



2016 Bank Study Project Class of 2018

STRATEGIC BANK MARKETING

Rex Bennett

NOTES:

1. Please use 8 1/2" x 11" paper (or paper folded to that size).
2. Please attach the **Freshman Cover Sheet – Class of 2018** from <http://www.gsblsu.org/students-3/>.
3. Please staple your project or use a binder clip. **DO NOT** use paper clips or any kind of folder or binder.

Complete and mail by January 17, 2017

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STRATEGIC BANK MARKETING PROBLEM

Rex Bennett, Ph.D.

The purpose of the Strategic Bank Marketing problem is to assess the competitive positioning of your bank and to use that assessment to better position your bank for competitive advantage and increased profitability. It is specifically designed to be a practical and useful problem-solving and decision-making assignment in marketing strategy and planning.

SCOPE OF THE PAPER

- (1) Select a target market that has been identified (or that you identify) as important to your bank or to your functional area within the bank. For example, if you are a lending officer you might select construction lending or small business lending or if you are a retail officer you might select high worth individuals or the senior market.
- (2) Measure the competitive GAPS that inhibit your bank's or area's ability to compete more effectively for this target market. The Competitive GAP assessment includes conducting an internal audit that measures your bank's commitment to and ability to effectively meet or exceed the expectations and needs of the target market customers.
- (3) Analyze how these GAPS reduce your bank or area's ability to increase customer retention (decrease your customer loss ratio) and/or to attract new customers from this target market. This analysis should be based on: (1) the needs of the target market, (2) your bank or area's competitive GAPS and their effects on your ability to meet the needs of the target market, and (3) competitors' strengths and possible weaknesses with regard to this particular target market segment.
- (4) Prepare recommendations for decreasing the most significant COMPETITIVE GAPS. The 'most significant' GAPS will depend upon your bank or area's goals with regard to the target market, the competitive situation, and the resources available to you.

REGULATORS:

If you are a regulator, the internal competitive GAP assessment would be the same as for a commercial bank. The target market focus would be on your customers--commercial banks. Thus, regulators will have basically the same assignment as the commercial bankers. The only difference will be that regulators do not have a competitor component and the focus is not on retaining or attracting customers...instead it is on identifying and fixing those things than cause problems for the client banks or identifying and implementing ways to serve the target market (commercial banks) better.

You should prepare your paper as if it were a presentation to senior management, the Board of Directors, or the individual or group within your bank who could approve your analyses and recommendations.

The length of the paper should be appropriate to effectively present your analysis and to support your recommendations. The maximum length is 12 double-spaced pages. Tables, charts, graphs, and other supporting material can be included in an appendix and do NOT count against the 12 page limit. The paper should also include a 2-3 page executive summary which should be concise, hard-hitting, and persuasive and sell your analysis and recommendations. The executive summary (2-3 pages) is not part of the 12 page limit.

FORMAT

You should clearly identify each section in your paper and presentation. You may devote as many pages to each section as you think appropriate. An approximate division might be: 2-3 pages of executive summary (not counted against the page limit), 5-7 pages on competitive assessment (including measurement of the three major GAPS and their implications) and 2-4 pages on recommendations for improving your bank's competitive position. However, you should allocate the length to best accommodate your own style and to make your specific paper as effective as possible.

CONFIDENTIALITY

The information in this strategic marketing analysis and plan deal with sensitive issues. Any information provided will be held in STRICTEST CONFIDENCE.

STRATEGIC MARKETING EXTENSION PROBLEM

The paper should be comprised of the following:

- I. Executive Summary: Summarizes Major Points and Includes Recommendations
- II. GAP Analysis
- III. Recommendations for Decreasing the COMPETITIVE GAPS And For Improving the Competitive Position of the Bank

I. EXECUTIVE SUMMARY (20 Percent) 2-3 Pages Maximum

The Executive Summary provides an opportunity for you to summarize the major points of your strategy, its basis is both the internal and external analyses (external being the needs of the target market and competitors abilities to effectively serve this market), and the rationale for your recommendations. **Prepare this section as if it were the ONLY SECTION THAT WOULD BE READ BY MANAGEMENT. DO NOT REVIEW THE HISTORY OF YOUR BANK.**

Executive summaries are critical...if the executive summary is not persuasive, the rest of the report will NOT be read and the analysis is useless. Devote the appropriate time and effort to make this summary outstanding.

II. COMPETITIVE POSITIONING ASSESSMENT (50 Percent)

The purpose of this section is to measure your bank's commitment and ability to providing high value-added experiences for customers and potential customers. For this analysis, you should use the Internal Competitive GAP Questionnaire included in the Appendix to the course material. **(This questionnaire will also be available on the LSU Graduate School of Banking website).**

The questionnaire should be distributed to 8-10 persons WITHIN YOUR OWN BANK OR AREA. Although this is too small a sample for actual decision-making, use it as an indicator of the bank's position.

Measure the Competitive GAPS. What are your bank's major GAPS....either specific GAPS (individual questions), area GAPS (sub-GAPS in questionnaire) or broad GAPS (three major GAPS...empathy, responsiveness, assurance)? What causes these GAPS within the bank or area? What are the implications of these GAPS for your bank or area's ability to compete effectively for the chosen target market...both for increased customer retention and customer acquisition? What implications do they have on your bank's ability to beat competitors in specific product/market areas?

General GAP Level Guidelines:

GAPs: 0-1.25	Probably not a significant competitive problem
1.25-1.75	Unclear...may or may not be a significant problem...interpret as you would a financial analysis ratio. For example, if you had a potential borrower with a low current ratio (current assets divided by current liabilities), this might or might not be a problem for the company....you would look for the specific reasons. The same thought process applies to the GAP analysis. From 1.25 to 1.75, these might or might not be a problem. Analyze the GAP and then assess whether or not that particular GAP level inhibits your bank or area's ability to retain or acquire customers from the chosen target market.
1.75 or Higher:	Probably a competitive positioning problem. If you don't consider it a significant problem, comment as to why not.

If your bank or area has many GAPS over 1.75, choose the 4-5 that you think are most significant and focus your analysis and recommendations on those.

III. RECOMMENDATIONS FOR DECREASING COMPETITIVE GAPS AND IMPROVING THE COMPETITIVE POSITION OF THE BANK (30 Percent)

How should your bank address the COMPETITIVE GAPS in the bank or area; i.e., what specifically should your bank do to reduce the major GAPS? How you would implement such a plan? How would the reduction of the GAPS affect your bank's customer retention, acquisition, revenue streams, and profitability?

Strategic Bank Marketing Problem

EVALUATION CRITERIA

STRATEGIC BANK MARKETING PROBLEM

EXECUTIVE SUMMARY (20 Percent)

Unsatisfactory: Fails to write executive summary or only cursory treatment of issues. Unfocused and not persuasive.

Good: (C) Summarizes internal and competitive analysis and recommendations. Indication of coordination and integration of analysis and recommendations. Moderately persuasive.

Excellent: (B) Very good summaries and integration. Clearly written and focused on objectives. Very persuasive presentation.

Outstanding: (A) All elements extremely well-summarized. All key elements and analysis included. Extremely persuasive for approval based on analysis elements, integration, and contribution to bank objectives.

COMPETITIVE POSITIONING ASSESSMENT (50 Percent)

Unsatisfactory: Fails to conduct an organizational survey; conducts an organizational survey without identifying GAPS; little or no analysis of GAPS or differences between organizational groups, little or no identification of implications of GAPS.

Good: (C) Conducts organizational assessment through sample of bank personnel; measures and identifies GAPS; limited analysis of differences between groups within the bank (e.g., high customer contact versus low customer contact); limited analysis of implications of GAPS for customer retention and acquisition; little identification of cause of GAPS; little consideration of competitors, communication and presentation effectiveness average.

Excellent: (B) Conducts organizational assessment through sample of bank personnel; measures and identifies overall GAPS; analyzes differences between different bank groups; identifies what causes GAPS in the bank or area; good analysis of implications of overall GAPS on bank or area's ability to retain and attract target market customers; considers competitive factors, presentation and communication effectiveness above average.

Outstanding: (A) Conducts organizational assessment through sample of bank personnel; measures and identifies overall GAPS; analysis of GAP differences between difference bank groups; useful analysis of causes of GAPS; insightful analysis of implications of GAPS (overall and between groups) on customer satisfaction, customer retention, and customer acquisition from target market segment, good competitive factor analysis; presentation and communication highly effective and persuasive.

RECOMMENDATIONS (30 Percent)

Unsatisfactory: Little or no recommendations for decreasing GAPS, little or no competitive analysis, little or no recommendations for improving competitive position, communication and presentation unpersuasive.

Good: (C) Limited or lightly supported recommendations for decreasing GAPS or dealing with competitive positioning; adequate communication and presentation. (Defined as a 7 on a 10 point scale).

Excellent: (B) Recommendations for decreasing GAPS and dealing with competitor strengths and weaknesses supported by data; recommendations consistent with bank objectives; communication and presentation good. (8 or 9 on 10 point scale).

Outstanding: (A) Recommendations for decreasing GAPS and improving competitive position highly supported by analysis; recommendations are innovative and achievable; recommendations consistent with bank situation and objectives; communication and presentation clear, highly effective, and persuasive. (9.5 or 10 on 10 point scale).

Executive Summary: 20 Percent

Summarized All Elements of Marketing Problem (Internal, Competitive, Marketing Plan)	Yes			No						
Integration of Elements	1	2	3	4	5	6	7	8	9	10
Consistency With Bank Objectives	1	2	3	4	5	6	7	8	9	10
Well-Written and Persuasive For Approval	1	2	3	4	5	6	7	8	9	10
Overall Evaluation of This Section	U			C			B		A	

Internal Competitive GAP Assessment: 50 Percent

Conducted Organizational Assessment Through Sample	Yes			No						
Measured and Identified Three GAPS	Yes			No						
Measured and Identified Differences in Perceptions of GAPS Between Different Groups in the Bank	Yes			No						
Quality of Analysis of GAPS Causes	1	2	3	4	5	6	7	8	9	10
Quality of Assessment of Implications of GAPS Relative to:										
1. Target Market Needs	1	2	3	4	5	6	7	8	9	10
2. Relative To Competitors Strengths And Weaknesses	1	2	3	4	5	6	7	8	9	10
3. Bank's Ability to Retain and Attract Segment Customers	1	2	3	4	5	6	7	8	9	10
Presentation and Communication Effectiveness	1	2	3	4	5	6	7	8	9	10
Overall Evaluation of This Section	U			C			B		A	

Recommendations: 30 Percent

Recommendations For Decreasing GAPS	Yes			No						
Quality of Recommendations For Decreasing GAPS	1	2	3	4	5	6	7	8	9	10
Quality of Recommendations For Strategies Based On Competitive Analysis	1	2	3	4	5	6	7	8	9	10
Communication and Presentation Style	1	2	3	4	5	6	7	8	9	10
Overall Evaluation of This Section	U			C			B		A	

Overall Competitive Positioning Problem Extension Grade:

**Unsatisfactory = 0 Very Good (C) = 1 Excellent(B) = 2
Outstanding (A) = 3**

Executive Summary	_____	=	_____	X	<u>.20</u>	=	_____	Points
GAP Analysis:	_____	=	_____	X	<u>.50</u>	=	_____	Points
Recommendations:	_____	=	_____	X	<u>.30</u>	=	_____	Points

TOTAL: _____ **Points**

Overall Project Grade	_____	Unsatisfactory
	_____	Good (C)
	_____	Excellent (B)
	_____	Outstanding (A)

APPENDIX A

**BANK
COMPETITIVE GAP
MEASUREMENT**

FOR THE EXTENSION PROBLEM: USE SECTION 1 TO MEASURE THE 3 GAPS AND USE SECTION 2 TO GATHER INFORMATION ABOUT RESPONDENTS. SURVEY 8-10 People. The survey should be about one-half (4-5 surveys to people with high customer contact) and about one-half (4-5 surveys to the supervisors or managers of the high customer contact people). The exact number of surveys in each category will vary by bank.

You can survey AS MANY PEOPLE AS YOU WOULD LIKE. The more you survey the more reliable your results will be. If your bank has more than one participant at the school and they have the same target market, you should combine the surveys but the ANALYSIS SHOULD BE INDIVIDUAL. For example, if there were 3 people from ABC Bank and all were lending, the three should survey 24-30 persons and combine the results. But the analysis and recommendations would be INDIVIDUAL.

GAP 1 (EMPATHY GAP): Statements 1-14

Statements: 1-4 Marketing Research sub-GAP
Statements: 5-8 Upward Communication sub-GAP
Statement: 9 Levels of Management sub-GAP
Statements: 10-13 Horizontal Communications sub-GAP
Statement 14: Overpromising-Undelivering sub-GAP

GAP 2 (RESPONSIVENESS GAP): Statements 14-25

Statements: 15-18 Management's Commitment To Superior Performance sub-GAP
Statements: 19 Goal Setting sub-GAP
Statements: 20 Task Standardization sub-GAP
Statements: 21-22 Perception of Feasibility sub-GAP

GAP 3 (ASSURANCE GAP): Statements 26-49

Statements 23-24	Teamwork sub-GAP
Statements 25-26	Employee-Job Fit sub-GAP
Statement 27	Technology-Job Fit sub-GAP
Statements 28	Perceived Control sub-GAP
Statements 29-31	Supervisory Control Systems sub-GAP
Statements 32-33	Role Conflict sub-GAP
Statements 34-37	Role Ambiguity sub-GAP

SCORING:

Compute an average score for each Question, sub-GAP, and GAP.

1. Determine the average score for each question. The number indicated (0 through 6) times number of respondents checking that number divided by the number of respondents.
For example, 1 person checks 0, 2 people check 1, 1 person checks 2, 2 people check 3, 1 person checks 4, and 3 people check 5.

The average for the questions would be:

$$\begin{array}{r} 1 \times 0 = 0 \\ 2 \times 1 = 2 \\ 1 \times 2 = 2 \\ 2 \times 3 = 6 \\ 1 \times 4 = 4 \\ 3 \times 5 = 15 \\ \hline \text{Total } 10 \quad 29 \end{array}$$

Average = 29 divided by 10 = 2.9

So the GAP for this question would be 2.9.

2. To calculate the average for a sub-gap, simply add the average score for each question and divide by the number of questions. For example, assume the score for question 1 was 4.5, for question 2 it was 3.2, for question 3 it was 5.0, and for question 4 it was 2.1. These four questions comprise the marketing research sub-gap for GAP 1. The score for this sub-gap would be 3.7 ($4.5 + 3.2 + 5.0 + 2.1 = 14.8$ divided by $4 = 3.7$). The average score for GAP 1 would be the sum of average scores for each sub-GAP (marketing research sub-GAP + upward communication sub-GAP + too many levels of management sub-GAP + horizontal communications sub-GAP + overpromising sub-GAP divided by 5).

3. **EVALUATE GAPS AND THEIR SIGNIFICANCE TO YOUR BANK AND THEIR IMPACT ON YOUR BANK'S ABILITY TO SERVE THE MARKET.**

ANALYSIS OF GAPS IS USUALLY FOR A SPECIFIC TARGET MARKET AND SPECIFIC AREA OR DEPARTMENT WITHIN THE BANK.

COMPETITIVE GAP MEASUREMENT:

Questionnaire

Rex Bennett, Ph.D.
Achieving Unlimited

GAP 1 : EMPAHTY GAP Statements 1-14

Statements: 1-4 Marketing Research Orientation Sub-GAP
Statements: 5-8 Upward Communication Sub-GAP
Statement: 9 Levels of Management Sub-GAP
Statements 10-13: Horizontal Communication Sub-GAP
Statement 14: Overpromising-Underdelivering Sub-GAP

GAP 2: RESPONSIVENESS GAP Statements 15-25

Statements: 15-18 Management's Commitment To Superior Performance Sub-GAP
Statements: 19 Goal Setting Sub-GAP
Statements: 20 Task Standardization Sub-GAP
Statements: 21-22 Perception of Feasibility Sub-GAP

GAP 3: ASSURANCE GAP Statements 26-49

Statements 23-24 Teamwork Sub-GAP
Statements 25-26 Employee-Job Fit Sub-GAP
Statement 27 Technology-Job Fit Sub-GAP
Statements 28 Perceived Control Sub-GAP
Statements 29-31 Supervisory Control Systems Sub-GAP
Statements 32-33 Role Conflict Sub-GAP
Statements 34-37 Role Ambiguity Sub-GAP

SECTION 1

Directions:

Listed below are a number of statements intended to measure your perceptions about your bank and its operations. Please indicate the extent to which you disagree or agree with each statement by circling one of the seven numbers next to each statement where **strongly agree is 0, 3 is neutral, and 6 is strongly disagree**. There are no right or wrong answers. Please tell us honestly how you feel.

Remember 0 is Strongly AGREE and 6 is Strongly DISAGREE.

	Strongly Agree				Strongly Disagree			
1. The bank regularly collects information about the needs and product/service expectations of our customers.	0	1	2	3	4	5	6	
2. The bank effectively uses digital techniques (including website analytics and social media) to better understand customers and to communicate with them more effectively.	0	1	2	3	4	5	6	
3. The bank uses data mining and analytics to assess customer financial usage and to predict additional products to serve customers better.	0	1	2	3	4	5	6	
4. The bank regularly uses marketing research and other information gathered from customers in the bank’s decision-making.	0	1	2	3	4	5	6	
5. Manager in our bank frequently interact with customers.	0	1	2	3	4	5	6	
6. The customer-contact personnel in our bank communicate frequently with management.	0	1	2	3	4	5	6	
7. Managers in our bank frequently seek suggestions about serving customers from customer-contact personnel.	0	1	2	3	4	5	6	
8. The primary means of communication in our bank between contact-personnel and upper management is NOT memos, texts, or email.	0	1	2	3	4	5	6	
9. There are NOT too many levels of management between customer-contact personnel and top management in the bank.	0	1	2	3	4	5	6	

	Strongly Agree					Strongly Disagree	
10. The people who develop our advertising and social media consult employees like me about the realism of the promises made in our advertising/social media.	0	1	2	3	4	5	6
11. I am almost always aware in advance of the promises made in our bank’s advertising and social media campaigns.	0	1	2	3	4	5	6
12. Employees like me interact with operations and IT people to discuss the quality of products and service the bank can deliver to its customers.	0	1	2	3	4	5	6
13. Our bank’s policies on serving customers are consistent among the various departments and branches that interact with customers.	0	1	2	3	4	5	6
14. Our bank does NOT make promises we cannot keep in an effort to gain or keep customers.	0	1	2	3	4	5	6
15. Our bank does commit the necessary resources to provide high-quality products and service.	0	1	2	3	4	5	6
16. Our bank has internal programs for improving the quality of products and service to customers.	0	1	2	3	4	5	6
17. In our bank, managers who improve quality of quality of service are more likely to be rewarded than other managers who do not attempt to improve quality of service.	0	1	2	3	4	5	6
18. Our bank emphasizes serving existing customers as much or more than it emphasizes selling to acquire new customers.	0	1	2	3	4	5	6
19. In our bank we set specific quality of product and quality of service goals..	0	1	2	3	4	5	6
20. Our bank effectively uses technology and automation to achieve consistency and excellence in serving customers.	0	1	2	3	4	5	6
21. Our bank has the necessary human and technological capabilities to meet customers' requirements for high quality service and products.	0	1	2	3	4	5	6

	Strongly Agree						Strongly Disagree
22. Our bank believes that giving customers the high level of products and service they really want will result in HIGHER PROFITS for the bank.	0	1	2	3	4	5	6
23. Everyone in my bank contributes to a team effort in servicing customers.	0	1	2	3	4	5	6
24. Employees in the bank feel a sense of responsibility to help fellow employees do their jobs well.	0	1	2	3	4	5	6
25. I have the necessary capabilities, training, and resources to do my job well.	0	1	2	3	4	5	6
26. My bank hires people who are qualified to do their jobs.	0	1	2	3	4	5	6
27. My bank gives me the necessary tools, equipment, and technology I need to perform my job well.	0	1	2	3	4	5	6
28. I have the freedom in my job to truly satisfy my customers' needs.	0	1	2	3	4	5	6
29. My job performance appraisal includes how well I interact with and serve customers.	0	1	2	3	4	5	6
30. In the bank, employees who do the best job serving their customers are more likely to be rewarded (monetarily and non-monetarily) than other employees.	0	1	2	3	4	5	6
31. The emphasis the bank places on selling to customers is NOT so much that it makes it difficult to serve existing customers properly.	0	1	2	3	4	5	6
32. What my customers want me to do and what management wants me to do are usually the SAME thing.	0	1	2	3	4	5	6
33. Bank management and I have the same ideas about how to best perform my job.	0	1	2	3	4	5	6
34. I understand and have sufficient knowledge about all the products and services offered by the bank (including digital products and services) to serve customers' needs.	0	1	2	3	4	5	6

	<u>Strongly Agree</u>						<u>Strongly Disagree</u>
35. I am able to keep up with the changes in the bank's products and service that affect how well I can do my job.	0	1	2	3	4	5	6
36. I believe that I have been well trained by my bank in how to effectively meet customers' needs and expectations.	0	1	2	3	4	5	6
37. I am sure which aspects of my job my supervisor will stress most in evaluating my performance.	0	1	2	3	4	5	6

SECTION 2

The questions in this section are strictly for classification and will be used only to compare how different groups within the bank feel about the issues in the questionnaire.

ALL RESPONSES TO THIS QUESTIONNAIRE ARE STRICTLY ANONYMOUS.

1. How long have you been working for a bank or financial institution?

- ☐ Less than six months
- ☐ Six months but less than one year
- ☐ 1-2 years
- ☐ 3-5 years
- ☐ 6-10 years
- ☐ 10-20 years
- ☐ Over 20 years

2. Do you supervise other people?

- ☐ Yes If yes, please answer question 3.
- ☐ No If no, skip to question 4.

3. How many people do you normally supervise?

Full-Time Employees:

- ☐ 1-2
- ☐ 3-5
- ☐ 6-10
- ☐ Over 10

Part-Time Employees:

- ☐ None
- ☐ 1-2
- ☐ 3-5
- ☐ 6-10
- ☐ Over 10

4. How much of your average work day is spent in direct contact with bank customers?

- ☐ 0 percent
- ☐ Less than 10 percent
- ☐ 10-30 percent
- ☐ 31-50 percent
- ☐ 51-70 percent
- ☐ 71-90 percent
- ☐ Over 90 percent

THANK YOU FOR YOUR HELP AND COOPERATION

Questionnaires from:

Rex Bennett, Ph.D., and The Customer Driven Company by Richard C. Whiteley of The Forum Corporation and Delivering Quality Service by Zeitham, Parasuraman, and Berry.

COMPETITIVE GAP MEASUREMENT EXAMPLE

(Numbers Shown are GAP numbers...the larger the number the larger the GAP)

	All Employees	More Than 50 Percent Direct Cust. Cont.	Less Than 50 Percent Direct Cust. Cont.	
GAP 1: EMPATHY GAP				
1. The bank regularly collects information about the needs and product/service expectations of our customers.	3.41	3.39	3.43	←
2. The bank effectively uses digital techniques (including website analytics and social media) to better understand customers and to communicate with them more effectively.	4.11	3.33	4.89	←
3. The bank uses data mining and analytics to assess customer financial usage and to predict additional products to serve customers better.	4.78	5.01	4.55	←
4. The bank regularly uses market research and other information gathered from customer in decision making.	3.49	3.83	3.15	
1a. Average for Marketing Research sub-GAP (Add First 4 Questions and Divide by 4)	3.95	3.89	4.01	←
5. Managers in our bank frequently interact with customers.	1.50	1.75	1.25	
6. The customer-contact personnel in our bank frequently communicate with management.	2.11	2.32	1.89	
7. Managers in our bank frequently seek suggestions about serving customers from customer-contact personnel.	2.55	3.32	1.78	↔
8. The primary means of communication in our bank between customer-contact personnel and upper management is NOT memos, texts, or email.	2.64	3.27	2.00	↔
1b. Average For Upward Communication sub-GAP (Add Questions 5-8 and Divide by 4)	2.20	2.67	1.73	
9. There are NOT too many levels of management between customer-contact personnel and top management in the bank.	1.83	1.94	1.72	
1c. Average For Too Many Levels of Management sub-GAP (Score for Question 9)	1.83	1.94	1.72	
10. The people who develop our advertising and social media consult employees like me about the realism of promises made in our advertising.	→ 4.95	5.22	4.68	
11. I am almost always aware in advance of the promises made in our bank's advertising and social media campaigns.	2.72	2.74	2.70	
12. Employees like me interact with operations and IT people to discuss the quality of products and service the bank can deliver to its customers.	→ 3.49	3.50	3.47	
13. Our bank's policies on serving customers are consistent among the various departments and branches that interact with customers.	2.12	2.81	1.42	
1d. Average For Horizontal Communication sub-GAP (Add Questions 10-13 and Divide by 4)	3.32	3.57	3.07	
14. Our bank does NOT make promises we cannot keep in an effort to gain or keep customers.	3.84	3.77	3.90	
1e. Average for Overpromising-Underdelivering sub-GAP → (Score for Question 14)	3.03	2.16	3.90	
OVERALL MEASUREMENT OF GAP 1: EMPATHY GAP (Add 1a + 1b + 1c + 1d + 1e and divide by 5)	2.84	3.17	2.89	

GAP 2: RESPONSIVENESS GAP

15. Our bank does commit the necessary resources to provide high-quality products and service.	1.43	1.68	1.17
16. Our bank has internal programs for improving the quality of products and service to customers.	2.61	2.87	2.34
17. In our bank, managers who improve the quality of service for customers are more likely to be rewarded than other managers who do not attempt to improve quality of service.	2.80	2.77	2.82
18. Our bank emphasizes serving existing customers as much or more than it emphasizes selling to acquire new customers.	1.62	1.94	1.30

2a. Average for Management Commitment sub-GAP **2.11** **2.32** **1.91**
(Add Questions 15-18 and divide by 4)

19. In our bank we set specific quality of service goals. **3.08** **3.10** **3.06**
2b. Average for Goal Setting sub-GAP **→ 3.08** **3.10** **3.06**
(Questions 19)

20. Our bank effectively uses technology and automation to achieve to achieve consistency and excellence in serving customers. **2.86** **3.28** **2.43**
2c. Average for Task Standardization sub-GAP **2.82** **3.28** **2.36**
(Questions 20)

21. Our bank has the necessary human and technological capabilities to meet customers' requirements for high quality products and service. **2.88** **3.35** **↔ 2.40**
22. Our bank believes that giving customers the high level of service they really want will result in HIGHER PROFITS for the bank. **3.75** **4.10** **↔ 3.40**
2d. Average for Perception of Feasibility sub-GAP **3.32** **3.73** **↔ 2.90**
(Add Questions 21-22 and divide by 2)

OVERALL MEASUREMENT OF GAP 2: RESPONSIVENESS GAP **→ 2.83** **3.11** **2.56**
(Add 2a + 2b + 2c + 2d and divide by 4)

GAP 3: ASSURANCE GAP

23. Everyone in my bank contributes to a team effort in serving customers.	2.46	2.75	↔ 2.17
24. Employees in the bank feel a sense of responsibility to help fellow employees do their jobs well.	0.90	0.79	1.00

3a. Average for Teamwork sub-GAP **1.68** **1.77** **1.59**
(Add Questions 23-24 and divide by 2)

25. I have the necessary capabilities, training, and resources to do my job well. **0.89** **1.06** **0.72**
26. My bank hires people who are qualified to do their jobs. **1.71** **1.85** **1.57**
3b. Average for Employee-Job Fit sub-GAP **1.30** **1.46** **1.15**
(Add Questions 25-26 and divide by 2)

27. My bank gives me the necessary tools, equipment, and technology that I need to do my job well. **1.37** **1.73** **1.00**
3c. Average for Technology-Job Fit sub-GAP **1.37** **1.73** **1.00**
(Score for Question 27)

28. I have the freedom in my job to truly satisfy my customers' needs. **2.01** **2.31** **1.83**
customers does NOT cause job frustration at those times. **2.67** **3.00** **↔ 2.35**

3d. Average for Perceived Control of Job sub-GAP (Scores for Question 28)	2.09	2.25	1.96
29. My job performance appraisal of my job includes how well I interact with and serve customers.	1.93	2.16	1.79
30. In the bank, employees who do the best job serving their customers are more likely to be rewarded (monetarily and non-monetarily) than other employees.	3.09	3.41	2.82
3e. Average for Supervisory Control sub-GAP (Add Questions 29-30 and divide by 2)	2.51	2.79	2.31
31. The emphasis the bank places on selling to customers is NOT so much that it makes it difficult to serve existing customers properly.	1.21	1.27	1.16
32. What my customers want me to do and what management wants me to do are usually the SAME thing.	0.92	2.12	1.85
33. Bank management and I have the same ideas about how to best perform my job.	2.17	2.45	1.92
3f. Average for Role Conflict sub-GAP (Add Questions 31-33 and divide by 3)	1.43	1.95	1.64
34. I understand and have sufficient knowledge about all the products and services offered by the bank (including digital products and services) to serve customers' needs.	1.85	1.52	2.12
35. I am able to keep up with changes in the bank's products and services that affect how well in can do my job.	1.65	2.03	1.35
36. I believe that I have been well trained by the bank in how to effectively meet customers' needs and expectations.	1.62	1.73	1.53
37. I am sure which aspects of my job my supervisor will stress most in evaluating my performance.	2.76	3.00 ←	2.56
3g. Average for Role Ambiguity sub-GAP (Add Questions 34-37 and divide by 4)	1.97	2.07	1.89
OVERALL MEASUREMENT OF GAP 3: ASSURANCE GAP (Add 3a+3b+3c+3d+3e+3f+3g and divide by 7)	1.76	2.00	1.65
OVERAL GAP MEASUREMENT SUMMARY			
GAP 1: EMPATHY GAP	→ 2.84	3.17	2.89
GAP 2: RESPONSIVENESS GAP	→ 2.83	3.11 ↔	2.56
GAP 3: ASSURANCE GAP	1.76	2.00	1.65
OVERALL PERFORMANCE RATING (WITH 0 = 100%, 1 = 83%, 2 = 67%, 3 = 50%, 4 = 33%, 5 = 17%, and 6 = 0%).			
GAP 1: EMPATHY GAP	→ 53%	47%	52%
GAP 2: RESPONSIVENESS GAP	→ 53%	48% ↔	57%
GAP 3: ASSURANCE GAP	71%	67%	73%