

**Hungarian University of Agriculture and Life
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

Supervisor	Author
Dr. Andrea Benedek	Amira Saidani
Associate Professor	MSc Business Development

Gyöngyös-Hungary

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Thesis Summary

The problem statement of the thesis highlights that 11 banks (BFPME, BTS, Zitouna Bank, Al Baraka Bank, ATB, ABC, BFT, Citi Bank, QNB-Tunis, BTL and TSB) in Tunisia recorded a negative Net Banking Income (NBI) by the end of 2020, while 12 banks (BIAT, BNA, STB, BH Bank, ATTIJARIBANK, Amen Bank, UIB, BT, ATB, UBCI, BTE and WIFAK BANK) recorded a positive result.

In my thesis, I chose the Banque Internationale Arabe de Tunisie (BIAT) as an example to examine its success factors from the perspective of the consumer behavior using the marketing tool 7P's in Tunisia during Covid 19 (2020 – 2021). The objective is to identify the main source of income of the bank BIAT in Tunisia during the pandemic, determine the best communication mode during the crisis, and identify the satisfaction variables of the customers using the 7P's.

The study can be used to help other banks in Tunisia who had a negative financial result during Covid 19 in 2020-2021 to learn from the strategies of BIAT.

At first, the thesis covers various topics related to consumer behavior, banking, and the impact of the COVID-19 pandemic on the global economy and its effects on the financial and banking sectors in Tunisia.

Second, the report explores the socio-economic impact of COVID-19 on the private sector in Tunisia in 2020-2021, noting the significant decline in GDP and the sectors that were most affected by the crisis, such as tourism, trade, and industry. The report also provides statistics on the percentage of businesses that remained open during the pandemic.

The first finding of the research determines the main source of income for the bank BIAT in Tunisia during the COVID-19 pandemic in 2020 and 2021 which was the repayment of interest rates and similar activities. According to the bank's income statement for the years 2019, 2020, and 2021, the total banking income of 2021 was higher by 93 565 KTD than the previous year, with an increase in commissions and gains on commercial securities portfolio and financial transactions.

Second findings were collected using a survey, with 107 respondents. It focused on customer satisfaction during the pandemic, and the modes of communication used by customers

with their bank. The survey received 107 responses, with 80% of the respondents identifying as female and 20% as male. The majority of the respondents were under 40 years old, with 92% falling into this age group. The respondents were primarily employed in the private sector (81%), with a small percentage being employed in the public sector (8%). Half of the respondents had a monthly income less than 1000 TND, while 48% had an income between 1000-1500 TND, and only 2% had an income over 1500 TND. Most of the respondents were located in the North region of Tunisia, with 36% in the Middle region and 5% in the South region. The majority of the respondents had been with the bank for between 4-12 years (91%).

The first finding of the survey illustrates that online communication was not as popular in 2021 as it was in 2020, and bank agencies remained the primary mode of communication for customers during the pandemic. The analysis tested the hypothesis that the pandemic did not affect the communication mode with the bank during 2020 and 2021. The contingency table of customers who used online versus offline communication in 2019, 2020, and 2021 was created, and a chi-square test of independence was performed. The p-value of 0.316 failed to reject the null hypothesis, indicating that there was no significant difference in communication mode between 2019 and 2020/2021. The slight increase in online communication in 2020 may be due to other factors.

The second finding determines the customer satisfaction variables regarding the marketing tool 7P (product, place, promotion, physical evidence, process, people) focusing on the quality aspect. It identifies the most requested service during the pandemic which was the money withdrawal representing 67% of the total requested services. It also highlights the newest requested service during the pandemic which was exemption from ATM withdrawal fees representing 49% of the total new requested services. The research proves that the satisfaction variables of the customers towards the bank BIAT services during the pandemic 2020-2021 in Tunisia can be described as below:

- **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.

As recommendations regarding the communication mode:

- Conduct further research to understand factors contributing to increase in online communication.
- Monitor communication mode trends over a longer period of time.

As recommendations for the customer satisfaction regarding the 7P tool:

- **Product:** Focus on providing new and innovative services, offering special promotions, and maintaining high-quality service.
- **Price:** Conduct market research, offer promotions such as discounts or loyalty programs.
- **Place:** Prioritize accessibility, gather feedback to improve accessibility, and provide additional options or services.
- **Promotion:** Reconsider advertising on TV and Facebook, consider alternative means such as social media influencers or email marketing.
- **Physical Evidence:** Improve bank branch experience and marketing materials, seek customer feedback.
- **Process:** Implement measures to decrease wait times, maintain high levels of accuracy and security in processing customer requests.
- **People:** Improve behavior of staff when responding to customer inquiries or complaints, conduct training programs to enhance customer service skills.

To recapitulate, though the economic and financial sectors of Tunisia were heavily affected by the pandemic during 2020 and 2021, the bank BIAT has shown a positive financial performance during this period. Its performance was represented in:

- Making positive net profit in 2020 and 2021 (281 842 KTD and 266 840 KTD consecutively).
- Maintaining its customers during the pandemic (950,000 customers in Tunisia).
- Being able to launch new services (like Moltazitoun).
- Increase the number of its agencies (from 205 in 2019 to 206 in 2020).
- Increase its capital through selling shares (4,920 shares were sold).
- Granted new loans to individual customers (43,000 loans in 2020).
- BIAT's performance has been rewarded with 4 prizes in 2021.