesses were permanently closed: 2.6% due to the pandemic (1.5% in Q3) and 7.8% for other reasons (3.9% in Q3). In addition, 11.2% of companies were temporarily closed: 10.2% by decision of the company and 1% by the authorities. Finally, 65.4% of businesses open in Q4 said they are at risk of closing permanently under current conditions, down from 37.2% in Q3.

3- The health crisis has severely disrupted business activities despite a slight post-deconfinement improvement – 85.9% of businesses said they had suffered a decline of their turnover during the month of November, against 82.3% in July. Among those which continued to operate, 86.4% recorded a drop in their liquidity, 79.5% recorded a drop in demand addressed, 54.9% declared encountering difficulties in accessing financial services, 52.1% reported difficulties in the supply of raw materials and 48.9% are facing a drop in the number of hours worked.

4- Private sector companies made larger job-related adjustments during the month of November – Only 37.1% of companies said they did not make job-related adjustments, compared to 44.7 % in April and 39% in July. In addition, 25.9% of companies carried out dismissals, 11.6% granted paid leave and 9.8% of unpaid leave. Finally, 15.7% of companies resorted to pay cuts, 30.5% reduced the number of hours worked and only 5.3% of companies have recruited.

5- Faced with the health crisis, companies resorted more to digital solutions – 12.7% of companies increased their online presence in Q4, compared to 9.3% in Q3. This online presence was mainly intended to facilitate teleworking and to accomplish administrative tasks. The use of new technologies has progressed notable in the areas of sales, marketing and means of payment.

6- The use of resilience plans and business continuity policies remains very Limited – Only 10.1% of companies report having a business continuity plan (BCP) in Q4, down from Q3 (14.8%). These BCPs include telework in particular for 52.5% of companies in T4, compared to 62.9% of companies in T2.

7- Companies are calling for more support measures to deal with the crisis – The three measures that companies say they need the most are tax exemptions and reductions (37%), direct injections of cash (36, 8%) and tax deferrals (24.1%). However, more companies reported benefiting from government measures, rising from 21% in Q3 to 25.5% in Q4. Among the companies that have not benefited from it, 34.3% declare that they have nevertheless requested it, 15.5% have not expressed of interest and 14.5% pointed to the complexity of the process.”

According to (WorldData.info, 2021), despite the difficult macroeconomic background, there were some positive developments in 2020. The current account deficit was reduced, the country's net foreign currency reserves increased (162 days of imports), inflation declined (by 5.6% on average), and the banking system's liquidity needs were alleviated. The overall need for refinancing by banks was TND 9,699 million at the end of 2020, indicating a stabilization in the banking sector. These improvements in fundamentals may provide a foundation for economic recovery in the future, although it's worth noting that these indicators should be analyzed in the context of the ongoing crisis and the uncertainty that it brings.

2.5. Government Solutions

The measures taken by the Tunisian government and the Central Bank of Tunisia (BCT) to address the economic effects of the coronavirus pandemic include:

- Bank contribution to the National Fund to fight the COVID19 pandemic as a temporary fee of 2% on its taxable result for 2019 and 2020 to the State budget for 2019 and 2020 to support the State budget.
- the central bank has reduced its policy interest rate by 100 basis points (or 1 percentage point) from its previous level, and the new rate is now 6.75 percent. This is a common monetary policy tool used by central banks to stimulate economic growth and investment by making borrowing cheaper for businesses and individuals.

- Request from the Central Bank to suspend distribution of banks and financial institutions dividends for the 2019 financial year.
- Suspension of fee on withdrawal, electronic payment of below TND100, and establishment of free banking card.
- Relaxation of the loan-to-deposit ratio (LDR) requirements for the banking sector which means that banks will be allowed to lend more money compared to the amount of deposits they have. This can help stimulate economic growth by increasing the amount of credit available for businesses and individuals.
- Defer payments on bank credits and on non-professional loans.
- Extension of the list of assets eligible as collateral for refinancing operations which refers to the inclusion of additional types of assets that can be used as collateral for loans provided by central banks to commercial banks. This can help to increase the availability of liquidity in the banking system, as more types of assets can be used to obtain funding from the central bank. The eligible assets can include various types of securities, such as government bonds, corporate bonds, and mortgage-backed securities.
- Creation of investment funds (TND600 million) with a public guarantee (TND100 million) mechanism to cover up to TND500 million of new credits which means that the government will set up funds with a certain amount of money and provide a guarantee to cover a portion of the new loans issued by banks. For example, if a bank issues a new loan of TND500 million, the government guarantee will cover up to TND100 million, reducing the risk for the bank. This can encourage banks to provide more loans and stimulate investment in the economy.
- Difference between the policy rate and the effective interest rate (until 3%) on investment loans to be supported by the government which means that if the policy rate set by the central bank is higher than the interest rate offered by commercial banks for investment loans, the government will provide a subsidy to cover the difference up to a maximum of 3%. This is intended to encourage investment and stimulate economic growth.
- Exceptional financing for private companies' cashflow in 2020 up to 25% of 2019 turnover (without tax) or up to 6 months of wage bill for newly created companies since January 2019 (Central Bank of Tunisia, 2020).

2.6. BIAT's Profile

In my thesis I chose to analyze the key success factors of the bank BIAT in Tunisia during the Pandemic 2020 and 2021 from the customer's point of view using the marketing tool 7P's. Starting with the definition, after 45 years of existence, the Banque Internationale Arabe de Tunisie (BIAT), was launched in 1976 with modest human and material resources. BIAT is a universal bank and a key player in Tunisia's banking sector. In addition to its core banking operations, it has diversified its business by establishing subsidiaries in various fields such as insurance, asset management, investment capital, stock market intermediation, and consulting. The bank has a wide network of 206 branches located throughout Tunisia, and it serves all types of customers, including individuals, professionals, SMEs, large companies, and institutions.

This is a link to the BIAT bank's website where the public can find their financial communication and annual reports: <https://www.biat.com.tn/communication-financiere/rapports-annuels>.

This is the logo of BIAT, which is a unique and distinctive representation of the bank's brand identity.



Figure 3: BIAT's Logo

2.7. Reasons For Choosing BIAT As My Example

2.7.1 Key Success Figures Of The Bank During Covid 19 (2020 And 2021)

The bank BIAT shared on its website some key facts about its performance in 2019, just before the pandemic and during the pandemic 2020 and 2021. As the facts shows an increase in total balance sheet consecutively of 9% between 2019 and 2020 and 7% between 2022 and

2021. The report also shows an increase in the Net Banking Income (NB) or (PNB in French) that measures the balance between bank operating revenues and expenses. The PNB is positive during the 3 years, and it has an important increase between 2020 and 2021. We can also observe that the customer deposits where the customers come to the bank to deposit their money in order to buy a service or to save it, were increasing by almost 12% between 2019 and 2020 and 9% between 2020 and 2021. The bank BIAT was also making positive net profit in 2020 and 2021 with a slight decrease of 6% in 2021. In 2021, the bank increased its number of sales points by a new subsidiary (BIAT Tunisia, 2021).

	2019	2020	2021
TOTAL BALANCE SHEET	16 331.8	17 874	19 229.873
Equity	1 471.6	1 753.9	1 842.76
CAPITAL	170	178.5	178.5
RESERVE	595.9	757.9	926.2
CUSTOMER DEPOSITS	12 996.8	14 786.8	16 220.062
CUSTOMER RECEIVABLES	10 389.1	11 341	12138.035
NET COMMISSIONS	198.6	211.8	220
NON-BANKING INCOME	220.4	240.0	323
P.N.B	956.9	940.8	1 015.466
NET PROFIT	333	281.8	266.84
NUMBER OF SALES POINTS	205	205	206

Table 1: Evolution of BIAT Key Figures during 2019, 2020 and 2021

2.7.2 structural ratios

The bank's customer receivables make up a significant portion of its total assets at 63% in 2020 and 2021. They also make up a large portion of customer deposits at 76.7% and 74.8% in 2020 and 2021 respectively. The bank's equity as a percentage of assets is relatively low, averaging 9.7% in 2020 and 2021 (BIAT Tunisia, 2021).

	2019	2020	2021
CUSTOMER RECEIVABLES / TOTAL ASSETS	63,6%	63,4%	63,1%
CUSTOMER RECEIVABLES / CUSTOMER DEPOSITS	79,9%	76,7%	74,8%
EQUITY / ASSETS	9,0%	9,8%	9,6%

Table 2: Structural Ratios for BIAT: 2019-2021

2.7.3 Profitability Ratios

	2019	2020	2021
OPERATING COEFFICIENT	41,7%	43,4%	44,3%
NET INCOME / NBI	34,8%	30,0%	26,3%
NET INCOME / FP (ROE)	22,6%	16,1%	14,5%

Table 3: Profitability Ratios for BIAT: 2019-2021

2.7.4 Assets Quality

I will describe the assets quality of the bank BIAT for the years 2019, 2020 and 2020. First it is important to describe the key financial terms. First, once the customers buy services or products from a company and they promise by legal documents that they will pay for these goods later, this is noted in the balance sheet of the company as Accounts receivable or AR.

However, it may happen that these agreements do not go as planned, then once the company feels that it will not get back its money from its customers then it measures this situation by the rate of doubtful and disputed debts. It is an indicator of a company's level of risk towards its customers. A debt is called "doubtful" or DD when the company thinks it cannot recover it (in whole or in part) because the customer has financial problems. A debt is called "disputed" or DS when the company thinks it cannot recover it (in whole or in part) because the customer disputes its payment (The Business Professor, n.d.).

Gross risk is the risk inherent in any activity. It happens when the bank provides a credit for its customer without doing any previous financial analysis about his ability to pay back the

loan. It is an evaluation of the risk without any means of risk management systems, such as internal control (Study.com, n.d.).

For the bank BIAT, it recorded a continuous decrease of the doubtful and disputed debts comparing to the gross risk, it was 6.40% in 2019, 5,60% in 2020 and 5,5% in 2021 (BIAT Tunisia, 2021).

In case of nonrepayment of the debt or repayment after the deadline, bank provisions are mandatory, and increasingly rigorously monitored especially since the previous financial crises. banks are required to cover the risks by making provisions. If any event threatens the expected profitability of a loan, they must make a corresponding provision. It is therefore necessary to update the amount of these reimbursements to their value of the day, compared to their value when the credit was released. In 2020, the provisions represented by 65,20% out of the total of DD and DS in 2021 and they increased to 69,4% in 2021 (BIAT Tunisia, 2021).

Another precaution that bank BIAT considered during Covid 19 (2020-2021) was the risk coverage ratio. It is the ratio between the equity and risk-adjusted assets. It expresses the necessary amount of the capital that banks must allocate in order to cover their market, credit and operational risks. For the bank BIAT, the risk coverage ratio was 13,25% in 2020 and 14,22% in 2021 (BIAT Tunisia, 2021).

	2019	2020	2021
CDL / GROSS RISKS	6,40%	5,60%	5,5%
PROVISIONS / CDL	58,60%	65,20%	69,4%
RISK COVERAGE RATIO	12,17%	13,25%	14,22%

Table 4: Trends in CDL/Gross Risks, Provisions/CDL, and Risk Coverage Ratio from 2019-2021

2.7.5 Evolution Of Deposits, Net Credit, And The Net Banking Income During 2019, 2020 And 2021

There are 23 banks in Tunisia. During the pandemic 12 banks have posted a positive Net Banking Income (NBI) by the end of 2020 which is considered the most critical year in Tunisia regarding Covid 19 while 11 banks in Tunisia recorded a loss result (Ecomnews Med, 2022).

However, despite a slowdown in economic activity in 2020, the BIAT Group (Banque Internationale Arabe de Tunisie) recorded an increase in several key indicators during the year.

The bank has published the evolution of deposits, net credit, and the net banking income during 2019, 2020 and 2021 comparing to the performance of other banks in Tunisia. Also, it published the evolution of number of bank cards during 2020 and 2021 (BIAT Tunisia, 2021).

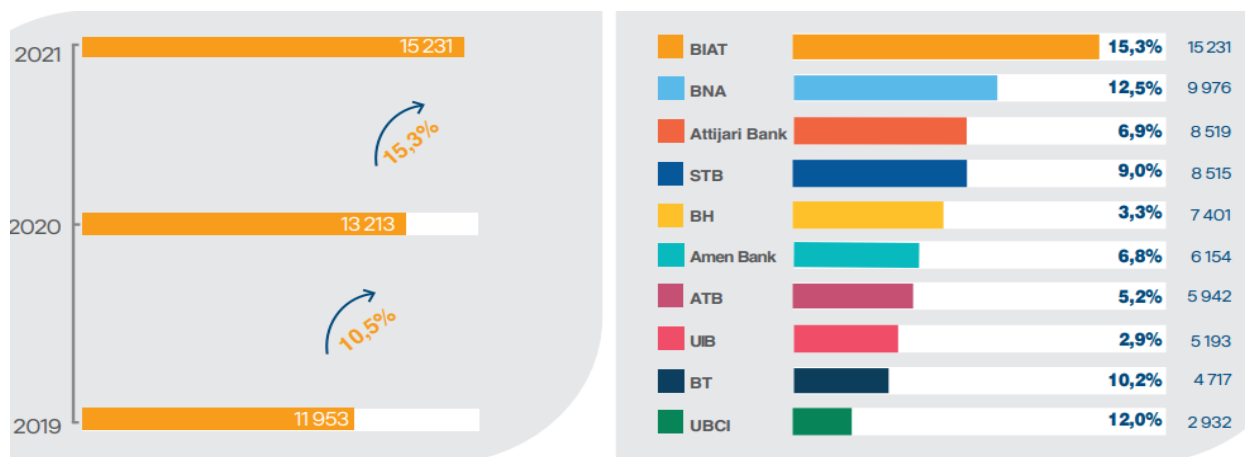


Figure 4: Evolution of deposits of BIAT during Sept 2019, Sept 2020 and Sept 2021 in MTD comparing to other banks in Tunisia

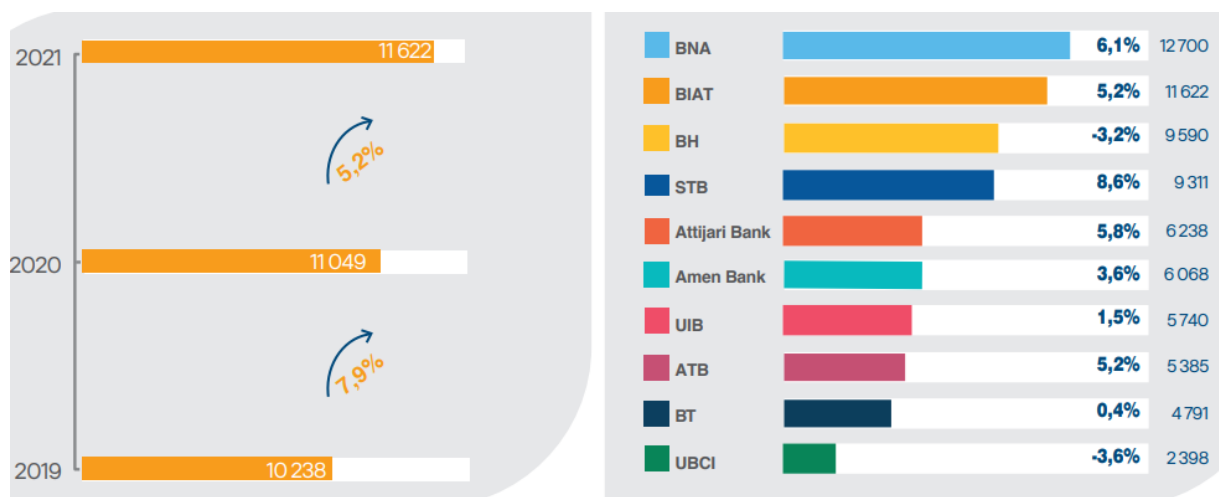


Figure 5: Evolution of Net Credit of BIAT during Sept 2019, Sept 2020 and Sept 2021 in MTD comparing to other banks in Tunisia

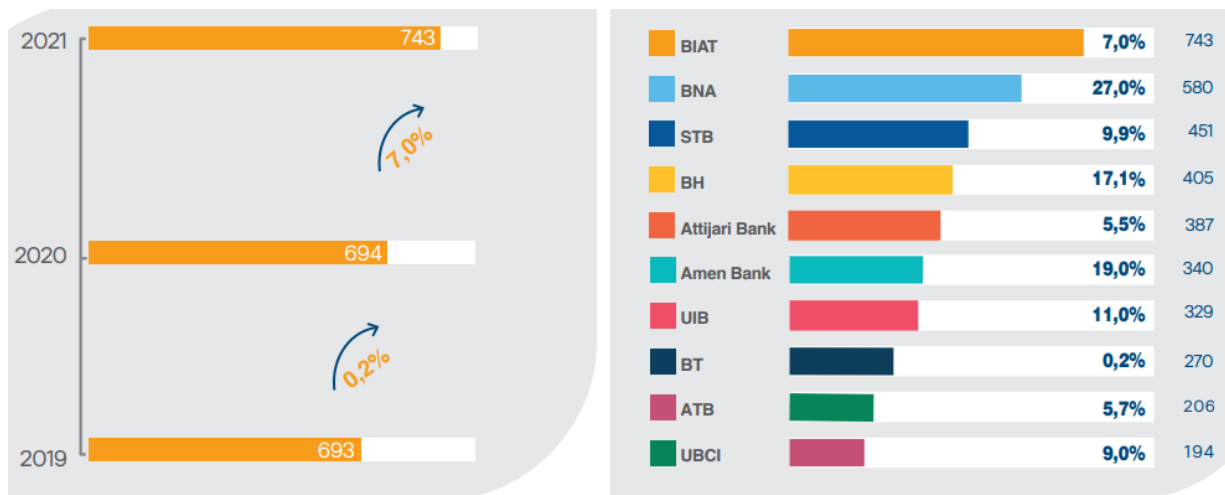


Figure 6: Evolution of Net Banking Income of BIAT during Sept 2019, Sept 2020 and Sept 2021 in MTD comparing to other banks in Tunisia

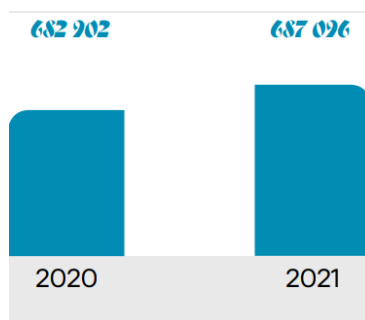


Figure 7: Evolution of Bank cards sold

These figures indicate that BIAT's performance remained strong and resilient during a challenging economic environment and was able to maintain its profitability and financial stability.

2.7.6 Banking rewards

BIAT has won 4 prizes in 2021 for its performance and services.



Figure 8: Four international labels of excellence were awarded to BIAT by Capital Finance International in 2021

The first prize was The Prize for Best Banking Governance in Tunisia is an award given by Capital Finance International, and it recognizes the excellence of a bank's governance system. BIAT, has won this award for the 3rd consecutive year, which highlights the strength of its governance system as a key factor in its success. The award also recognizes BIAT's performance in areas such as executive leadership and risk management, further emphasizing the bank's commitment to maintaining high standards of governance.

The second prize was The Prize for Best Banking Management Team in Tunisia is an award given by Business Vision, it recognizes the positive impact of well-run banks and the outstanding performance of the management team in driving the economy forward. BIAT, has won this award, which is a testament to the effectiveness of its management team in leading the bank and driving its success. It highlights the bank's ability to make smart decisions and execute them effectively, which contributes to the overall growth and development of the economy.

The third prize was The Prize for Best Digitalization Strategy in North Africa is an award given by Capital Finance International, it recognizes the strategic digital transformation carried out by a bank and its impact on the bank's growth strategy. BIAT, has won this award, which highlights the bank's successful efforts in digitalization, which is a key element in its growth strategy. This award recognizes BIAT's ability to adapt to the digital era, by implementing new technologies and digital solutions, which have helped to improve customer experience and increase efficiency, thus contributing to the overall growth of the bank.

The fourth prize was The Prize for Best Custodian Bank in Tunisia is an award given by Global Finance, it recognizes the excellence of the service and the quality of the operations and customer relations of a bank's securities and custodians activity. BIAT, has won this award for the 2nd consecutive year, which highlights the bank's ability to provide high-quality service in the securities and custodians activity. This award recognizes BIAT's ability to maintain a strong relationship with its customers, as well as its ability to provide efficient and effective services in the securities and custodians activity. It also recognizes the bank's commitment to excellence in this field, which is an important aspect of its overall success (BIAT Tunisia, 2021).

2.8. Estimated Direct Financial Impacts Of The COVID 19 On BIAT in 2020

the direct effects of pandemic were identified at the event of 2020 and their financial impact was estimated at 106.6 MD (before tax), distributed as the following:

- BIAT decreased the interest rate for its customers from 7.75% to 6.75% from March 2020 to October 2020 and from 6.75% to 6.25% from October 2020 to December 2020. This decrease costed the bank 64.8 MTD.
- Fee Exemption on ATM withdrawal & Purchase operations on TPE for amounts <100TD, which costed the bank 11.4 MTD.
- Contribution of 18.3 MTD to the National Fund to fight the Covid 19.
- Contribution for the government at the rate of 2% for Covid 19 prevention which represents of 10.3 MTD out of its taxable result for the year 2020.
- Finally, BIAT paid 1.8MTD for protective measures like purchasing personal protective equipment (PPE) such as face masks and gloves, implementing social distancing guidelines (BIAT Tunisia, 2020).

Estimated Direct Financial Impact of the COVID19 Pandemic Crisis	Impact in MD
Reduction of the Interest Rate from 7.75% to 6.75% from March 2020 to October 2020 and from 6.75% to 6.25% from October 2020 to December 2020	64.8
Fee exemption on the ATM withdrawal & Purchases on TPE for amounts <100D	11.4
Contribution to the National Fund to fight the COVID19 pandemic	18.3
A contribution for the government at the rate of 2% for Covid prevention for the year 2020	10.3
Cost of protective measures	1.8

Table 5: Estimated Direct Financial Impact of COVID-19 Pandemic Crisis in MD (2020-2021)

Figure 9: Direct Financial Impact of Covid 19 on BIAT in 2020

2.9. Preventive Measures That The Bank Took During The Years 2020-2021 In Tunisia

The measures put in place by the bank are to control and prevent meaningful anomalies.

- A credit risk management mechanism was put in place to monitor the financial health of customers, identifying potential risks, and implementing strategies to mitigate those risks (BIAT Tunisia, s.d.).
- Increase of additional collective provisions. For example, in 2020, the additional collective provisions increase by 30,198 KTD. As a result, the balance of collective provisions held by the bank as of December 2020, amounts to 109,082 KTD (BIAT Tunisia, s.d.).

2.10. Long Term Goals Of The Bank

The mains goals set within the five-year plan are:

- To better meet the specific needs of their customers through a differentiated service offering by market/ segment (care model , products and services...) (BIAT Tunisia, 2021).
- Improving customer experience notably through the digitalization of high-priority customers' journey (BIAT Tunisia, 2021).
- Further strengthen synergies between financial subsidiaries in particular through cross-selling.
- Implementation of a new IS operational model to support the bank's future development, in particular through improved responsiveness (agility) (BIAT Tunisia, 2021).
- Sustained efforts to control operating expenses and the reduction of the cost/income ratio through optimization of expense allocation (BIAT Tunisia, 2021).

2.11. Consumer Behavior

Consumer behavior in banks refers to the actions and decisions made by individuals or households when interacting with financial institutions. This includes the products and services that customers use, as well as how they use them. Understanding consumer behavior in banks can be helpful for financial institutions as it can inform their product development, marketing, and customer service strategies.

There are several factors that can influence consumer behavior in banks, including:

Demographics: Age, income, education, and occupation can all impact what products and services customers are interested in and how they prefer to access them.

Socio-economic factors: Socio-economic factors such as culture, values, and lifestyle can also influence how customers interact with banks.

Prior experiences: The past experiences of customers with the bank or with other financial institutions can shape their perceptions and expectations of the bank.

Psychological factors: Customers' attitudes, beliefs, and emotions can play a role in how they make decisions and interact with banks.

There are a variety of research methods that can be used to study consumer behavior in banks, including surveys, interviews, and focus groups. These methods can help financial institutions to understand their customers' needs, preferences, and pain points, which can inform the development of new products and services, as well as improvements to existing ones.

Consumer behavior in banks in Tunisia is likely to be influenced by a variety of factors, including the country's economic and political context, as well as cultural and societal factors.

In recent years, the Tunisian economy has faced a number of challenges, including high unemployment and inflation, which may have an impact on consumer behavior in banks. For example, customers may be more cautious about taking on debt or investing their money or may be more focused on ensuring that their savings are protected.

Additionally, the political and social context in Tunisia may also influence consumer behavior in banks. For example, there may be increased awareness of financial inclusion and financial literacy among certain segments of the population, which could lead to more customers using banking services.

Overall, understanding consumer behavior in banks is important for the success of financial institutions, as it can help to improve customer satisfaction and increase profitability. (Club, 2022)

2.12. Quantitative Description of the 7P's of BIAT

2.12.1 Process

In 2020, the BIAT received a total of 280,000 calls, representing a 128% increase compared to 2019. This spike in call volume can be attributed to the explosion in calls and the processing of requests remotely during the confinement period. Additionally, the bank processed and handled nearly 2,000 complaints and 120,000 requests for assistance and information throughout the year. (BIAT Tunisia, 2020) In 2021, the BIAT has enriched its activity by participating in commercial prospecting and sales campaigns to support its network. The bank made approximately 90,000 outgoing calls as part of campaigns such as "Project Avenir", Real Estate loans, in partnership with "Tayara" and "MyBIAT" (assistance for access and subscription). The bank also received a high number of calls, handling a total of 400,000 calls,

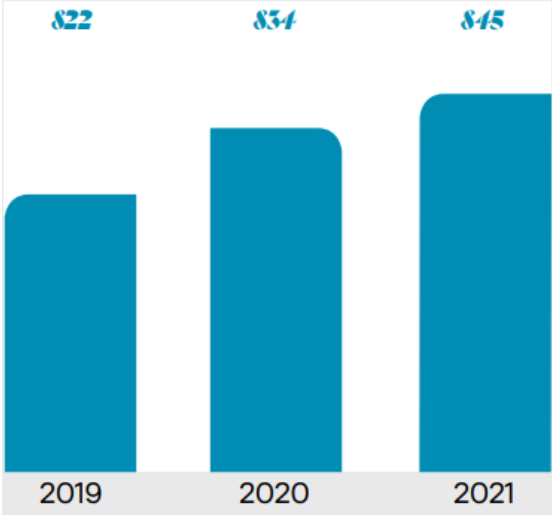
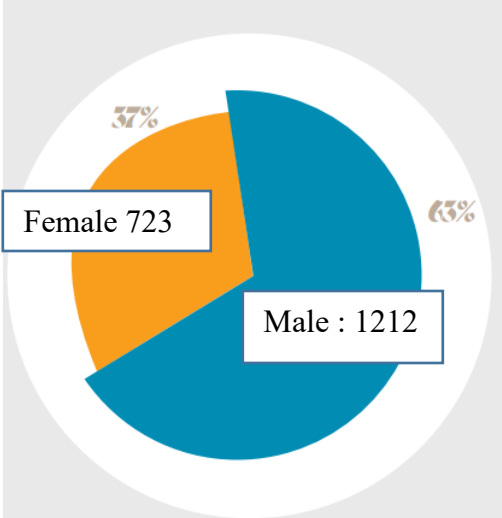
showing an increase of 150% compared to 2020. The bank also processed and handled nearly 2,500 complaints and 130,000 requests for assistance and information throughout the year.

These initiatives by BIAT demonstrate a strong commitment to providing customer support and addressing concerns in a timely manner, particularly in response to the COVID-19 pandemic. The increase in customer call centers and processing of complaints and requests for assistance and information suggests a high level of customer engagement. Additionally, the participation in commercial prospecting and sales campaigns shows a focus on expanding and improving the bank's services to meet customer needs. (BIAT Tunisia, 2021)

2.12.2 People (Front And Back Office)

Starting with analysing how the BIAT bank has allocated its people to serve its customers specially during the covid 19 (2020-2021).

The workforce as of 12/31/2021 was 1,935 people. The productivity ratio in 2021 was 9.48, compared to 9.37 in 2020. The commercial workforce increased by 11 people from 834 in 2020 to 845 in 2021, representing 44% of the workforce. (BIAT Tunisia, 2021)

 <table><caption>Commercial workforce (Front office)</caption><tr><th>Year</th><th>Workforce</th></tr><tr><td>2019</td><td>822</td></tr><tr><td>2020</td><td>834</td></tr><tr><td>2021</td><td>845</td></tr></table>	Year	Workforce	2019	822	2020	834	2021	845	 <table><caption>Physiognomy of the workforce (in %)</caption><tr><th>Gender</th><th>Percentage</th><th>Count</th></tr><tr><td>Male</td><td>63%</td><td>1212</td></tr><tr><td>Female</td><td>37%</td><td>723</td></tr></table>	Gender	Percentage	Count	Male	63%	1212	Female	37%	723
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Male	63%	1212																
Female	37%	723																
<p>Figure 10: Commercial workforce (Front office)</p>	<p>Figure 11: Physiognomy of the workforce (in %)</p>																	

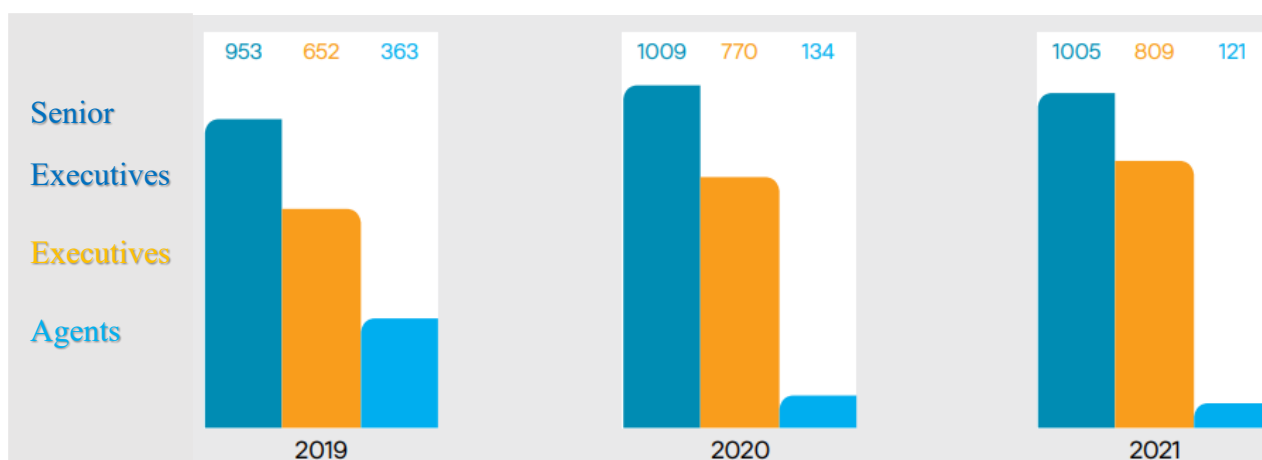


Figure 12: Supervisory levels in 2019, 2020 and 2021

In 2021, BIAT welcomed 1473 students from various disciplines, including IT, Finance, Management, Economy, Statistics, and Commerce, for introductory or advanced courses (57%) and end-of-study projects (43%). The company views trainees as a source for recruiting potential candidates. New relationships have been formed between BIAT and universities to strengthen their partnership with different schools. There is no information provided on supervisory rates for this context. (BIAT Tunisia, 2021)

2.12.3 Physical Evidence

The bank has 205 branches in the Republic and more than 72 bank distributors in order to faster and to make the access easier to its customers. The bank also has 260 ATMs around the country. (BIAT Tunisia, 2021). The bank also is presented in other different entities like insurance entity, investment entity, youth entity and consulting entity. These entities are:

Assurances BIAT (insurance company) : www.assurancesbiat.com.tn

Tunisie Valeurs (stock exchange): www.tunisievaleurs.com

BIAT Capital Risque (venture capital and investment): www.biatcapitalrisque.com

BIAT Consulting (consulting firm): www.biatconsulting.com

BIAT France (payment agent): www.biatfrance.com

Fondation BIAT pour la jeunesse(youth foundation): www.fondationbiat.org.tn

BIATLABS : www.biatlabs.com (BIAT Tunisia, s.d.)

BIAT Tunisia's employees wear formal costumes all the time which reveals the professionalism and the seriousness of the bank.

2.12.4 Product

BIAT has diversified services for individuals, Tunisian residents abroad, professionals and companies.

- **Current accounts:** Checking Account, Foreign currency account, Foreign Account in Convertible Dinars
- **Special accounts:** Special account in foreign currency or in Convertible Dinars, Non-Resident Domestic Account (INR)
- **Cards:** Technology Card, Map of CHABEB, Classic VISA or MasterCard, FLY card, CASH card, Anonymous, CASH card ,H'DYA card, TRAVEL card, VISA Premier card, Mastercard Platinum card, VISA Infinite card
- **Remote banking:** MyBIAT, MESSAGIS
- **Transfers and miscellaneous services:** Practical services on DAB
- **Saving:** Available savings, Provident Savings Account, Checksavings account, Housing Savings Residence Savings Plan, Long Term Savings, WLEDNA Savings, Future Project, Future Studies Project, Future Retirement Project
- **Investments:** Bank investments, Bank investments
- **Securities investments:** SICAVs, Accounts titles, Equity Savings Account (CEA)
- **Real estate loans:** Credit Awal Sakan (First Housing), BIATI IMMO, CREDIRESIDENCE, FLEXIMMO credit
- **Consumer credits:** CREDIMEDIA, Avan'Salary, CREDIAUTO, CREDIFIER, CREDIRENOV, TEMPO revolving credit
- **Study credits:** CREDINAJAH
- **Insurance:** BIAT Travel Insurance, Benoun, Familia Silver, Family Gold

- **Packages:** Savings package, University package, FIRST package, Express package, SILVER package, SAFIR Agreement, Platinum Class, ELITE class (BIAT Tunisia, s.d.).

Launching New Services During the Pandemic

- "Cagnotte" is a new service launched by BIAT, to improve its offerings and encourage customers to save regularly. The service is part of the bank's packaged offers called Silver, Safir, Tounessna, and Tounessna International. This service allows customers who have one of these packages to make free permanent transfers from their checking account to their savings account or to the savings account of other beneficiaries. The goal of this service is to make it easy for customers to transfer money from their checking account to their savings account, thus encouraging them to save regularly (BIAT Tunisia, 2020).
- As part of its credit campaign, BIAT is promoting its Consumer Credit and Real Estate Credit solutions to its customers. These solutions include a range of consumer financing options and financing formulas, some of which include a preliminary savings phase. These solutions are designed to help customers carry out their real estate projects under advantageous conditions. The goal of this credit campaign is to inform customers about the various financing options available to them and to make it easier for them to access credit to achieve their real estate goals (BIAT Tunisia, 2020).
- The Moltazimoun initiative is an initiative by BIAT (Banque Internationale Arabe de Tunisie) to support its 38,000 business and professional customers. The initiative aims to contribute to maintaining employment and economic activity in Tunisia. It includes a set of exceptional measures, such as providing 500 million dinars to finance the new financial needs of companies and professionals, as well as decentralizing decision-making. As a result of the initiative, more than 1.1 billion dinars in support credits have been granted to 2,000 clients across all sectors in the country (BIAT Tunisia, 2020).
- MyBIAT is a banking application developed by the Banque Internationale Arabe de Tunisie (BIAT) that is designed to provide customers with a secure and convenient way to manage their financial transactions. The application is said to be highly secure and to comply with the latest technological standards, allowing customers to access and manage their account information, make payments, transfer funds, and more, all from their mobile device (BIAT Tunisia, 2020).

2.12.5 Price

Attachment 1 presents a list of prices of the services of the bank.

During the pandemic, the bank created exceptional services to attract more customers and to stimulate its current customers to demand more its services.

Payment Facilities during the Pandemic: Processing Of Credit Maturity Extensions

To provide exceptional customer support during the pandemic, BIAT has implemented measures such as:

Postponement Of Loan Redemption

- Category 1: individuals whose net monthly income is less than 1000 Dinars, they get a Postponement of 7 months (BIAT Tunisia, s.d.).
- Category 2: individuals whose net monthly income is equal or greater than 1000 Dinars, they get a Postponement of 3 months (BIAT Tunisia, s.d.).
- Category 3: BIAT has allocated an additional 500 million dinars as loans to support businesses and professionals (BIAT Tunisia, s.d.).

Other Measures

- Decrease the interest rate on consumption loans from 7.75% to 6.75% from March 2020 to October 2020 and from 6.75% to 6.25% from October 2020 to December 2020, to encourage its customer to take loans with less interest rates (BIAT Tunisia, 2020).
- Free transactions on electronic payment terminals ATM whose amount is less than 100 dinars for all types of cards (BIAT Tunisia, s.d.).
- Free withdrawals via BIAT ATMs for all holders of Tunisian bank and postal cards.
- Free prepaid cards and savings cards for the first year (BIAT Tunisia, s.d.).
- BIAT was always open during the pandemic (2020 and 2021) even during the lockdown (BIAT Tunisia, 2020).
- More than 43,000 new loans were granted to individual customers during 2020 (BIAT Tunisia, 2020).
- Continuous control and maintenance of the 260 ATMs (BIAT Tunisia, 2021).
- Creating three self-service spaces in Tunis, Sfax, and Monastir that are open for extended hours (BIAT Tunisia, 2020).

2.12.6 Place

With 1,935 employees in 2021, BIAT has more than 960,000 customers in Tunisia and a network of international correspondents of nearly 1,500 banks worldwide. It has the densest network in Tunisia with 206 agencies spread across the country, and one representation in Tripoli-Libya. It also has a BIAT France subsidiary, under the status of payment agent with an agency in Paris. Universal bank offering a full range of services to all types of customers Individuals, Tunisians Living Abroad, Professionals, Small and Medium Enterprises, Large Businesses and Institutions, BIAT is today a diversified financial group in the fields of insurance, asset management, private equity, intermediation international stock exchange and consultancy. Basing its development on proximity and societal commitment, it puts its expertise at the benefit of its customers, its partners and the country's economy. BIAT is owned by 35 700 000 shareholders (BIAT Tunisia, 2021).

2.12.7 Promotion

2.12.7.1 Marketing Tools

Marketing tools refer to the various techniques, methods, and strategies that businesses use to promote their products or services, attract, and retain customers, and achieve their marketing objectives. Some common marketing tools are online and offline (ProofHub, n.d.).

Online Marketing tools

Digital marketing is the component of marketing that uses the Internet and online based digital technologies such as desktop computers, mobile phones and other digital media and platforms to promote products and services. The online marketing tools could be the Facebook, Instagram and YouTube (Investopedia, 2022).



Figure 13: Digital Marketing Tools

Offline Marketing tools

Offline marketing, sometimes called traditional marketing, is any kind of marketing that doesn't take place online. Examples of offline marketing include TV and radio commercials, print magazine ads, billboards, and flyers (Investopedia, 2022).



Figure 14: Offline Marketing Tools

2.12.7.1 BIAT Marketing Tools

Online Marketing Tools

Website:

As French is the second language in Tunisia (Britannica, n.d.), the website of BIAT is in Arabic and French languages. On the right, there is the contact information and the bank agencies in all the republic and a space to access the personal account. There is also the news sector about the activities of the bank on “BIAT à la une”. The website has 5 windows that

describe the followings: a description about the bank, social responsibility statement, news about the bank foundation, financial communication and research and analysis. There is also an advertising that illustrates the activities of the bank and last prizes that the bank won. In the rest of the page, there are more details about the current activities and information about the bank (BIAT Tunisia, s.d.).



Figure 15: The front Page of the BIAT Website

LinkedIn:

The bank possesses a professional account on LinkedIn with 97,495 followers and 2,798 connected employees. It published continuously news about its activities, partnerships and job offers (BIAT Tunisia, s.d.).

Facebook:

The bank Facebook page has 1,247,000 followers in Tunisia. It published the latest services like MyBIAT, and recent events and games (BIAT Tunisia, s.d.).

YouTube:

The bank has also a YouTube account with 3.7k subscribers. The bank promotes financial education offers, its services, games, recorded group discussion and success stories of people who took loans from the bank to start or expand their projects (BIAT Tunisia, s.d.).

Offline Marketing Tools

Through Agencies:

The bank has 205 branches in the Republic and more than 72 bank distributors in order to faster and to make easier access to its customers.

Through the BIAT Foundation For Youth:

In 2014, on the initiative of the Chairman of the Board of Directors, Ismaïl Mabrouk, the BIAT group launched its Youth Foundation to consolidate and rationalize its solidarity actions.

The BIAT Foundation for Youth is a charitable organization whose mission is to provide young Tunisians with skills, cultural openness, and an entrepreneurial spirit and to support them in excellence and citizenship.

It intervenes throughout the Tunisian territory by working through three axes: Education, Culture and the promotion of Entrepreneurship.

The objective is for these young people to become economically independent, fulfilled in their training and professional career, committed and enterprising. They will thus be able to create value and contribute to the development of their communities and of Tunisia. This foundation organizes, social, cultural, and sport events. On December 12th, 2022, the BIAT Foundation and its partners plant 500 trees for the purpose of ecological rehabilitation of the Jardin des Plantes in Tunis. (BIAT Foundation, s.d.)

Through Events:

The bank organizes events outside the country to serve tunisians in al lthe world but alslo in Fnrace. Therefore it organized an evetn to present its subsidiary BIAT France at the Tunisian exhibition Tanit Expo in Paris, which took plac from December 2nd to 4th 2022, at the Institut du Monde Arabe in Paris (BIAT Tunisia, s.d.).



Figure 16: Advertisement for an event in Paris for the resident Tunisians in December 2-4 2022.

2.13. Result of a Survey about the BIAT's Customer Satisfaction (October 5th-15th, 2019)

A survey was conducted on BIAT In October 5th-15th, 2019 by Mideteranian Marketing Tunisie (MMT) on a sample of 1150 Tunisians between the age of 18-70 years old in Tunisia, on evaluating the customer satisfaction with banking products and services, and Tunisians' perception of the latest innovations, stated that:

- 62% of Tunisians are in favor of Mobile Payment (Apple Pay and Paylib) led by BIAT customers with 68% enthusiasm.
- BIAT is distinguished by a complete and diversified service offer allowing it to address all the needs of its clientele comparing with Amen Bank and BH.
- 29% of BIAT customers express the desire to migrate to another bank, 8% of which have already taken the necessary steps (Mideteranian Marketing Tunisia MMT, 2019).

2.14. Result Of a Survey about the Tunisians' Satisfaction Towards Their Banks

In Tunisia, a study conducted in 2020 by Tunisia Survey showed that 57.7% of individuals are satisfied with their banking institutions. This survey also revealed that online banking services are starting to gain popularity with users, and digitalization is essential for traditional players if they want to remain competitive in the market.

According to the results of this survey of 3,285 people during the third week of June 2020, 42.3% of respondents said they were moderately or not at all satisfied with their banks. It should be noted that 91.4% of these people are users of banking services. Most of them hold accounts with the STB, the Banque de Tunisie or the Zitouna bank.

Many of the unbanked respondents would rather choose privately-owned institutions (ATB, Amen Bank and Biat). On the other hand, 17% of them have no idea of the brand to which they will entrust their money if they were to open a bank account.

Among the selection criteria cited by respondents to the online survey when choosing their banking institution are:

- proximity to home or workplace comes first (28.9%);
- the good reputation of the bank (27.7%);
- the quality of customer relations (26.8%).

It should be noted that the study involved 19 banking establishments. Thus, more than half of customers do not plan to change banks.

It should be noted, however, that customers who are not satisfied cited a number of reasons for their dissatisfaction:

- exorbitant commission (51.6%);
- slow processing of customer requests (42.8%);
- poor quality user journey (38.9%);
- unsatisfactory customer relationship (14.5%). (Meilleurtaux banques, s.d.)

3. Material and Methodology

3.1 Detailed Description Of The Subject of The Study

The subject of the study is an investigation into the success of the bank BIAT, during the pandemic 2020 and 2021. The study aims to identify the main sources of income for the bank during the pandemic, analyze the effects of the pandemic on the bank's communication mode with customers, and evaluate the variables of consumer behavior satisfaction using the marketing tool 7P.

The COVID-19 pandemic has had a significant impact on the global economy, with many businesses struggling to stay afloat. However, BIAT has managed to maintain its success despite the challenging environment. This study seeks to understand the factors that have contributed to the bank's success during this period.

The first objective of the study is to identify the main sources of income for the bank during the pandemic. This will involve analyzing the financial reports of the bank and identifying the revenue streams that have been most significant during this period. By understanding the sources of income, we can gain insight into the strategies that have been successful for the bank during the pandemic.

The second objective of the study is to analyze the effects of the pandemic on the bank's communication mode with customers. With social distancing measures in place, traditional communication methods such as face-to-face meetings and phone calls have become challenging. By understanding the communication mode changes, we can evaluate the effectiveness of the bank's customer engagement strategy during the pandemic.

The final objective of the study is to evaluate the variables of consumer behavior satisfaction using the marketing tool 7P. The 7P tool considers seven elements that contribute to the overall customer experience, namely product, price, place, promotion, people, process, and physical evidence. By evaluating these elements, we can identify the areas where the bank has excelled in providing a satisfying customer experience during the pandemic and the areas where there is room for improvement.

Overall, the study aims to provide a comprehensive understanding of the factors that have contributed to the success of BIAT during the pandemic. By identifying the sources of income, evaluating the bank's communication mode changes, and analyzing the variables of consumer behavior satisfaction, the study can provide valuable insights that can inform the bank's future strategies.

3.2 Method of Data Collection

For the first objective, identifying the main sources of income for the bank during the pandemic, the data used will primarily be financial reports and statements from BIAT for the year 2020 and 2021. This will include data on the bank's revenue, profits, and expenses, as well as information on customer transactions, loan portfolios, and other relevant financial data.

For the second objective, analyzing the effects of the pandemic on the bank's communication mode with customers, the data will include customer feedback on the survey where the sample will determine its usage of the communication mode before and during the pandemic. For the final objective, evaluating the variables of consumer behavior satisfaction using the marketing tool 7P, the data will be collected using a questionnaire. This will include quantitative data on customer behavior and preferences. A questionnaire is the best tool I could use to reach as many people as possible, as it is difficult to manage meetings with them due to different time zones and to geographical limitations. The survey was made online on google forms and translated to Arabic to make people comfortable to read and understand it. Also, the survey was easily distributed, in my case, using various channels and I chose social media (Facebook) and emails.

The survey (Attachment 2) had 17 questions divided into 3 sections. The first section was to determine the mode of communication before and during the pandemic. The second section was to assess the satisfaction of the customers of the bank during the pandemic using the marketing tool 7P (Product, Price, People, Physical evidence, Place, Promotion and Process). The survey contained multiple choice options with alternatives. Th Section has 11 questions. The second section is about the general information of the sample like (age, gender, income, profession, etc.). The total number of questions is 6 with alternatives.

3.3 Sample Selection

To understand the consumer behavior of the customers of the bank BIAT, in Tunisia during the pandemic 2020-20221, my survey was answered by 107 Tunisians living in and outside of Tunisia and have a bank account at BIAT Tunisia. The survey was open for the public to fill from February 1st to February 28th, 2023.

4 Results and Evaluation

4.1 Sample Profile

4.1.1 Gender

The survey was open to both genders, male and female, while 21 (20%) respondents identified as Male and 86 (80%) respondents identified as Female.

This might be explained that since the majority of my friends on social media are women.

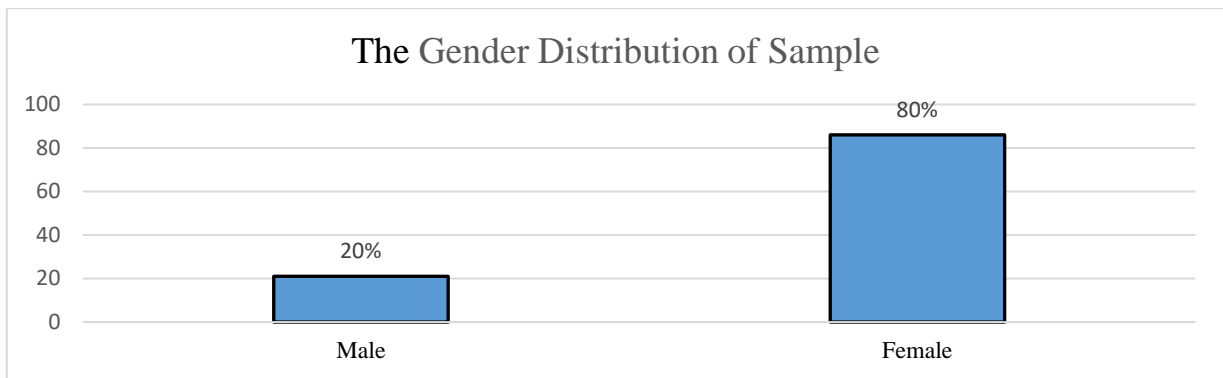


Figure 17: Proportion of Male and Female Respondents in Survey

4.1.2 Age

The age of the sample in the survey is divided into 4 categories (less than 30 years old, between 30 and 40 years old, between 40 and 50 years old and above 50 years old). Most of the sample are under 40 years old representing 92% for the total sample.

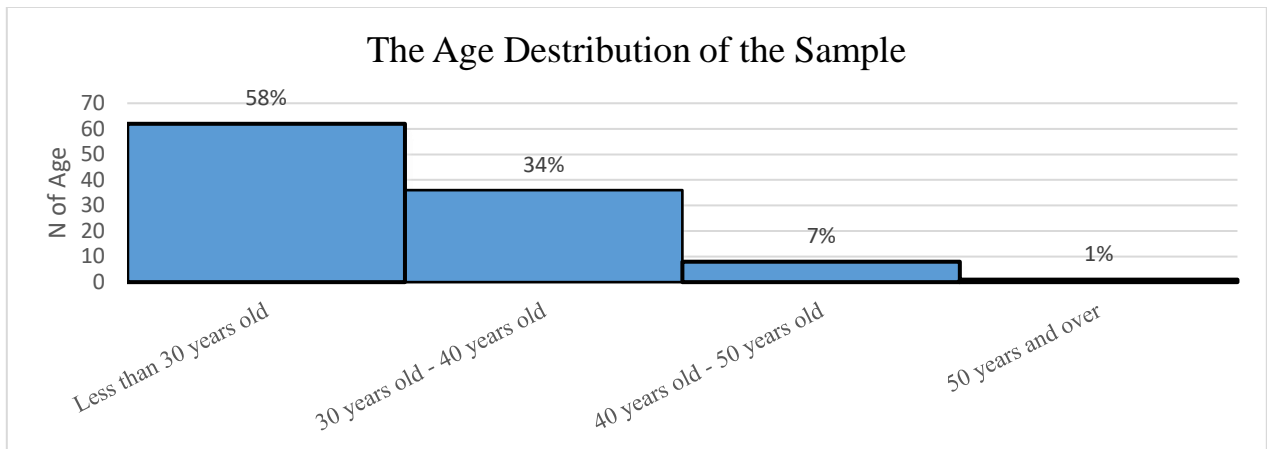


Figure 18:Proportion of Survey Respondents by Age Group

4.1.3 Profession

The profession of the sample is categorized in 6 options (student, job seeker, housewife, an employee or worker in the private sector, an employee or worker in the public sector and project owner). The majority of the sample population (87 respondents or 81%) are employees or workers in the private sector. This suggests that the Bank's customer base may primarily consist of individuals who are employed in the private sector.

A small percentage of the sample population (9 respondents or 8%) are employees or workers in the public sector. This could indicate that the Bank may need to target its marketing efforts to attract more customers from the public sector.

There are a few respondents who are Students, Job seekers, Housewives, and Project Owners. These individuals may have different financial needs and behaviors compared to those who are employed, so the Bank may need to tailor its products and services to meet the specific needs of these groups.

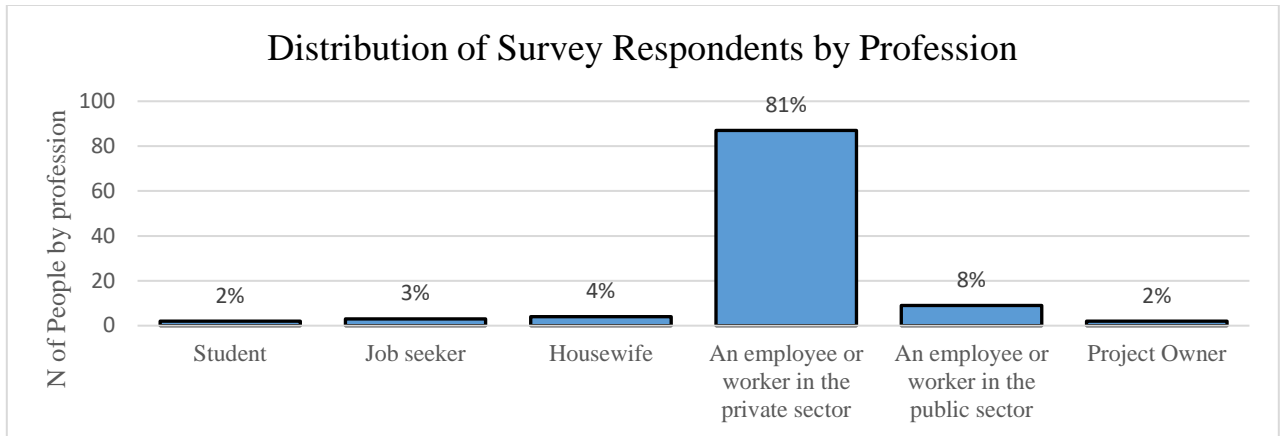


Figure 19: Profession Distribution of Survey Respondents

4.1.4 Monthly Income

The results show that half of the sample population (50%) have a monthly income less than 1000 TND. This suggests that the Bank's customer base may primarily consist of individuals who have lower income levels.

Almost half of the sample population (48%) have a monthly income between 1000-1500 TND. This indicates that there is a significant group of customers who may have slightly higher income levels and potentially different financial needs and behaviors compared to those with lower incomes.

Only a small percentage of the sample population (2%) have a monthly income more than 1500 TND. This suggests that the Bank may have a relatively small customer base who are high-income earners.

In general, the results show that 98% of the sample earns less than 1500 TND per month which is above the minimum salary wage which is 459,964 TND according to the website Paie Tunisie (paie-tunisie, 2022).

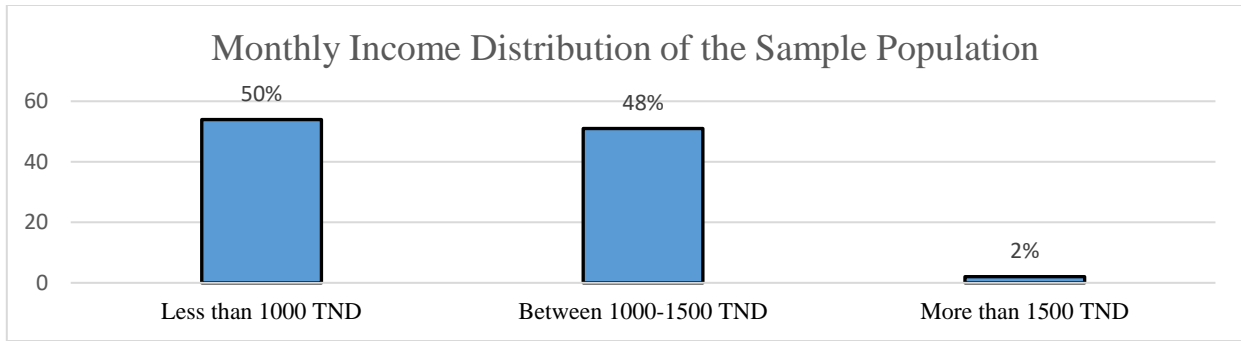


Figure 20:Percentage of Respondents by Monthly Income Category

4.1.5 The Geographical Area Of The Sample

Regions in Tunisia are divided into 3 sections. The north region includes the states of Bizerte, Tunis, Ariana, Manouba, Ben Arous, Zaghouan, Beja, Jandouba, Souse and Nabeul. The middle region includes Seliana, Kairouan, Sidi Bouzid, Kef, Hammamat, Mehdia, Kasserine and Sfax and the south region includes Gafsa, Gabes, Touzeur, Tataouine, Mednine and Kebili.

As the majority of the sample population is located in the North region, this suggests that the Bank may have a strong presence and customer base in this region, which could influence its marketing and distribution strategies.

The Middle region is also a significant market for the Bank, with 36% of the sample population located there. This indicates that the Bank may have opportunities to expand its customer base in this region or to tailor its products and services to meet the specific needs of customers in this area.

The South region represents a relatively small portion of the sample population (5%). While this may not be a significant market for the Bank currently, it could still be an area for potential growth or expansion in the future.

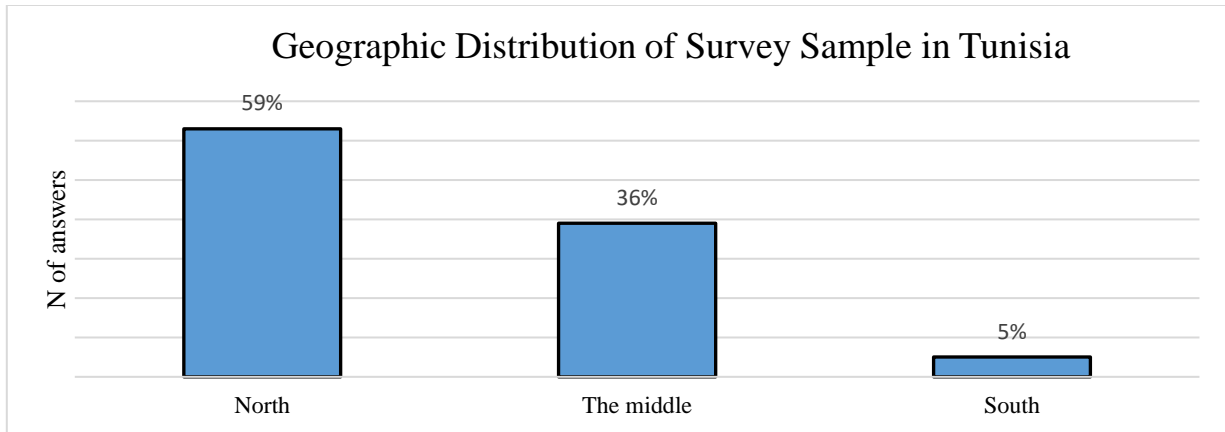


Figure 21:Regional Distribution of Survey Respondents in Tunisia

4.1.6 Duration Of The Sample's Relationship With The Bank

The survey results indicate that most of the sample population has been with the bank for a considerable amount of time, with 91% reporting having been with the bank between 4-12 years. Only 5% reported being with the bank for less than 4 years, while 4% reported being with the bank for more than 12 years.

These results suggest that the bank has been able to retain its customers over time, and most of its customers have a long-standing relationship with the bank. This can be an indication of customer satisfaction with the bank's services over time. The bank should continue to focus on providing quality services to its customers to retain them in the long run. Additionally, the bank could explore ways to attract new customers, particularly those who are just starting their banking relationship or looking to switch banks.

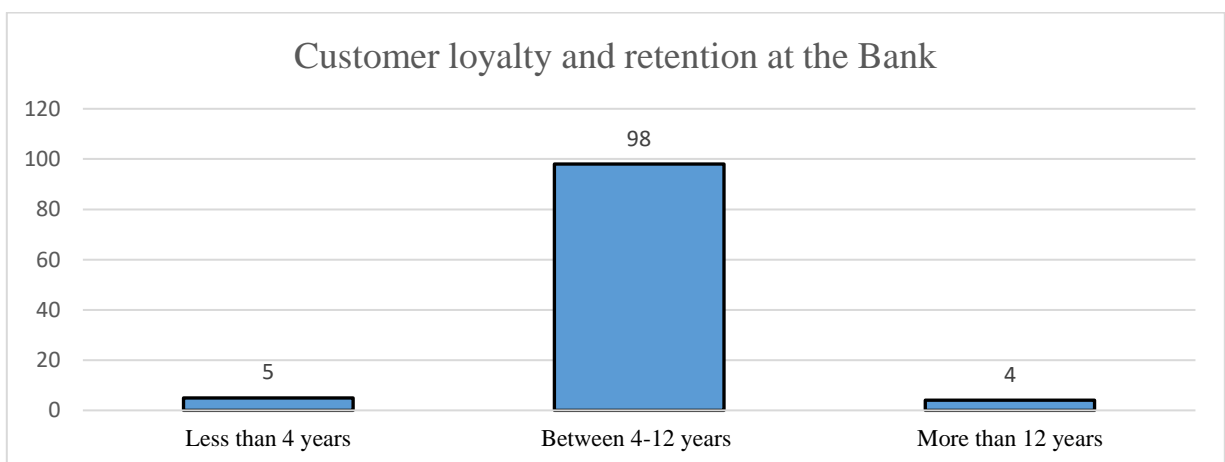


Figure 22:Length of Relationship with the Bank BIAT in Tunisia

To summarize, the total number of the sample is 107. The sample population of the survey was open to both genders, with 21 (20%) identifying as male and 86 (80%) identifying as female. Most of the sample were under 40 years old, representing 92% of the total sample. Most of the sample population (87 respondents or 81%) were employees or workers in the private sector, while a small percentage (9 respondents or 8%) were employees or workers in the public sector. Additionally, a few respondents were students, job seekers, housewives, or project owners, indicating potential diversity in financial needs and behaviors. Half of the sample population had a monthly income less than 1000 TND, while 48% had a monthly income between 1000-1500 TND, and only 2% had a monthly income more than 1500 TND. Most of the sample population was in the North region, with 59%, followed by the Middle region with 36% and the South region with 5%. This suggests that the Bank may have a strong customer base in the North and Middle regions, with potential opportunities for growth in the South region. Lastly, 91% of the sample has a relation with the bank between 4 and 12 years.

4.2 First Section: Modes Of Communication With The Bank Before, During and After The Pandemic

The government ordered a general curfew in Tunisia from October 2020 to March 2021. It also had issued some restrictions to prevent the spread of COVID-19. These restrictions included a curfew between 8 p.m. and 5 a.m. local time every day of the week and limiting private gatherings to no more than 30 people. Wearing masks was still mandatory, and cafes had to close by 7 p.m. and remove chairs from 4 p.m. to limit crowds. It was also prohibited to smoke shishas in public spaces. The press released was published on the Ministry's Facebook page (France, 2020). The table shows the percentage of respondents who reported how they communicated with the bank before the pandemic, during the pandemic in 2020, and during the pandemic in 2021.

Before the pandemic in 2020, all respondents reported that they communicated with the bank through its agencies, and none of them reported using online channels such as phone calls, email, or social media.

During the pandemic in 2020, 8.4% of respondents reported using online channels to communicate with the bank, while the majority (91.6%) still used bank agencies.

In contrast, during the pandemic in 2021, none of the respondents reported using online channels to communicate with the bank, and all of them reported using bank agencies. This suggests that online communication was not as popular in 2021 as it was in 2020, and that bank agencies remained the primary mode of communication for respondents during the pandemic.

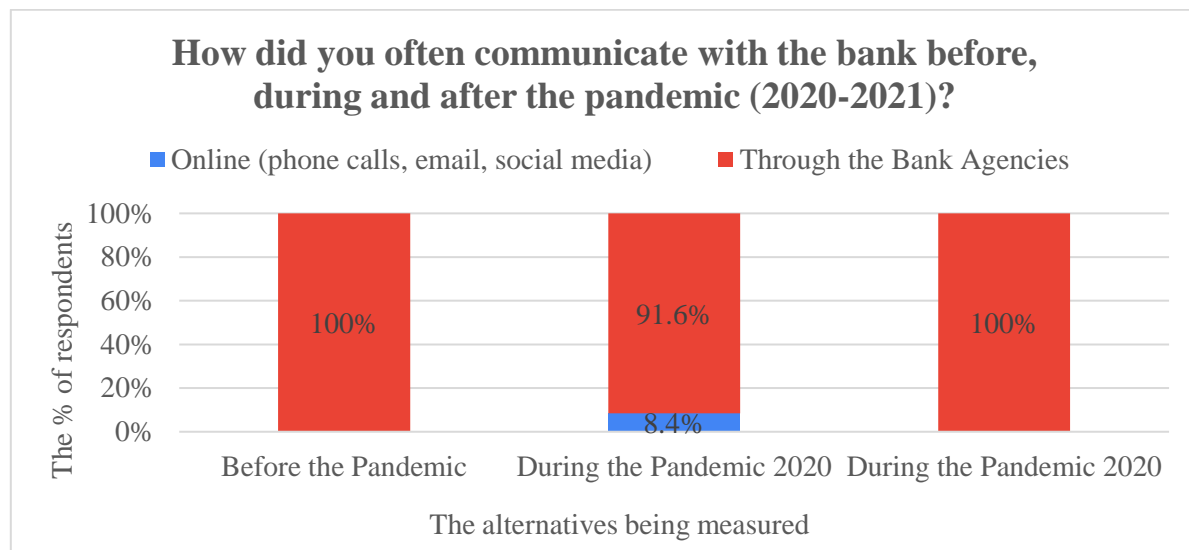


Figure 23: Percentage of Respondents who Used Different Communication Channels with the Bank Before and During the Pandemic in 2020 and 2021

4.3 Second Section: Level Of Satisfaction Of The Customers During The Pandemic Using The Marketing Tool 7P

4.3.1 Product

4.3.1.1 Most equested Service During The Pandemic

From the survey results, we can understand that during the pandemic, the most requested service from the bank was money withdrawal with 67% of the sample requesting it. This could be due to the restrictions on movement and closure of physical stores during the pandemic, leading people to rely more on ATMs and online banking for their financial needs. Loan request and bank transfer were also among the most requested services, with 7% and 12% of the sample requesting them respectively. Opening an account, deposit into a savings account, and inquiry were the least requested services during the pandemic.

However, it's important to note that the trend towards cashless transactions is increasing, especially in developed countries where digital payment systems are becoming

more widely available and convenient. However, the case in Tunisia was different according to the opinions of the majority of the sample in this research.

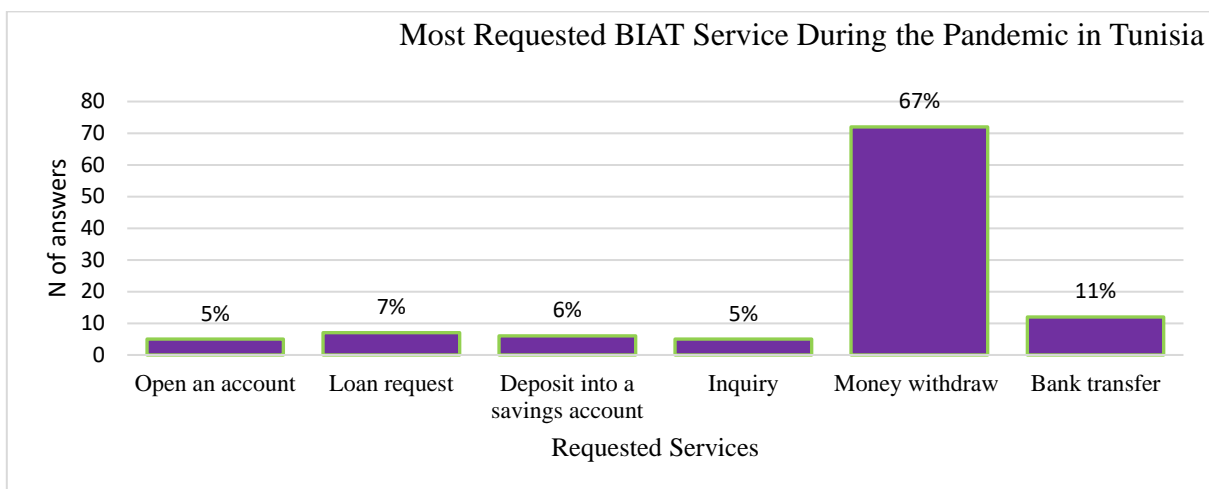


Figure 24: Percentage of Respondents Who Communicated with the Bank BIAT Through Different Channels Before and During the Pandemic (2020-2021) in Tunisia

4.3.1.2 Product: The Most Appreciated Feature About The Product

Description: The stacked bar graph shows the distribution of customer satisfaction levels based on three factors related to bank services: whether the service met their needs, the provision of new and innovative services, and the provision of special offers like discounts. The graph has three categories of satisfaction: satisfied, slightly satisfied, and unsatisfied.

Result: According to the graph, all customers who responded to the survey were satisfied with the service meeting their needs. However, no customers were satisfied with the provision of new and innovative services. The majority of customers (60.75%) were slightly satisfied with the provision of special offers, while the remaining customers (39.25%) were unsatisfied with this aspect of the bank's services.

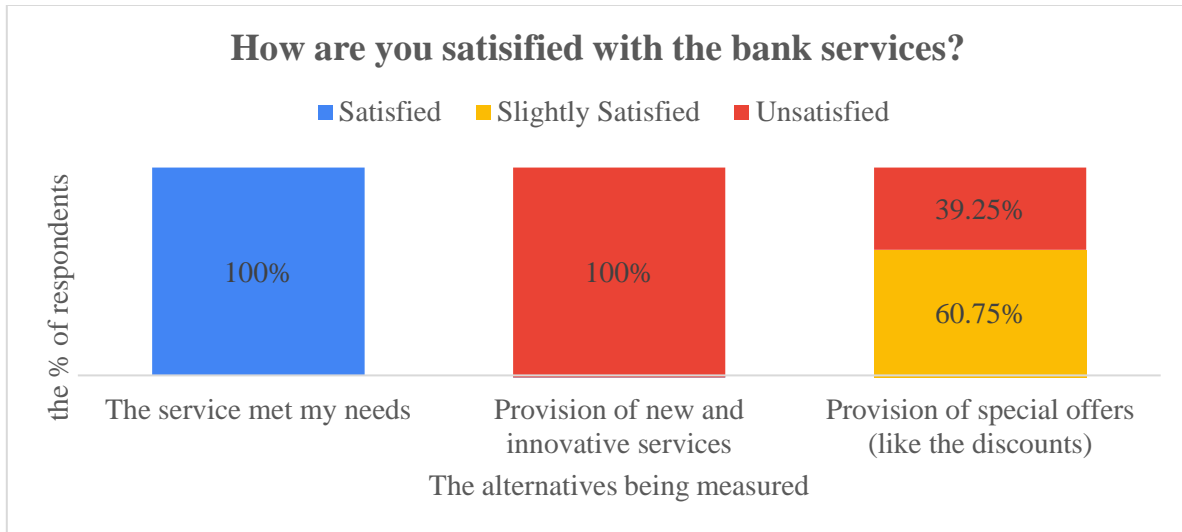


Figure 25: Customer Satisfaction Levels Based on Service Factors of the Bank BIAT During The pandemic 2020-2021 in Tunisia

4.3.1.3 Most Requested New Services During The Pandemic

BIAT has created 8 new and innovative services to better meet the needs of its customers during the pandemic in Tunisia.

The survey results indicate that the sample population had the following preferences:

Low interest rate on the loan: 7% of respondents chose this option, indicating that they value obtaining loans at lower interest rates.

Postponement of loan repayment: 0% of respondents chose this option, indicating that loan repayment postponement may not be a priority for them.

Exemption from ATM withdrawal fees: 49% of respondents chose this option, indicating that they would like to avoid paying ATM withdrawal fees.

Self-service spaces in Tunis, Sfax and Monastir: 0% of respondents chose this option, indicating that self-service spaces may not be of interest to them.

"Cagnotte" service to encourage savings: 5% of respondents chose this option, indicating that they are interested in a service that helps them save money.

Only a small percentage of the sample (10%) benefited from using the "MyBIAT" application to manage financial transactions. This could indicate that customers are not aware

of the features and benefits of this application or that the application may need to be improved to meet customer needs.

"Moltazimoun" program to finance companies and professionals: 0% of respondents chose this option, indicating that they may not be interested in financing programs for businesses and professionals.

Nothing: 29% of respondents chose this option, indicating that they did not have any particular preferences or did not find any of the options presented to be relevant to their needs.

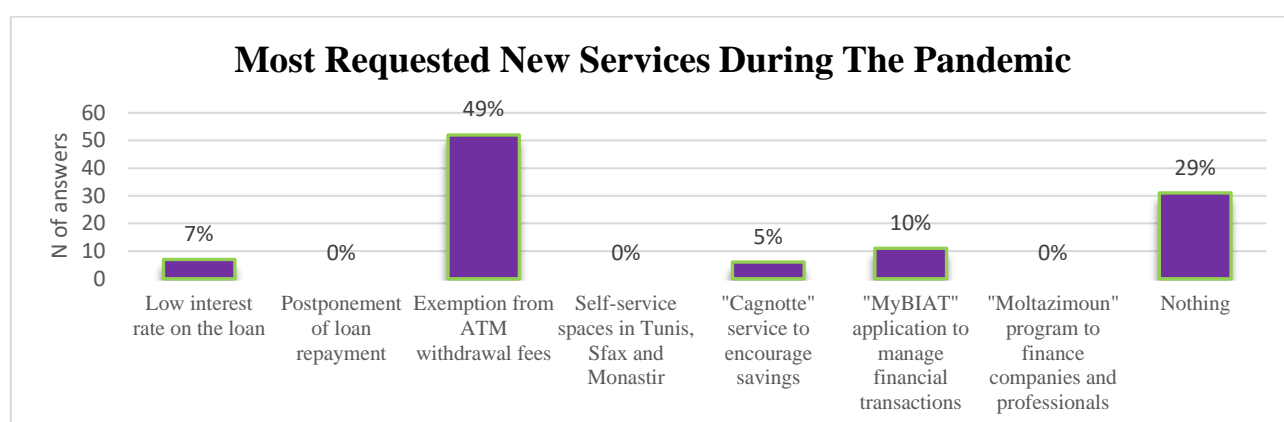


Figure 26: Preferences of BIAT Customers for New Services During the Pandemic 2020-2021 in Tunisia

4.3.2 Price: Evaluation of the Price of the Services of the Bank BIAT during the Pandemic

Description: The stacked bar graph represents the responses of customers' satisfaction with the service price. The customers were asked if they are satisfied, slightly satisfied, or unsatisfied with the service price. The graph shows that most customers, 89.72%, are satisfied with the service price. Only 9.35% of customers are slightly satisfied, while a very small percentage of customers, 0.93%, are unsatisfied with the service price.

Result: The stacked bar graph shows that most customers are satisfied with the service price. This indicates that the service price is reasonable and meets the customers' expectations. However, there is still a small percentage of customers who are slightly satisfied or unsatisfied,

which suggests that the company could consider providing some price adjustments or promotions to attract and retain more customers.

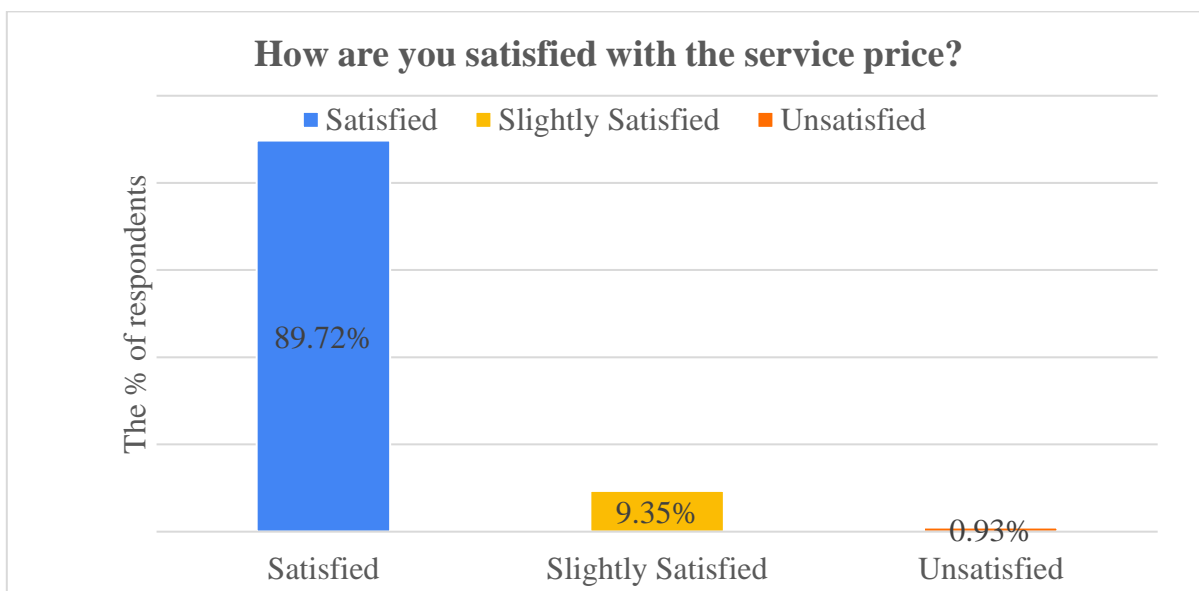


Figure 27: Customer Satisfaction with Service Price of the Bank BIAT During the Pandemic 2020-2021 in Tunisia

4.3.3 Place: The Accessibility Of The Locations Of The Bank In Tunisia

Description: The stacked bar graph represents the level of satisfaction of customers with the accessibility of the service provided by a company. The graph shows three categories of satisfaction: satisfied, slightly satisfied, and unsatisfied. The highest percentage of customers (90.65%) are satisfied with the accessibility of the service, while 9.35% of the customers are slightly satisfied. No customers reported being unsatisfied with the accessibility of the service.

Result: The high percentage of satisfied customers indicates that the company has made the service accessible to a large extent, which is a positive factor for customer retention and loyalty. However, the slight percentage of slightly satisfied customers may suggest some room for improvement in terms of accessibility to cater to the needs of all customers.

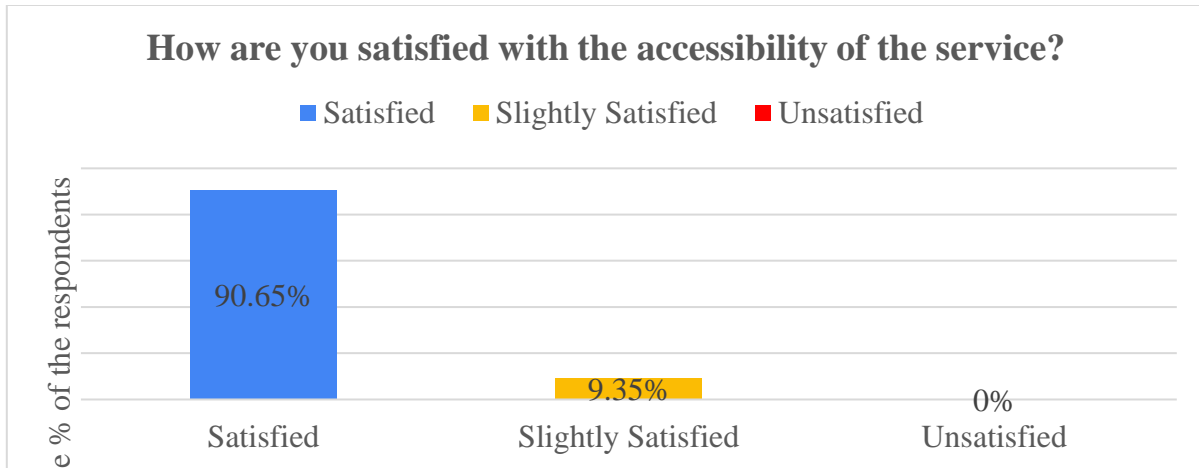


Figure 28: Level of Satisfaction with the Accessibility of the Service of the Bank BIAT During the Pandemic 2020-2021 in Tunisia

4.3.4 Promotion: The Means Of Advertising That Was Absorbed Mostly By The Sample Regarding The Advertisements Of The Bank

Description: The stacked bar graph represents the level of satisfaction of customers with the chosen means of advertising of the bank during the pandemic. The graph is divided into three categories: "On Billboards/Posters," "On TV," and "On Facebook." The three categories have been segmented into three sections: "Satisfied," "Slightly Satisfied," and "Unsatisfied."

Result: The data shows that the majority of customers (99.07%) are satisfied with the bank's advertising on billboards and posters during the pandemic. However, none of the customers are satisfied with the bank's advertising on TV, and only a small percentage (0.93%) are slightly satisfied with it. Similarly, a very low percentage (10.28%) of customers are slightly satisfied with the bank's advertising on Facebook, and the majority of customers (89.72%) are unsatisfied with it.

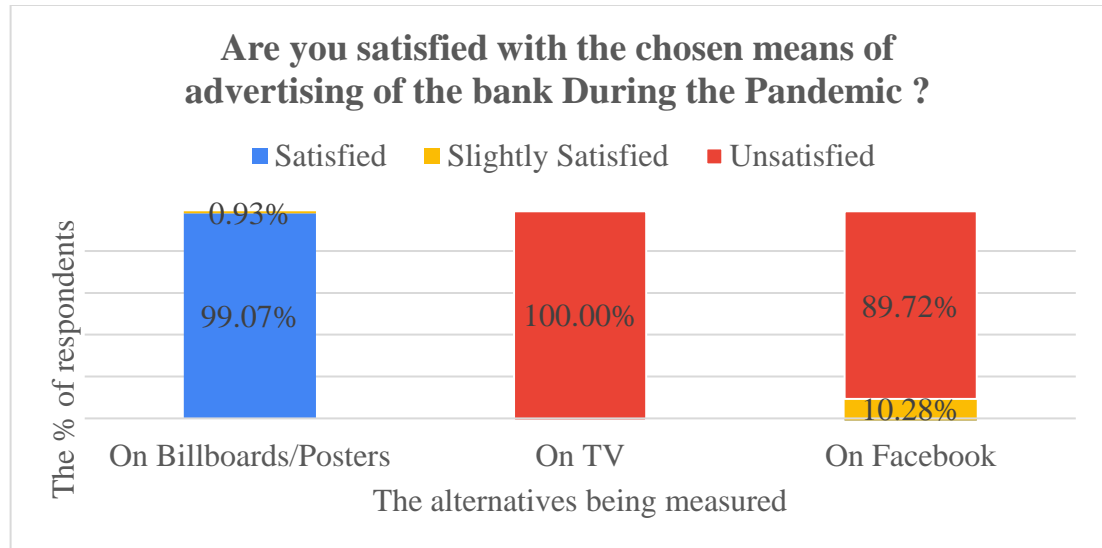


Figure 29: Satisfaction with Means of Advertising (On Billboards/Posters, On TV, and On Facebook) of the Bank BIAT During the Pandemic 2020-2021 in Tunisia

4.3.5 Physical Evidence: The Physical Or Moral Evidence Of The Bank That Was Mostly Absorbed By The Sample During the Pandemic

Description: The stacked bar graph shows the responses of customers when asked about their satisfaction with the physical or moral evidence of the bank during the pandemic. The survey questions were based on three factors: storefront sign, bank branch (e.g., furniture colors), and marketing materials (e.g., brochures). The responses were categorized into three levels: satisfied, slightly satisfied, and unsatisfied.

Result: The majority of customers (95.33%) are satisfied with the storefront sign, while 3.74% are only slightly satisfied. However, the satisfaction level drops when it comes to the bank branch, with only 68.22% of customers being slightly satisfied, and 28.04% being unsatisfied. The least satisfactory element is the marketing materials, with only 65.42% of customers being satisfied, 21.50% being slightly satisfied, and 13.08% being unsatisfied.

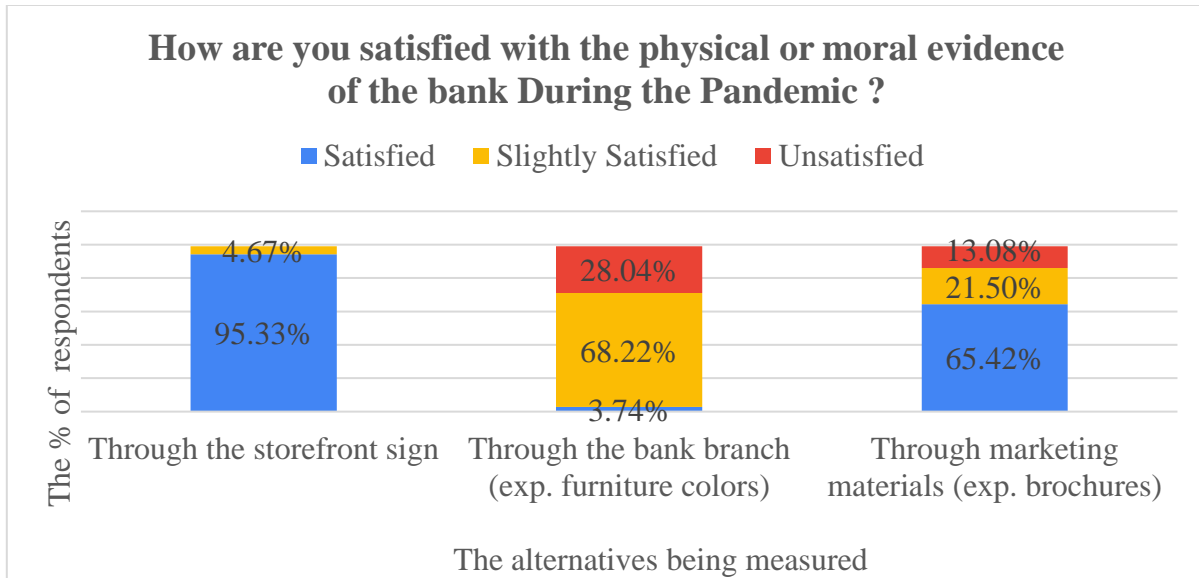


Figure 30:Physical or Moral Evidence Satisfaction Levels of Bank Customers during the Pandemic of the Bank BIAT During the Pandemic 2020-2021 in Tunisia

4.3.6 Porcess:

Description: The stacked bar graph shows the level of customer satisfaction with the process of the bank in handling their requests based on three factors: short waiting time before receiving the service, easy application/service to use, and accuracy/security in processing their requests. The graph is divided into three sections: satisfied, slightly satisfied, and unsatisfied.

Result: The results show that the majority of customers are satisfied with the accuracy and security in processing their requests (97.2%) and the ease of application/service to use (91.6%). However, a large percentage of customers are unsatisfied with the short waiting time before receiving the service (71%), indicating that the bank may need to improve their waiting time management.

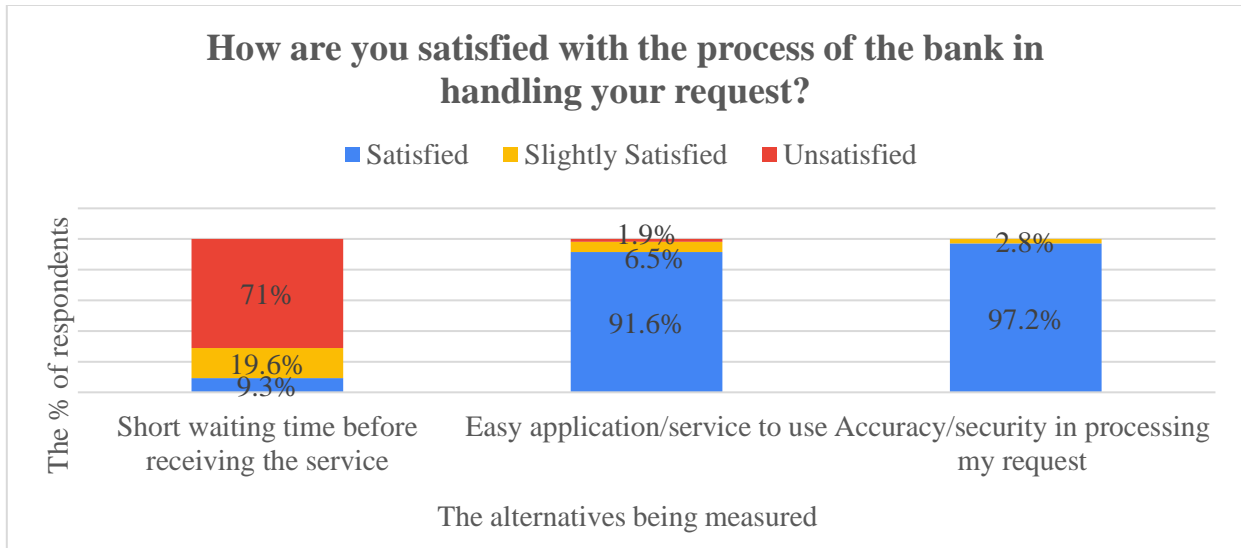


Figure 31: Customer Satisfaction with Bank Process in Handling Requests of the Bank BIAT During the Pandemic 2020-2021 in Tunisia

4.3.7 People: The Most Appreciated Feature About The Performance Of The Bank Employees in Tunisia During the Pandemic

Description: The stacked bar graph above represents the satisfaction level of customers with the performance of bank employees in three aspects: the presence of staff, their behavior in responding to customer inquiries or complaints, and the quality of information provided. The graph shows the percentage distribution of customers' responses, which are categorized into three levels of satisfaction: satisfied, slightly satisfied, and unsatisfied.

Result: The results show that the majority of customers are satisfied with the performance of bank employees in all three aspects, with satisfaction levels ranging from 92.5% to 99.1%. The highest level of satisfaction is with the quality of information provided, with 99.1% of customers being satisfied. However, a small percentage of customers are slightly satisfied or unsatisfied with the behavior of staff in responding to their inquiries or complaints.

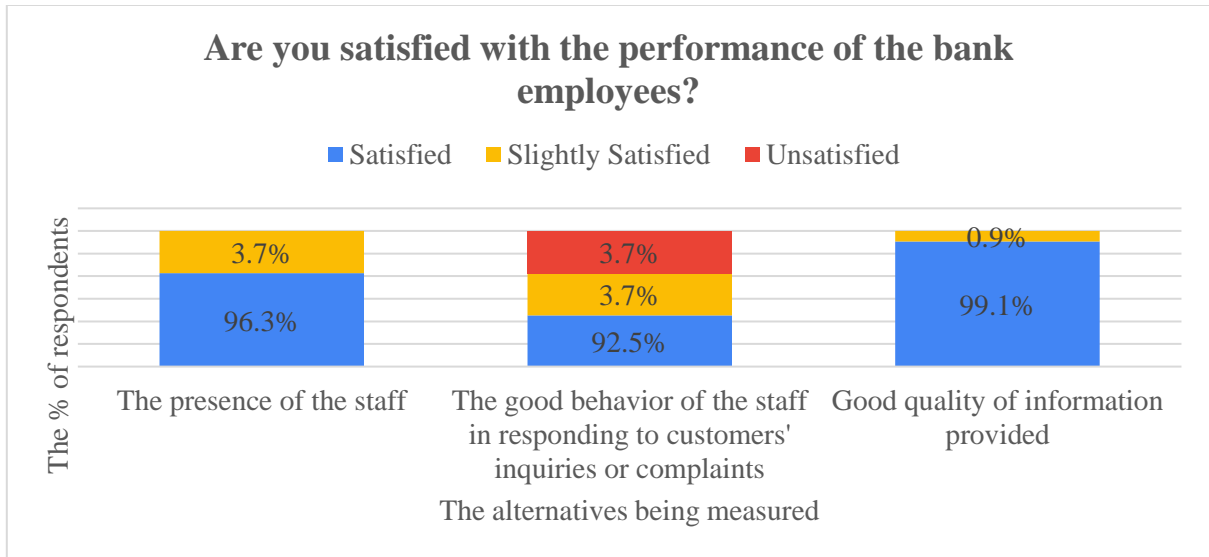


Figure 32: Satisfaction with Bank Employees' Performance in Three Aspects: Presence, Behavior, and Information Quality During the Pandemic 2020-2021 in Tunisia

4.3.8 Overall Satisfaction

Description: The data provided shows the overall satisfaction levels of a group of respondents regarding the performance of the bank during the pandemic. The data has been broken down into three categories, which are "Satisfied," "Slightly Satisfied," and "Unsatisfied."

Result: The results indicate that most of the respondents (93.46%) are satisfied with the overall performance of the bank during the pandemic. A small percentage (4.67%) are slightly satisfied, and only a small percentage (1.87%) are unsatisfied.

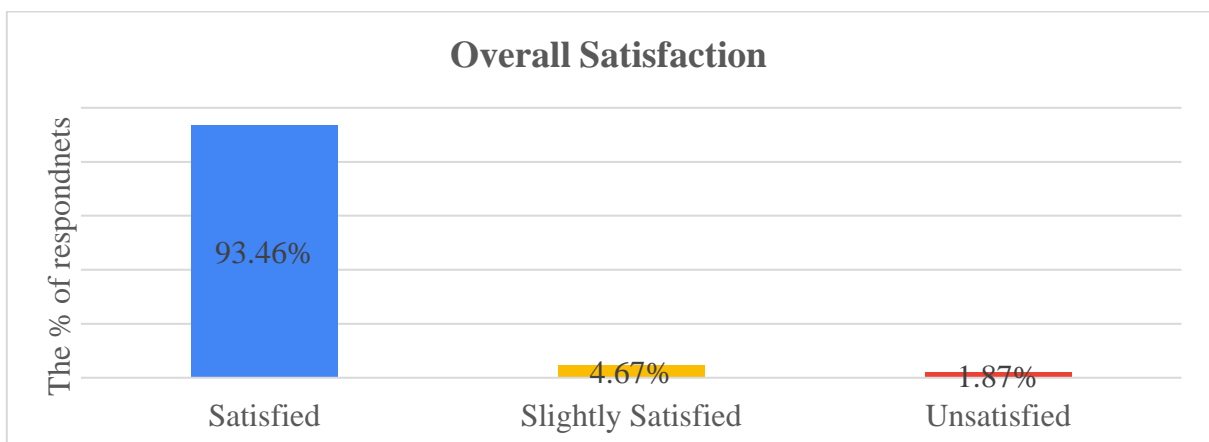


Figure 33: Percentage of Respondents by Satisfaction Level with Bank Performance during Pandemic 2020-2021 in Tunisia

5 Hypotheses/Observations

5.1 Observation 1

In my observation, I state that the main source of income of the bank BIAT in Tunisia during the pandemic 2020 and 2021 was the payment of the interest rates and similar activities.

5.1.1 Analysis 1

Sources Of Income Of BIAT In Tunisia During Covid 19, 2020-2021

An income statement, also known as a profit and loss statement, shows a company's revenues and expenses over a specific period of time. the bank BIAT has published its income statement for the financial years 2019, 2020 and 2021. As shown, the main source of income of BIAT are:

- The repayment of interest rate and similar incomes. For the year 2020 the income from interest and similar income was 996 797 KTD while in 2021, it was 997 392 KTD with a difference of 595 KTD.
- The income in commissions (in products) of the year 2021 was 4% higher than the year 2020.
- Both the gains on commercial securities portfolio and financial transactions and the investment portfolio had a continuous increase over the year 2019, 2020 and 2021.

The total banking income of 2021 was higher by 93 565 KTD than the year before. The total banking operating expenses were higher in 2021 at (530 477) KTD comparing the year before which was at (511 539) KTD. Consequently, the net banking income of 2021 was higher than the year before by 74 627 KTD. The net income of the year 2021 was 266 840 KTD and it was 281 842 in 2020 (BIAT Tunisia, 2021).

Income statements 2021,2020 and 2019 (In thousands of dinars)			
BANKING PRODUCTS	Exercice 2021	Exercice 2020	Exercice 2019
Interest and similar income	997 392	996 797	1 093 784
Commissions (in products)	225 529	215 546	201 640
Gains on commercial securities portfolio and financial transactions	136 789	113 700	106 379
Investment Portfolio Income	186 233	126 335	114 036
Total banking income	1 545 943	1 452 378	1 515 839
BANKING EXPENSES			
Interest incurred and similar charges	(524 954)	(507 808)	(555 928)
Commissions incurred	(5 523)	(3 731)	(3 022)
Total banking operating expenses	(530 477)	(511 539)	(558 950)
Net banking income	1 015 466	940 839	956 889
Allocations to provisions and result of value adjustments on receivables, off balance sheet and liabilities	(190 832)	(133 819)	(105 035)
Allocations to provisions and result of value adjustments on the investment portfolio	(16 863)	(15 604)	(14 393)
Other exploitation products	11 050	11 752	11 567
Personnel costs	(238 432)	(217 202)	(212 057)
General charges of exploitation	(170 959)	(154 312)	(152 251)
Allocations to depreciation and provisions on fixed assets	(40 099)	(36 500)	(35 085)
Operating result/EBIT	369 331	395 154	449 635
Gain/loss balance from other ordinary items	-466	263	(4 940)
Income tax	(82 135)	(84 898)	(111 689)
Result from ordinary activities	286 730	310 519	333 006

Balance gain/loss from other extraordinary items	(19 890)	(28 677)	-
Net income for the year	266 840	281 842	333 006
Accounting change affecting the result brought forward		-	-
Net income for the year after accounting changes	266 840	281 842	333 006

Table 6: The Income Statement Of BIAT For The Year 2019, 2020 And 2021 (In Thousands Of Tunisian Dinars)

Other sources:

Strengthen the capital of the bank in the short run though adding the dividends of 2020 and 2021 to the reserves (BIAT Tunisia, 2020).

- Strengthen the capital of capital of the bank in the long run through selling shares. The bank has sold 4,920 shares held in the company "BIAT Asset Management," which represents a holding rate of 98.4%. The shares were sold to the company "Tunisie Valeurs-SA" for a unit price of 420 dinars per share, resulting in a total value of the transaction of 2,066,400 dinars (BIAT Tunisia, 2020) .
- Selling the company "BIAT CAPITAL-SA" to the company "Tunisie Valeurs -SA where the assets and liabilities of "BIAT CAPITAL-SA" are transferred to "Tunisie Valeurs -SA". As a result, the shareholders of "BIAT CAPITAL-SA" will become shareholders of "Tunisie Valeurs -SA". The merger will be carried out by creating 177,776 new shares in "Tunisie Valeurs -SA" and allocating them to the shareholders of "BIAT CAPITAL-SA", at a unit issue price of 18.900 dinars per share. The unit issue price is made up of 5 dinars nominal and 13.900 dinars merger premium. This will result in a total capital increase of 888,880 dinars and a merger premium of 2,471,086 dinars for the "Tunisie Valeurs -SA". This type of merger is done to achieve synergies, cost savings, increased market share, and improved competitiveness (BIAT Tunisia, 2020).

5.1.2 Conclusion Of The Observation 1

This observation is true. It confirms that:

1. The bank's main source of income during the pandemic was the repayment of interest rates and similar incomes. The income from interest and similar income for the year 2020 was 996,797 KTD, while in 2021, it was 997,392 KTD.
2. The second source of income was the commissions. It increased by 4% in 2021 compared to the year 2020.
3. The thirist source of income was the gains on commercial securities portfolio and financial transactions that had a continuous increase over the years 2019, 2020, and 2021.
4. The fourth source of income was the investment portfolio that had a continuous increase over the years 2019, 2020, and 2021.
5. Other sources of income for the bank included adding the dividends of 2020 and 2021 to the reserves and selling shares in BIAT Asset Management to Tunisie Valeurs-SA for a unit price of 420 dinars per share.

5.2 Observation 2

I state that the satisfaction of the customers depend on many variables regarding the 7P's tool of marketing.

5.2.1 Conclusion Of The Observation 2

Based on the description of the results of the 7P that the sample answered in the previous chapter (result and evaluation), I conclude that the variables that lead to the satisfaction of the customers of the bank BIAT during the pandemic 2020-2021 in Tunisia are:

Product: 100% of the sample are satisfied because the service met their needs.

Place: 90.65% of the sample are satisfied because they found the service accessible.

Promotion: 99.07% of the sample are satisfied with the means of advertising that the bank chose to promote for its services.

Physical evidence: 95% of the sample are satisfied with the easy evidence of the bank on store signs and 65% on the marketing materials like the brochures.

Process: 91% of the sample are satisfied with the easy application/service that they are using and 97.2% are satisfied with the accuracy/security of the bank in processing their requests.

People: 96.3% are satisfied with the presence of the staff and 92.5% are satisfied with the good behavior of the staff in responding to the customer's inquiries and complains.

Overall satisfaction: (93.46%) of the sample are satisfied with the overall performance of the bank during the pandemic.

5.3 Hypothesis 1

I state that that the communication mode with the bank was not affected by the pandemic during the years 2020 and 2021.

5.3.1 Analysis 1

Based on the answers in the questionnaire, I can test the null hypothesis which states that there is no association between the variables. Specifically, I compared the number of customers who used online communication versus offline communication in 2019 (before the pandemic) and in 2020 and 2021 (during the pandemic) to determine if there was a significant change in communication mode.

First, I created a contingency table to organize the data where the table states the number of the respondents to each communication mode during the 3 years:

Communication Mode	2019	2020	2021
Online	0	9	0
Offline	107	98	107

I perform a chi-square test of independence to determine if there is a significant association between communication mode and year. I used the website Datatab to perform the calculations. (Datatab, n.d.) The null hypothesis for this test is that there is no association between the variables, which would indicate that the pandemic did not have an effect on communication mode.

Using a significance level of 0.05, we can calculate the expected frequencies and the chi-square test statistic:

Expected Frequencies:

Communication Mode 2019 2020 2021
Online 2.87 3.30 2.87
Offline 104.13 103.70 104.13
Chi-Square Test Statistic: 2.30
Degrees of Freedom: 2
p-value: 0.316

5.3.2 Conclusion Of The Analysis 1

The p-value of 0.316 is greater than our significance level of 0.05, which indicates that we fail to reject the null hypothesis. Therefore, it is not possible to conclude that there was a significant difference in communication mode between 2019 and 2020/2021. While there was a slight increase in online communication in 2020, this may be due to factors other than the pandemic, such as changes in customer preferences or improvements in online banking services.

6 Conclusion and Recommendation

6.1 Conclusion

We can conclude that the bank's main source of income during the pandemic was the repayment of interest rates and similar incomes. This suggests that the bank was able to maintain its financial stability despite the challenges presented by the pandemic.

Based on the results of the 7P evaluation, it can be concluded that the bank BIAT has done well in meeting the needs of its customers during the pandemic in Tunisia. The high level of satisfaction across all aspects of the 7P's, including product, place, promotion, physical evidence, process, people, and overall satisfaction, indicates that the bank has successfully adapted its services to meet the changing needs of its customers during the pandemic. The high satisfaction rates for product and people suggest that the bank has maintained a high level of quality in its products and services and has provided excellent customer service throughout the pandemic. The high satisfaction rates for process and physical evidence suggest that the bank has also been successful in maintaining its operational efficiency and has provided clear and accessible information to its customers. Overall, the high satisfaction rates indicate that the bank has been successful in meeting the needs of its customers during the pandemic in Tunisia.

The p-value of 0.316 suggests that there was not a significant difference in communication mode between 2019 and 2020/2021. However, we should mention that the sample (107 respondents) represents only 0.001% of the total population that represents more than 960,000 customers. Also this can be a consequence of offering free exemption on ATM withdrawals during the pandemic which encouraged people to relocate to the bank instead of using the online platform.

Overall, the findings of the research suggest that the bank was able to weather the challenges of the pandemic and maintain a high level of customer satisfaction. However, it's important to keep in mind that this is just a snapshot of the bank's performance during a specific period which is the Corona pandemic 2020-2021, and there may be other factors at play that could impact its long-term success.

6.2 Recommendations Regarding The Communication Mode

Based on the respondents of the questionnaire, my recommendation would be to conduct further research to better understand the factors that may have contributed to the increase in online communication in 2020. This could involve analyzing customer feedback and satisfaction with online banking services, as well as examining the impact of any marketing or promotional efforts that may have been implemented during this time. It is also important to mention that the sample represents only 0.001% of the total population.

Additionally, it may be beneficial to continue monitoring communication mode trends over a longer period of time, beyond just the years 2019, 2020, and 2021, in order to gain a more comprehensive understanding of any long-term shifts in customer behavior and preferences. This could help inform future business decisions and strategies related to communication and customer engagement.

6.3 Recommendations For The Customer Satisfaction Regarding The 7P Tool

6.3.1 Product:

Recommendations: The bank should focus on improving the provision of new and innovative services to increase customer satisfaction in this area. They should also consider offering more special offers and promotions to improve customer satisfaction in that category. Finally, it is important for the bank to continue to provide high-quality service that meets the needs of its customers, as it has already achieved a 100% satisfaction rate in this area.

6.3.2 Price:

Recommendation: Based on the results of the stacked bar graph, the company can take some actions to maintain the high level of customer satisfaction with the service price. For example, the company could conduct some market research to understand the pricing strategies of their competitors and adjust their service price accordingly. Additionally, the company could offer some promotions, such as discounts or loyalty programs, to attract and retain more customers who may be slightly satisfied or unsatisfied with the current service price. By taking these actions, the company can improve customer satisfaction and loyalty, which can lead to increased revenue and growth in the long run.

6.3.3 Place:

Recommendation: To maintain high levels of customer satisfaction, the company should continue to prioritize the accessibility of the service and strive to further improve it to meet the needs of all customers. This can be achieved by conducting surveys to gather feedback from customers and implementing measures based on the feedback to improve accessibility. The company can also consider providing additional options or services to cater to the needs of customers who are slightly satisfied.

6.3.4 Promotion:

Recommendation: The data suggests that the bank's advertising on billboards and posters is the most effective means of advertising during the pandemic. However, the bank should reconsider its advertising strategy on TV and Facebook, as the majority of customers are not satisfied with it. The bank could consider alternative means of advertising, such as social media influencers or email marketing, to better reach its target audience during the pandemic.

6.3.5 Physical Evidence:

Recommendations: To improve customer satisfaction with the physical or moral evidence of the bank, the bank should focus on improving the bank branch experience and marketing materials. This could include improving the layout and colors of the bank branches to create a more welcoming environment, as well as creating more engaging and informative marketing materials. The bank could also consider seeking customer feedback on these elements to ensure that they are meeting their needs and expectations.

6.3.6 Process:

Recommendation: To improve customer satisfaction with the short waiting time, the bank could consider implementing measures such as online appointment booking or offering customers estimated waiting times. Additionally, the bank could prioritize hiring more staff during peak hours to decrease wait times. The bank should also continue to focus on maintaining high levels of accuracy and security in processing customer requests and ensuring the ease of application/service to use.

6.3.7 People:

Recommendations: Based on the results, it is evident that the bank employees are performing well in terms of the presence, behavior, and information quality provided to customers. However, to ensure that all customers are satisfied, the bank could focus on improving the behavior of staff when responding to customer inquiries or complaints, particularly for the small percentage of customers who are slightly satisfied or unsatisfied. The bank could also consider conducting training programs or workshops for employees to enhance their customer service skills and improve the overall customer experience.

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Attachments

Attachment 1:

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BANK TERMS of CURRENT OPERATIONS

NATURE OF THE OPERATION	RATES / COMMISSIONS ⁽¹⁾	VALUE DATE
CONDITIONS FOR OPERATIONS ON THE MONEY MARKET (subscription)		
• Treasury bills	Marketable under BTA and BTCT auctions (amount less than or equal to 20,000 TND, see BTA/ BTCT Scoreboard)	Day of operation
• Certificates of deposit	MMT - 0.5	Day of operation
• Cash notes	According to the arrangement between the two parties and within the framework of the regulations in force (Swallowing commission at 4.5% parmois maximum d'umt globalavec minde 10TND)	Day of operation
CREDIT TERMS		
• Forward accounts and cash receipts	Fixed	Variable
In dinars:		
- 3 to 6 months completed	MMR. - 1.25 (minimum)	TMMP -1.25 (minimum)
- beyond 6 months to 12 months completed	MMR. - 1.25 (minimum)	TMMP -1.25 (minimum)
- beyond 12 months	MMR. - 1.25 (minimum)	TMMP -1.25 (minimum)
In foreign currency: from 1 week to 12 months	TM (*) - 3 (minimum)	TM (*) - 3 (minimum)
DEBTOR CONDITIONS		
• Consumer loans	Depending on the type of credit with a max of TMM +5 Except for revolving credits by credit card the maximum rate is TMM + 7	Unblock Day + 1
• Other short-term loans	Depending on the nature of the credit with a maximum of TMMP +7	Unblock Day + 1
• Loans to housing		
- medium-term	Depending on the type of credit with a max of TMM +5	Unblock Day + 1
- long-term	Depending on the type of credit with a max of TMM +5	Unblock Day + 1
• Other loans in the medium and long term	Depending on the type of credit with a max of TMM +5	Unblock Day + 1
• Financing in foreign currency		
- debt mobilization credits born abroad	TB + 5 (maximum)	Value Day + 1
- other foreign currency financing	TB + 5 (maximum)	Value Day + 1
BANKING OPERATIONS		
• Effets à l'encaissement		
- on Tunisia	According to the beneficiary's place with a maximum of 5,5 TND	Collection day+1 (max 13 days)
- on foreign	1.5% of amount Min: 50 TND Max: 300 TND	Value Day + 1
• Effets à l'escompte		
- on Tunisia	According to the beneficiary's place with a max of 5.5 TND	Discount Day + 1
- on the foreign	-	-
• Règlement d'effets	TND3,750	Day of operation - 1
• Remise d'effets pour protêt	15 TND	Day of operation - 1
• Account Maintenance Fee		
- compecheck	16 TND/trim	Last calendar day of the trim
- current account	29 TND/trim	Last calendar day of the trim
- savings account	3 TND/Trim	Last calendar day of the trim
• Cashing of checks		
- checks drawn on Tunisia	0,750 TND	Day of operation - 1
- foreign drawn checks	Min: 20 TND Max: 60 TND	Value Day + 1
• Electronic Cards		
- local maps	From 5 to 490 TND per year depending on the nature of the card	Day of operation - 1
- international maps	From 3 to 530 TND per year depending on the nature of the card	Day of operation - 1
• Certified Checks	8 TND	Certifying Day - 1
• Recovery of charges on checks without reserve	150 TND (excluding replenishment: 20D)	Pick Day - 1
• Transfers Issued		
- on Tunisia	2,2 (**)TND	Day of operation - 1
- foreign (excluding commercial transactions)	3‰ with Min 40 TND and Max 150 TND (A 60TND fee is charged for transfers issued in Foreign currencies to accounts in Foreign currencies)	Value Day - 1
• Transfers received		
- on Tunisia	2 TND	Day of operation +1
- on foreign nationals	1.5‰ with Min 40TND and Max 150 TND (A 60TND fee is charged for transfers issued in Foreign currencies to accounts in Foreign currencies)	Value Day + 1
• Succession settlement	From 10 TND to 200 TND	Pick Day - 1
• Searching for archived documents on behalf of clients	From 0,200 to 50 TND (depending on the age of the documents)	Pick Day - 1

(1) Our rates and commissions are displayed in horstaxes and within the framework of the regulations currently in force Day: working day
MMR: Average Money Market Rate previous month TM (*): BCT Borrowingrate, Money Market Rate in Foreign Currency or SOFR Rate plus USD spread

and ESTER plus EUR spread/EURIBOR

(**) For transfers sent on MyBIAT the commission is 1,5TND

MPR: Average money market rate of period TB: Base rate
(bank refinancing rate) BTA: Treasury bills assimilable
BTCT: Short-term Treasury bills

Attachment 2:

Questionnaire

Section 1

How did you often communicate with the bank before and during the pandemic (2020-2021)?

Before the Pandemic:

- Online (phone calls, email, social media)
- Through the Bank Agencies

During the Pandemic 2020

- Online (phone calls, email, social media)
- Through the Bank Agencies

During the Pandemic 2021

- Online (phone calls, email, social media)
- Through the Bank Agencies

Most requested service during the pandemic:

- Open an account
- Loan request
- Deposit into a savings account
- Inquiry
- Money withdraw
- Bank Transfer

Section 2: Evaluate bank performance during the pandemic using the 7P Marketing Tool

Product: How are you satisfied with the bank services?

- The service met my needs

Satisfied Slightly Satisfied Unsatisfied

- Provision of new and innovative services

Satisfied Slightly Satisfied Unsatisfied

- Provision of special offers (exp. the discounts)

Satisfied Slightly Satisfied Unsatisfied

BIAT has created new services to better meet the needs of its customers during the pandemic.

What service did you benefit from the most:

- Low interest rate on loans
- Exemption from ATM withdrawal fees
- Self-service spaces in Tunis, Sfax and Monastir
- "MyBIAT" application to manage financial transactions
- "Moltazimoun" program to finance companies and professionals
- Nothing

Price: How are you satisfied with the service price?

Satisfied Slightly Satisfied Unsatisfied

Place: How are you satisfied with the accessibility of the service?

- Very Accessible
- Slightly Accessible
- Difficult to access

Promotion: Are you satisfied with the chosen means of advertising of the bank During the Pandemic ?

- On Billboards/Posters
- On TV
- On Facebook

Physical Evidence: Are you satisfied with the physical or moral evidence of the bank During the Pandemic ?

- Through the storefront sign

Satisfied Slightly Satisfied Unsatisfied

- Through the bank branch (exp. furniture colors)

Satisfied Slightly Satisfied Unsatisfied

- Through marketing materials (exp. brochures)

Satisfied Slightly Satisfied Unsatisfied

Process: Are you satisfied with the process of the bank in handling your request?

- Short waiting time before receiving the service

Satisfied Slightly Satisfied Unsatisfied

- Easy application/service to use

Satisfied Slightly Satisfied Unsatisfied

- Accuracy/security in processing my request

Satisfied Slightly Satisfied Unsatisfied

People: How are you satisfied with the performance of the bank employees?

- The presence of the staff

Satisfied Slightly Satisfied Unsatisfied

- The good behavior of the staff in responding to customers' inquiries or complaints

Satisfied Slightly Satisfied Unsatisfied

- Good quality of information provided

Satisfied Slightly Satisfied Unsatisfied

- Overall Satisfaction

Satisfied Slightly Satisfied Unsatisfied

Section 3: General Information

Duration of your relationship with the bank:

- Less than 4 years
- Between 4-12 years
- More than 12 years

Your gender

- Male
- Female

Your age

- Less than 30 years old
- 30 years old - 40 years old
- 40 years old - 50 years old
- Older than 50 years old

Your profession

- Student
- Job seeker
- Housewife
- An employer or worker in the private sector
- An employer or worker in the public sector
- Project Owner

Your monthly net income

- Less than 1000 TND
- Between 1000-1500 TND

- More than 1500 TND

Your geographical area

- The North
- The Middle
- The South

Statement On Consultation Practices

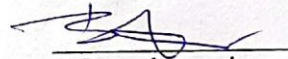
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Department: **Economics and Social Sciences**

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