Title of paper:

Banking marketing: Customer Relationship Management (CRM) at the International Bank for Commerce, Industry and Agriculture of Burkina Faso (BICIA-B)

Key words: Banking; Marketing; Customer; Relationship; Management.

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Abstract

Le marketing bancaire attire de plus en plus l'attention des responsables dans les institutions bancaires du Burkina Faso et plus spécifiquement la gestion de la relation entre les banques et leurs clients. Nous abordons le cas précis de la Banque Internationale pour le Commerce, l'Industrie et l'Agriculture du Burkina (BICIA-B). Ce choix réside dans le fait que cette banque est la plus ancienne et qu'elle jouit d'une certaine notoriété de type Top-of-mind.

L'étude révèle que les clients de la BICIA-B attendent beaucoup d'elle, plus d'efforts afin que leur satisfaction soit parfaite (NPS : - 32,3).

Et en déduction nous dirons que la BICIA-B n'évalue pas la satisfaction de sa clientèle suivant un intervalle régulier afin d'adapter son offre à l'évolution perpétuelle des besoins de sa clientèle. Le fichier client que nous avons reçu de la BICIA-B date de 2015 et le précédent, de 2012, d'où un intervalle d'actualisation de trois (03) ans environs.

Dans la mesure où nous n'avons pas eu accès à toutes les informations pour une question de confidentialité, nous disons que la majorité des clients hésiterons beaucoup avant de recommander la BICIA-B soit à un ami, un proche ou un connaissant. Les NPS étant négatifs : - 36,3 pour les particuliers et - 45,3 pour les professionnels avec une tendance globale de - 37,9.

Ce qui signifie que la clientèle est en baisse en nombre de façon générale, les fichiers du portefeuille client que nous avons reçus, confirment cette tendance et montrent que les clients de petite importance (initialement très nombreux) sont en baisse en tandis que les gros clients augmentent en nombre à un rythme moins rapide.

C'est-à-dire que les uns (gros clients) sont satisfaits au détriment des petits clients.

Nous pouvons dire que la rentabilité de la BICIA-B n'est pas stabilisée voire pérenne et le levier y relatif n'est pas maîtrisé à cause des mauvaises tendances en terme de satisfaction.

Partant de ces constats nous pouvons déduire que la seconde hypothèse spécifique est aussi confirmée.

INTRODUCTION

Competition on the market for banking products in Burkina Faso, with nearly fourteen banking institutions, being tough, aren't the aspects of a policy of loyalty and customer relations decisive for maintaining a market share and ensure the sustainability of any organization? Isn't it appropriate to frequently measure customer satisfaction in order to build loyalty? In this case, what will be the solutions that BICIA-B can apply to satisfy and retain its customers?

➤ The concept of CRM is relatively new even if the idea behind it is old insofar as the customer takes a primordial place in the organization. We already find the philosophy of CRM in Theodore Levitt, in the 1960s, expressing the idea that "the raison d'être of a company is to create and keep a customer". CRM is therefore not in itself a revolution, but it makes it possible to manage a one-to-one relationship on a very large scale (Brown, 2001), something impossible before, computers and software being the supports of this system.

➤ We find definitions that are at several levels: CRM understood as a strategy that places the customer at the heart of processes, activities and corporate culture (Howlett and Rodgers, 2002; Thieriez, 2002), CRM as the set of processes and technologies that support the planning, execution and management-coordination of interactions with the customer through different channels (Wilson, Daniel and Mc Donald, 2001; Hobby, 1999). At a more operational level, the CRM is made up of three subsystems: the collaborative CRM which brings together the channels of exchange with the customer, the analytical CRM which allows the analysis of the information collected and the operational CRM which aims to industrialize the contacts. day-to-day business with its customers through pre-established processes. (Saint Cast, 2003). Thus, the major players in the banking sector have equipped themselves in recent years with complete CRMs seeking to optimize and rationalize the management of their customers, and most often by placing the customer at the center of the company's processes.

➤ By offering many communication channels with their customers and information analysis tools, CRMs have made it possible to unify their channels on common bases, to refine their knowledge of customer behavior and thus to offer a better evaluation of its cost. The philosophy of CRM is also to increase the personalization of the relationship by allowing the transition from mass marketing to one-to-one marketing (Peppers, Rogers, Dorf, 1999). The expected results lie in the improvement of

commercial performance, in the broad sense of the term. In this perspective, the study by Davenport, Harris and Kohli (2002) shows that the innovation of existing products and the expansion of products or services are among the eight objectives set by the 24 American companies using a CRM.

➢ The advantage of CRM as a tool is also, if we refer to the theory of wealth of information (Daft and Lengel, 1986), to "merge" information channels which have a complementary wealth . Four factors influence the richness of information: the ability of the channel to transmit multiple signals, the ability of the channel to produce immediate feedback, the diversity of the language used and the personalized focus of the channel. However, if the CRM makes it possible to acquire and store information, its analysis aims to produce knowledge. Information is therefore distinguished from knowledge by the fact that the latter can be stored in various forms, whereas knowledge refers to a capacity for analysis and creation.

➢ Fournel (2002) nevertheless underlines the limits of CRM by specifying that the client is most often looking for "a trusted man, in a way a family doctor". He illustrates this fact by the results of satisfaction surveys which show that the vast majority of customers respond in the negative to the question: "Do you trust your bank? and responds positively to the question "Do you trust your advisor?" ". Another limitation is that the organizational processes are modified during the integration of CRM processes. Indeed, the very principle of CRM is to rationalize the management of customer relations, which has major limits: the first is that it "tends to formalize what is not and can also want what it cannot" (Benavent, 2004). It is in this paradoxical zone that our question is located: is the CRM capable of transmitting the possible richness of the interaction with the customer in a logic of innovation? Is information from CRM a powerful resource for innovation ?

Starting from this problem, we intend to contribute to its resolution through the following objectives:

- Main objective: Measure BICIA-B customer satisfaction

- Specific objective 1: to propose solutions for the satisfaction of BICIA-B's customers.

- Specific objective 2: to propose solutions that can enable BICIA-B to retain its customers.

Following the objectives, we cannot achieve the objectives that we have assigned ourselves without building hypotheses.

From the number of objectives that we have assigned ourselves, we will formulate a main hypothesis on which depend two other hypotheses that will make it possible to approach this study:

- Main hypothesis: the relationship between BICIA-B and its customers is excellent;

- Specific hypothesis1: the regular evaluation of customer satisfaction is a certain indicator of knowledge of consumer expectations.

- Specific hypothesis 2: customer satisfaction makes it possible to take advantage of a significant leverage effect for the development of the company in the perspective of a loyalty process.

1. Methodology

We carried out both a qualitative and quantitative study, in particular by first conducting documentary research and, secondly, research consisting of the collection of quantitative data in the field.

1.1 Documentary research

This part allowed an analytical approach of the documentary reading through a collection of multi-level information bases concerning the treatment of the problem of the theme in particular the customer relationship, satisfaction, loyalty and relationship marketing in general.

It also made it possible to draw from this reservoir of internal and above all external documentary wealth, information concerning the center of interest and the environment of the study. Added to this is the consolidated use of studies and reports available on the Internet (see bibliography).

1.2. Field research

The documentary research was supplemented by a collection of information on the ground. It involved developing a questionnaire submitted to a sample survey.

The interest of this survey is to be able, from a sample, to induce results that can be generalized to the entire target population of our study.

In this case, it made it possible to collect information of a motivational nature and also to receive suggestions which will facilitate the implementation of a customer-oriented approach.

1.2.3. Sampling

It is very rare that we can exhaustively study a population, that is to say by questioning all the members: it would be so long and so expensive that it is practically impossible given the time to be allocated to us as well as our financial means.

The sample, presented as a subset of units selected from a larger group of the same units, can be small and efficient, provided it is sufficiently representative of the population.

We can calculate our theoretical sample size (N) as follows:

$$\boxed{\textbf{Formula : N = t². p.q/e²}}$$

With :

- e = margin of error that gives the desired precision or confidence interval;
- p = degree of homogeneity of the population;
- q = degree of inhomogeneity of the population (p = 1-q); p is often known from a previous study.

A study on satisfaction was carried out by BICIA-B in 2012 with a degree of homogeneity (p) of 95%.

With p = 0.95; then q = 0.05 and on the Poisson's law table, we read: t = 1.96.

In the present study, we will consider this threshold and retain an error threshold (e) of 1%; theoretically we can estimate our sample at: $N = [(1,96)^2 * 0,95 * 0,05] / (0,01)^2$

$$\boxed{\textbf{N = 1 825}}$$

On a probabilistic basis, our sample should consist of 1,825 customers; however, for cost and especially time reasons, we were forced to reduce this size to 1,005, de facto resulting in a non-probabilistic method. We have requested support from BICIA-B to make this study a useful work.

The role of BICIA-B was to allocate us telephone units and by providing us with ten (10) investigators for the administration of the questionnaire.

The development of the questionnaire, the data entry sheets collected, the various checks and processing up to the interpretation of the results and recommendations were done by us.

The sample is broken down as follows:

Stratified sampling will be carried out on the basis of client files received from the bank. Thus in this sampling process, care will be taken to ensure the representativeness of the different strata (professionals and individuals). Pour les agences de tailles importantes, il sera interrogé **106** clients actifs tandis que pour les autres agences, il sera interrogé **41** clients actifs. La taille de l'échantillon proposée est de **1005** clients actifs et se présente comme suit :

Table 1: Breakdown of clients interviewed by agency importance

Type	Number of agencies	Number of customers by branch	Total number of customers
Large agency	6	106	636
Other Agencies	9	41	369
Total			1005

Source : by us

Table 2: Breakdown of clients interviewed by agency

Agencies	Number of customers interviewed
Banfora	40
Bobo	100
Dédougou	40
Gounghin	100
Koudougou	40
Koupéla	40
Ouaga 2000	40
Ouahigouya	40
Pouytenga	40
Prestige	100
Succursale (et Premium)	145
Tampouy	40
Tenkodogo	40
Zogona	100
Zone commerciale	100
TOTAL	**1 005**

Source: by us

1-3- Identification of information to be collected

The information to be collected concerns:

- the positioning of BICIA-B vis-à-vis the competition;

- customer satisfaction with branch visits;

- satisfaction with the relationship maintained with the main interlocutor;

- satisfaction with the different channels;

- satisfaction with products and services;

- satisfaction with tariffs;

- satisfaction with complaints.

- satisfaction with the relationship maintained with the main interlocutor;

1.4. Choice of information collection techniques

Driven by the desire to have reliable and usable information, we thought it best to use more closed questions than open questions for the following reasons: simplicity for the respondent and the interviewer and easy analysis of the answers.

The quality of a study of this kind depends on the precision and representativeness of the sample, the relevance of the questionnaire, the value of the work of collecting information in the field.

In view of all this, we opted to conduct this study ourselves, favoring the survey by interview via telephone. This makes it possible to collect a large amount of information, to reformulate the questions which are not clear to the interlocutor, to note the comments, the reactions, the hesitations of the respondent.

1.4.1. Documentary study

This is the simplest case because all or part of the information you are looking for already exists and you just need to know where it is.

It was then secondary information, so called because it had already been collected a first time. This information can be found inside the company, in advertising agencies, in professional associations or in official publications.

In our case, we can mainly cite customer files that contain customer information.

There is also the annual activity report produced by the marketing and commercial department of BICIA-B.

However, we have verified their accuracy, given that they were collected for a completely different purpose and under conditions that may limit their scope. In particular, we checked their relevance, impartiality, validity and reliability.

1.4.2. Qualitative study

The qualitative study focuses on non-measurable elements, indicators of the level of customer satisfaction.

It was a question, among other things, of loyalty (the more the customer is satisfied, the more loyal he is), the mechanisms that succeed in getting customers to act, the positioning of BICIA-B (the place it occupies in the mind of the consumer).

The "flagship" indicator that we have chosen is the "Net Promoter Score", also called NPS.

1.4.3. Quantitative study

The quantitative study relates to quantifiable elements revealing the level of customer satisfaction.

Take into account the number of customers, the amounts of the transaction, …, the weight of the competition (the market share of the competitors).

In view of the objectives set and the expected results, we conducted a qualitative study which enabled us to quantify the impressions of consumers resulting from the study of satisfaction or even the market.

This calculation was made as follows:

⟶ **Step 1 :**

- Determination of the number of interviewees whose scores range from 1 to 6 (N1);
- Determination of the number of interviewees whose scores range from 9 to 10 (N2);

⟶ **Step 2 :**

- Percentage of N1: N1/N
- Percentage of N2: N2/N

⟶ **Step 3 :**

- NPS calculation

$$NPS = (N_2/N) - (N_1/N)$$

NPS values and their meaning.

- NPS less than zero: bad score;

- Zero NPS: critical score;

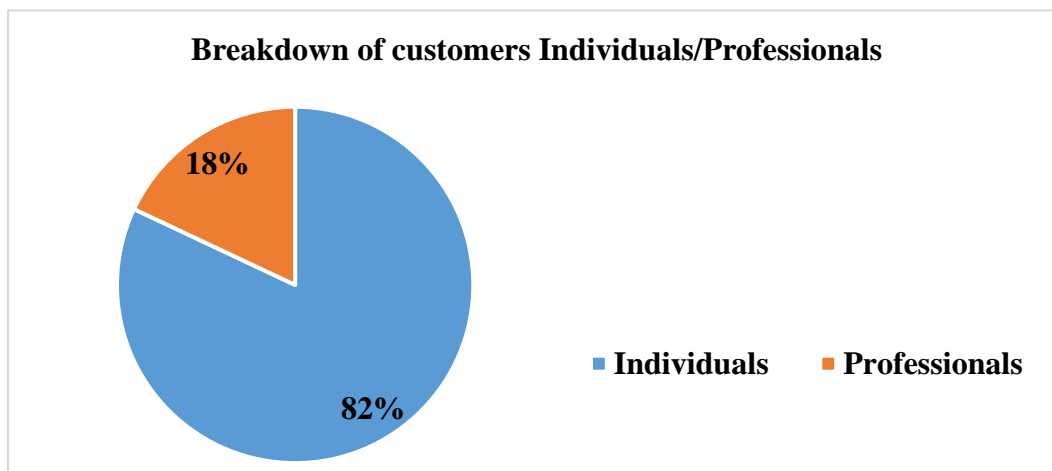- NPS greater than zero: acceptable score, good score, excellent score, etc.

The analysis tools were:

- The Excel spreadsheet;

- SPHINX Plus 2 software.

2. RESULTS

2.1 TYPE OF CUSTOMERS INTERVIEWED

Graphic 1 : Breakdown of customers by type

Source: results of interviews December 2021 to january 2022

In total, 82% of customers interviewed (826) are individuals and 18% (179) professionals.

2.1 RESULTS FOR ALL BICIAB CUSTOMERS

Our analysis focused on all BICIA-B agencies in accordance with our methodological approach set out in the first part of our work.

Our results are given by concern in the form of headings and questions. We adopted the graphical form mainly to present these results as follows:

2.1.1. COMPETITIVE POSITIONING

Question N°1. How long have you been a customer?

Table 3 : Seniority of respondents

Seniority	Number by branch	Percentage
Less than a year	20	2%
Between 1 and 3 years	144	14%
More than 3 years	841	84%
Total	**1 005**	**100%**

Source: results of interviews December 2021 to january 2022

The majority of respondents (84%) have been customers of the bank for more than 3 years.

Graphic 2 : Breakdown of customers by type and seniority
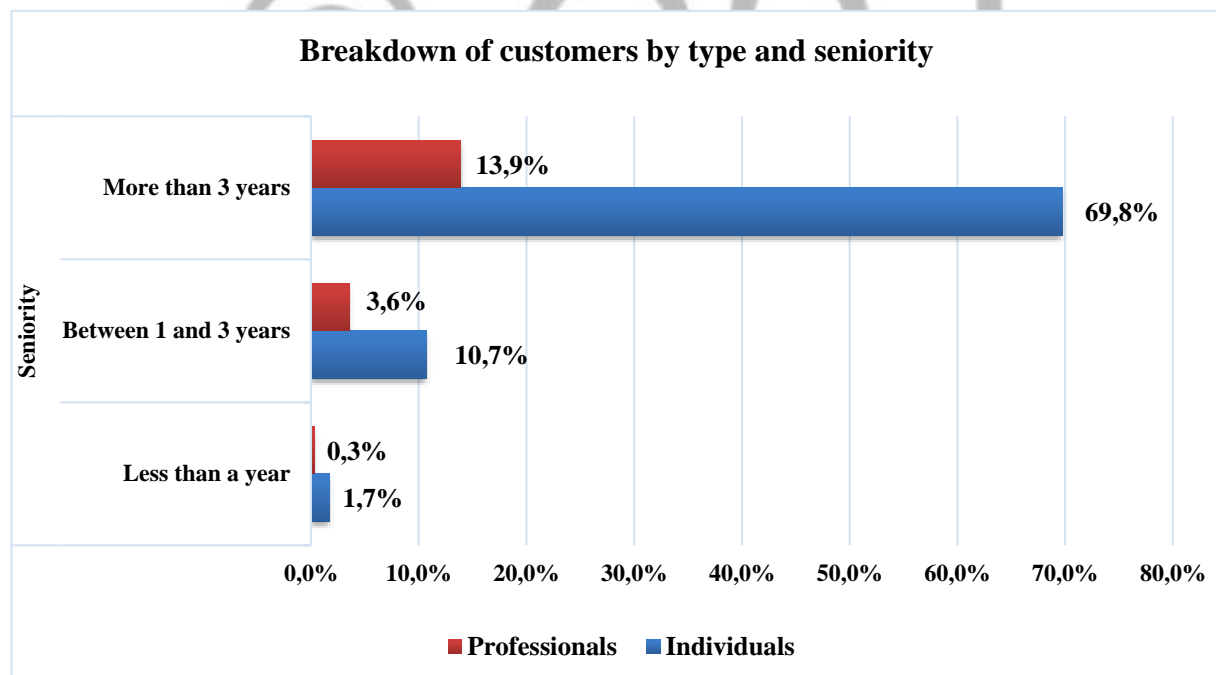
Source: results of interviews December 2021 to january 2022

It appears that the majority of customers with more than 3 years of seniority are individuals (69.8%).

Question N°2. **Based on your experience and relationship (collaboration) with BICIA-B, would you recommend it to someone close to you (family, friend, colleague, etc.):**

**Graphic 3 : NPS according to the experience and the relation with BICIAB**
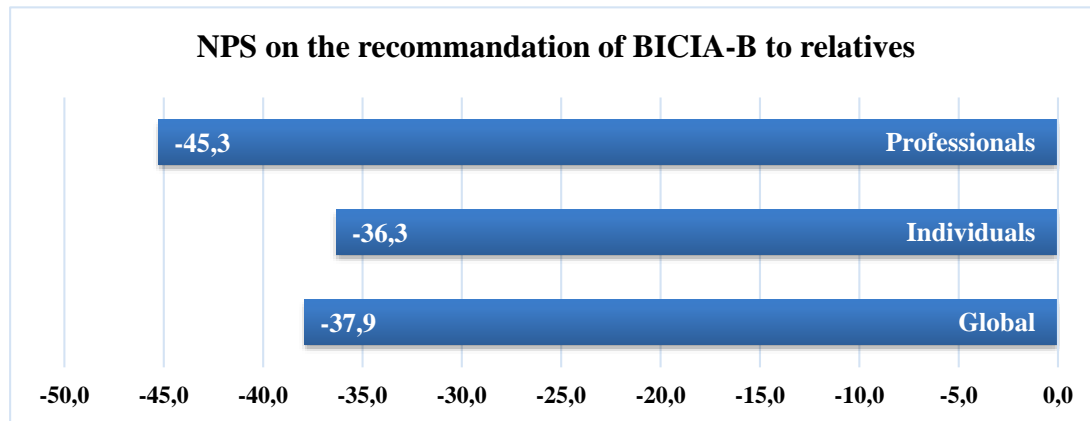
Source: results of interviews December 2021 to january 2022

We find that the majority of customers will hesitate a lot before recommending the BICIA-B to a friend, relative or acquaintance. The NPS being negative: - 36.3 for individuals and - 45.3 for professionals. The overall trend being - 37.9.

Question N°3. **Based on your experience and relationship (collaboration) with BICIA-B in the coming months:**

Graphic 4 : Orientation of the relationship with the BICIAB
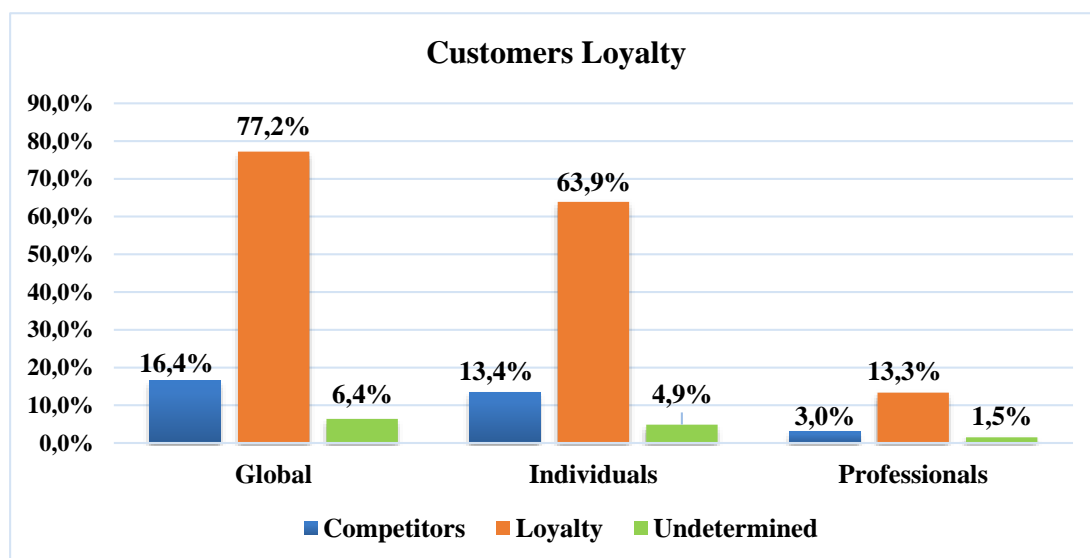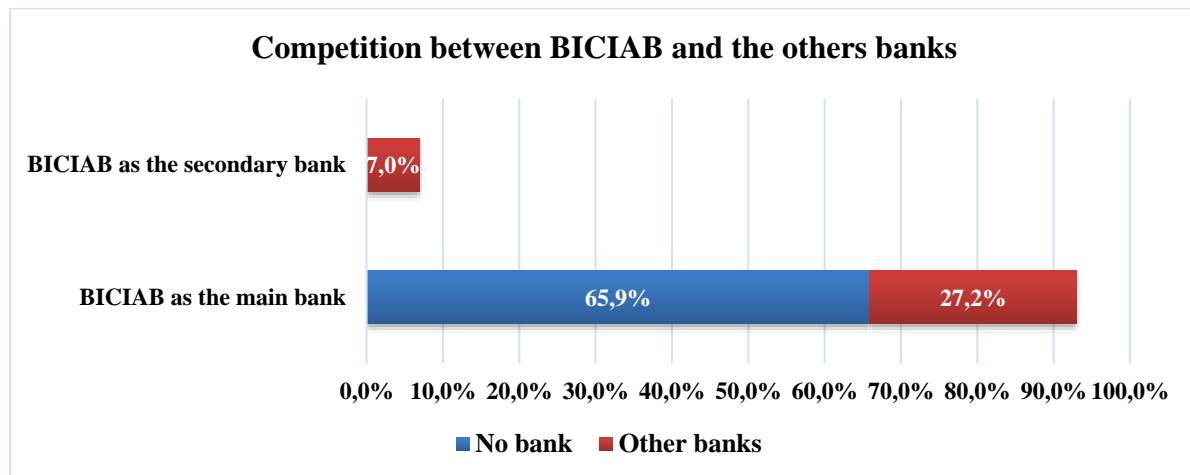

Source: results of interviews December 2021 to january 2022

Overall, 77.2% of customers will remain loyal to the bank, of which 63.9% are individuals. Similarly, 16.4% of customers interviewed plan to study the competition and among them 13.4% are individuals. In total 6.4% will no longer remain customers or do not know it.

Question N°4.   For what reasons ? :

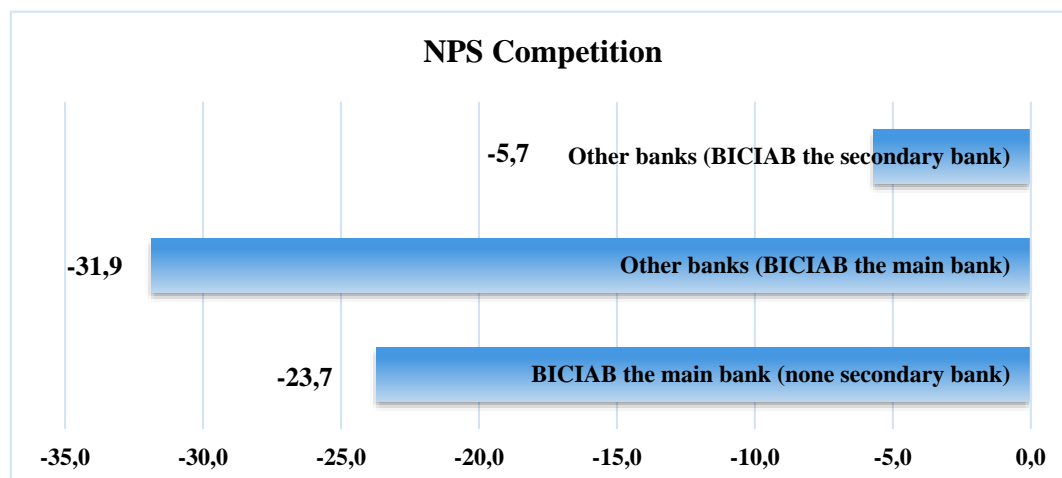**Graphic 5 : Positioning of BICIAB compared to other banks**

Source: results of interviews December 2021 to january 2022

More than half of the customers interviewed indicated BICIA-B as the main bank, of which 65.9% have no other bank against 27.2% who are customers of other banks. Only 7% of respondents mention BICIA-B as a secondary bank.

Question N°5.   Is BICIA-B your main bank?

**Graphic 6 : NPS positioning of the BICIAB compared to the competition**

Source: results of interviews December 2021 to january 2022

The positioning of BICIA-B compared to that of the competition, although the NPS BICIA-B as the main bank is negative (-23.7), tends to stand out, to become clearer. This positioning (top, middle or bottom of the range) is confirmed and justified by the answers given to question No. 11 (quality of services).

2.2 LA RELATION AVEC LES CLIENTS

Question N°6. How satisfied are you with your relationship with your interlocutor in BICIA-B ?

Graphic 7 : NPS on the relationship with the interlocutor / listening to customers' needs

NPS relationship with the interlocutor / listening to customers' needs
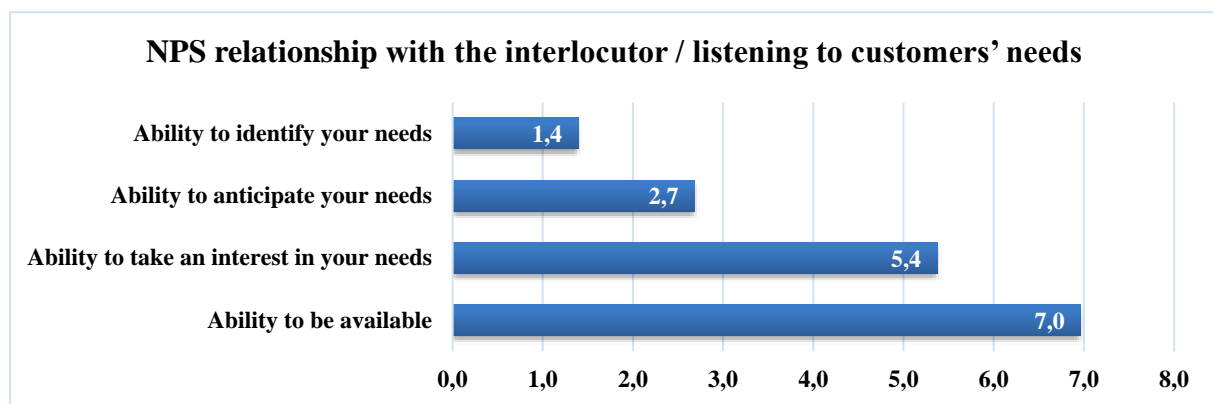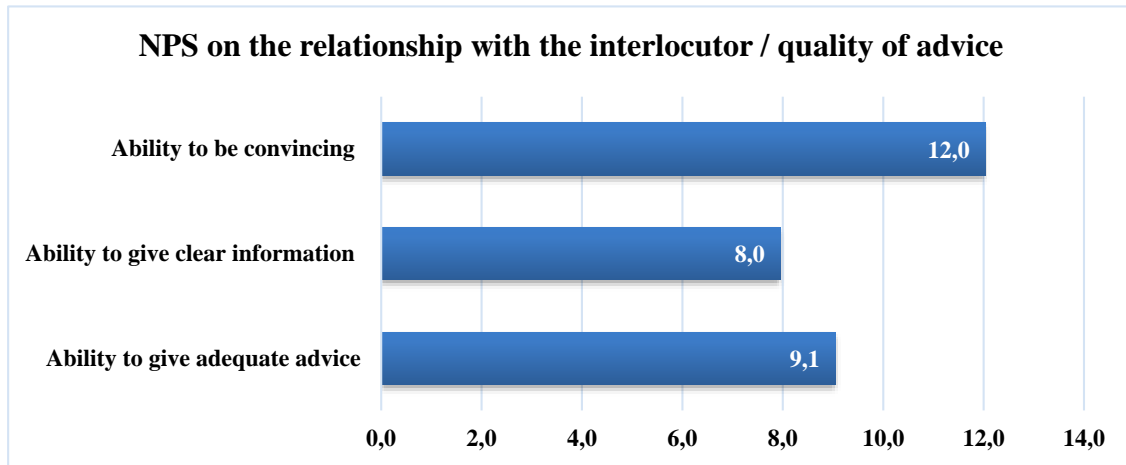
Source: results of interviews December 2021 to january 2022

Relations between clients and their interlocutors within BICIA-B are excellent. All calculated NPS show this performance. When the client manages to have an interlocutor within BICIA-B, he listens well to such a point that his satisfaction increases significantly because:

- The staff manages to identify the real needs of the customers (NPS equal to 1.4);

- Staff manage to anticipate customer needs (NPS equal to 2.7);

- Staff show interest in customer needs (NPS equal to 5.4);

- The staff is available (NPS equal to 7.0).

Question N°7 How satisfied are you with your relationship with your interlocutor?

Graphic 8 : NPS on the relationship with the interlocutor / quality of advice
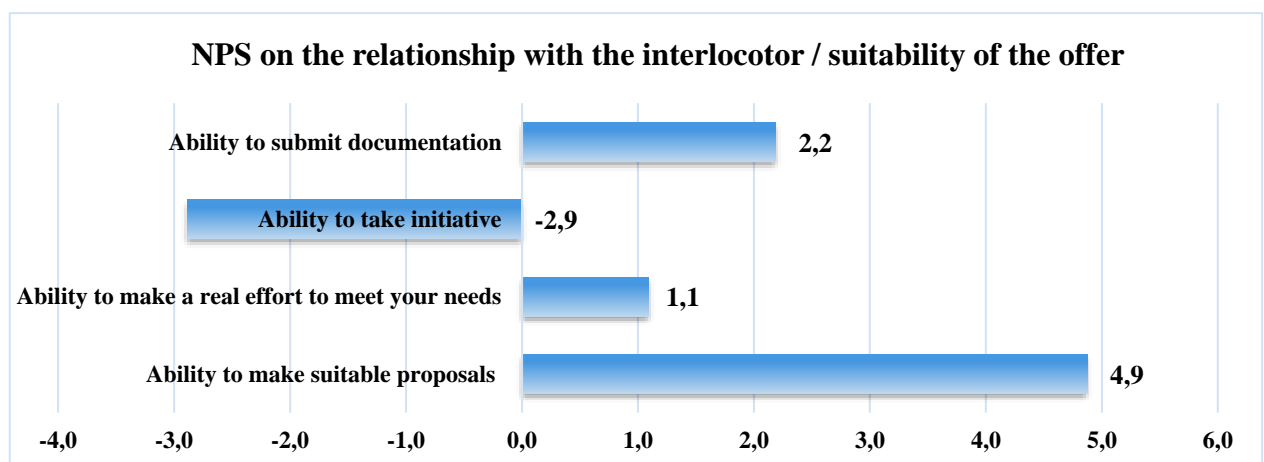
NPS on the relationship with the interlocutor / quality of advice

Category	Value
Ability to be convincing	12,0
Ability to give clear information	8,0
Ability to give adequate advice	9,1

Source: results of interviews December 2021 to january 2022

When the client manages to have a contact within BICIA-B, he receives the best advice from this contact. This state of affairs significantly increases his satisfaction because:

- The staff manages to convince the customers (NPS equal to 12.0);
- Staff arrive to give customers clear information (NPS equal to 8.0);
- Staff manage to give the most appropriate advice (NPS equal to 9.1).

Question N°8 How satisfied are you with your relationship with your interlocutor?

Graphic 9 : NPS on the relationship with the interlocutor / suitability of the offer

NPS on the relationship with the interlocotor / suitability of the offer

Category	Value
Ability to submit documentation	2,2
Ability to take initiative	-2,9
Ability to make a real effort to meet your needs	1,1
Ability to make suitable proposals	4,9

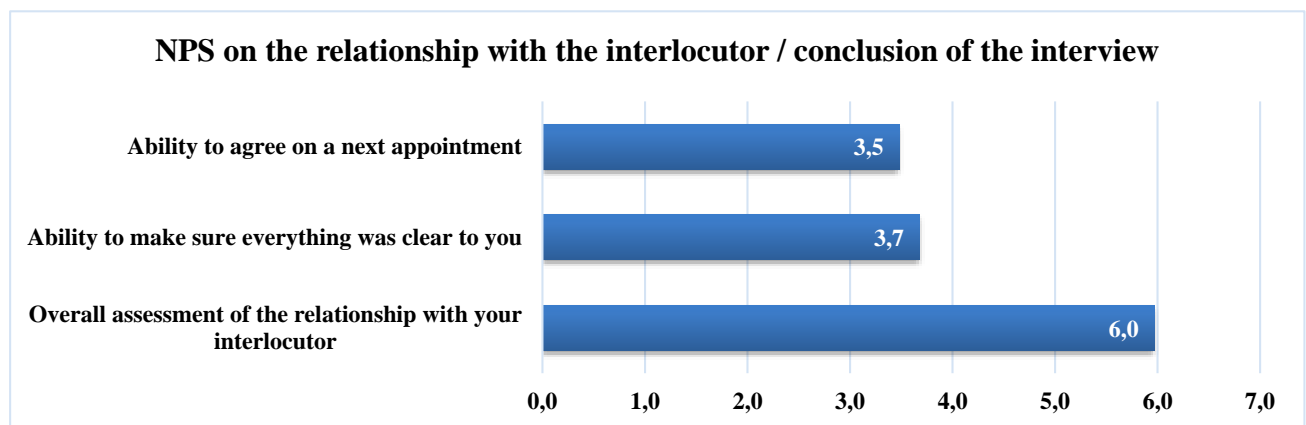Source: results of interviews December 2021 to january 2022

Customers believe that the staff (their contacts) and them maintain good relations with regard to the adaptation of BICIA-B's offer to their real needs. Indeed the staff:

- gives them the right documents at the right time (NPS equal to 2.2);

- makes a real effort to meet their needs (NPS equal to 1.1);

- offers them the best solutions to their problems (NPS equal to 4.9).

However, customers deplore the fact that staff are unable to take initiatives in line with the initial formulation of their needs (NPS equal to - 2.9).

Question N°9 How satisfied are you with your relationship with your interlocutor?

Graphic 10: NPS on the relationship with the interlocutor / conclusion of the interview

Source: results of interviews December 2021 to january 2022

Relationships are also good because:

- the staff arrive each time to arrange an appointment with them; they are available (NPS equal to 3.5);

- staff always ensure that everything discussed is well understood before taking leave;

The overall situation is even more satisfactory, with an NPS of 6.0.

Question N°10. **Have you ever called your agency on the phone ?**

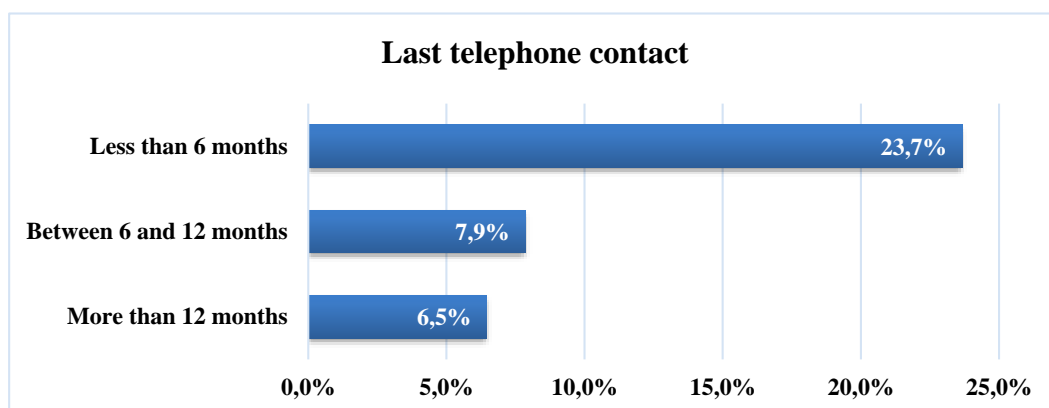**Graphic 71 :** **Telephone contact with your agency**
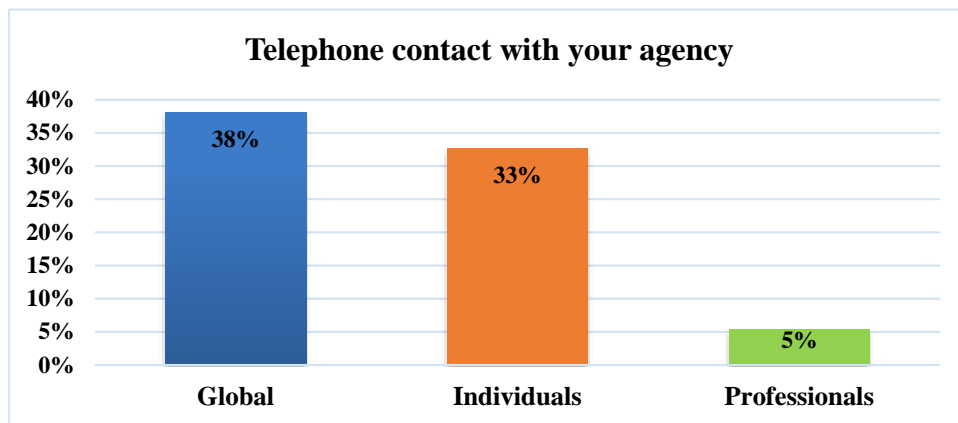
Source: results of interviews December 2021 to january 2022

In total, 38% of customers called their branch on the phone, of which only 5% were professionals.

Q 11. **Since When was the last time you contacted:**

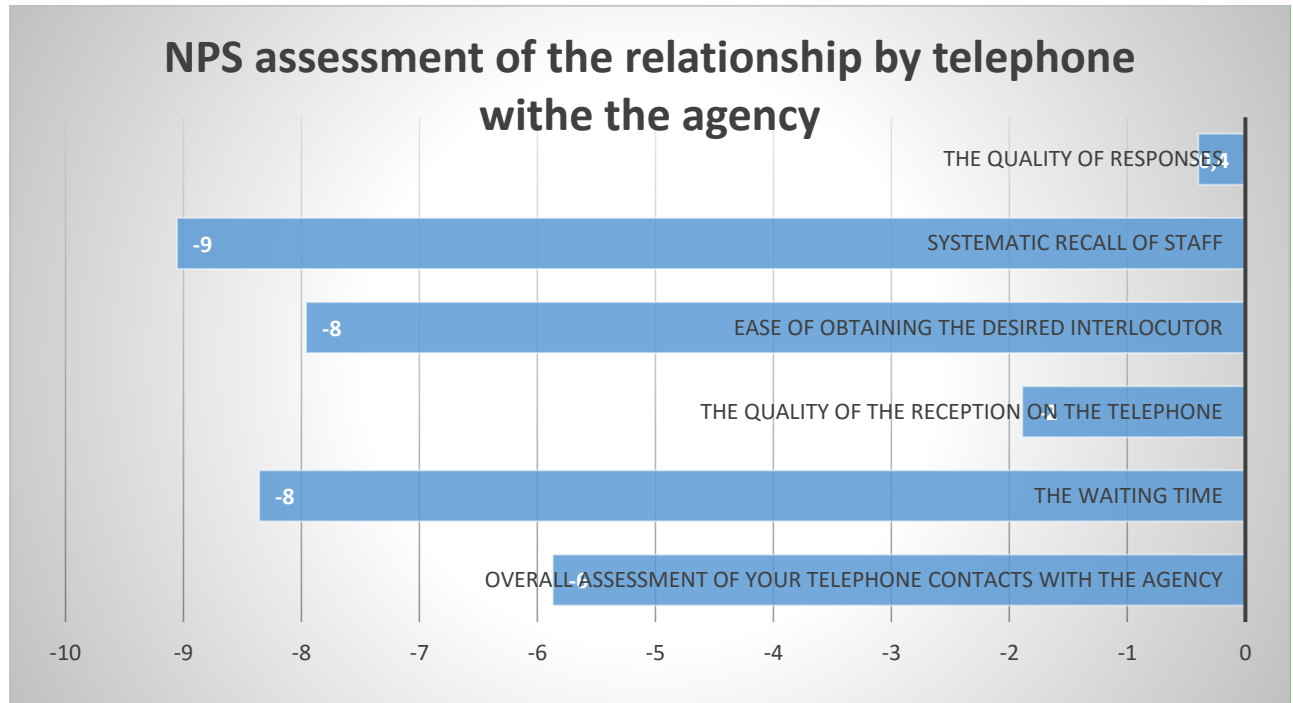**Graphique 12 :** **Last telephone contact**

Source: results of interviews December 2021 to january 2022

23.7% of customers last contacted their branch by telephone less than 6 months ago.

Question N°12 **How do you rate the telephone relationship with your safe agency: telephone contacts with the agency**

Graphic 13 : NPS assessment of the relationship by telephone with the agency

NPS assessment of the relationship by telephone withe the agency

THE QUALITY OF RESPONSES

SYSTEMATIC RECALL OF STAFF -9

EASE OF OBTAINING THE DESIRED INTERLOCUTOR -8

THE QUALITY OF THE RECEPTION ON THE TELEPHONE

THE WAITING TIME -8

OVERALL ASSESSMENT OF YOUR TELEPHONE CONTACTS WITH THE AGENCY

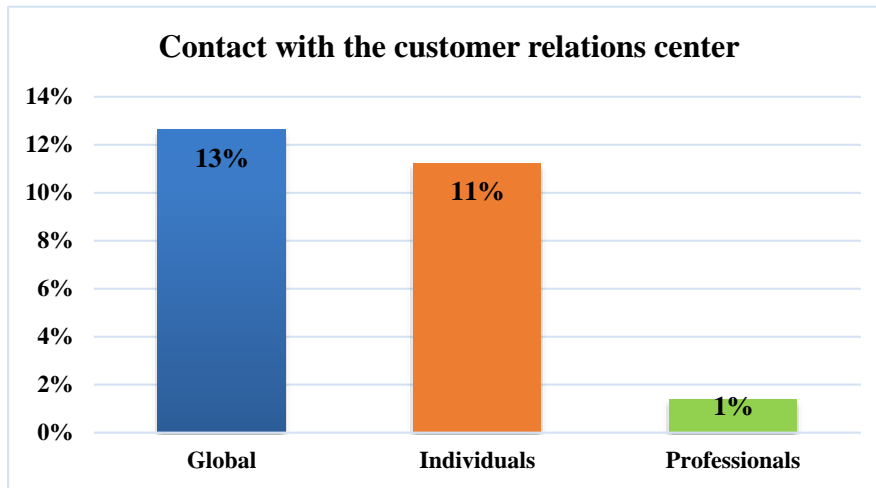Source: results of interviews December 2021 to january 2022

The majority of customers find that the telephone relationship between them and the staff is not good and the reasons are:

- poor response quality (NPS equal to - 0.4);

- systematic recall of staff is lacking (NPS equal to - 9.1);

- difficult to have the desired contact at the desired time (NPS equal to - 8.0);

- poor reception on the telephone (NPS equal to - 1.9);

- long waiting time on the telephone (NPS equal to - 8.4);

The overall assessment shows that there are efforts to be made (NPS equal to - 5.9).

Question N°13. **How do you rate the relationship by telephone with your agency on:**
Customer Relations Center

Graphic 14 : **Contact with the customer relations center**

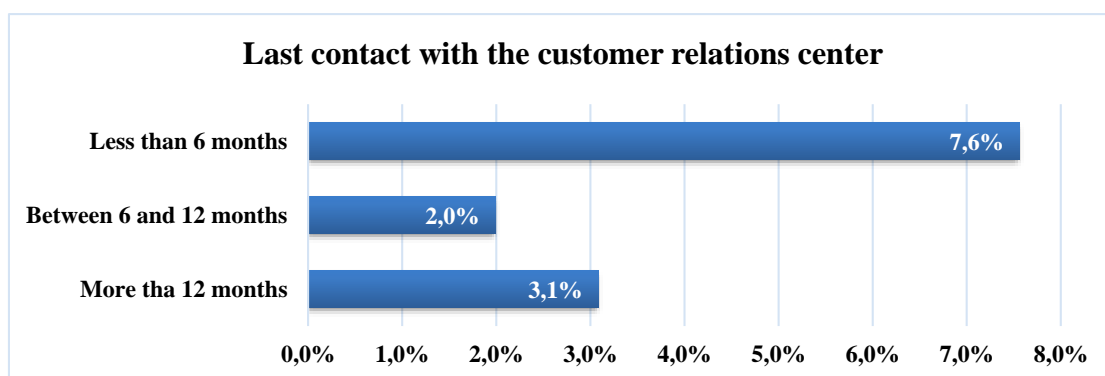### Contact with the customer relations center

Source: results of interviews December 2021 to january 2022

In total, 13% of customers call the Customer Relations Center by telephone, of which only 1% are professionals.

Question N°14. **How do you rate the telephone relationship with your agency compared to your last contact?**

Graphic 15 : **Last contact with the customer relations center**

Last contact with the customer relations center
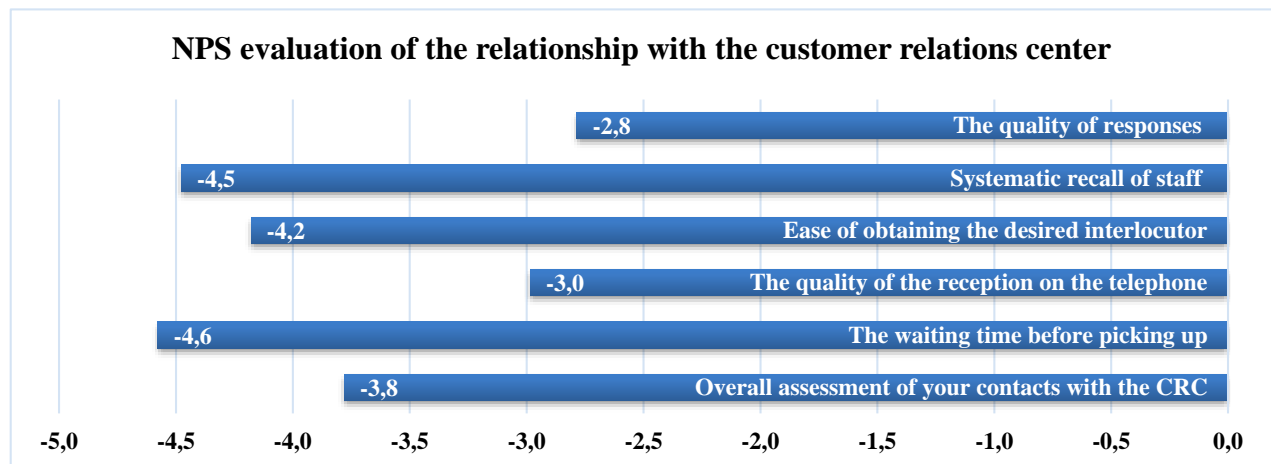

Source: results of interviews December 2021 to january 2022

It appears that 7.6% of customers contacted the Customer Relations Center by telephone for the last time less than 6 months ago.

Question N°15. **How do you rate the telephone relationship with the Customer Relations Center ?**

Graphic 16 : NPS evaluation of the relationship with the customer relations center

NPS evaluation of the relationship with the customer relations center

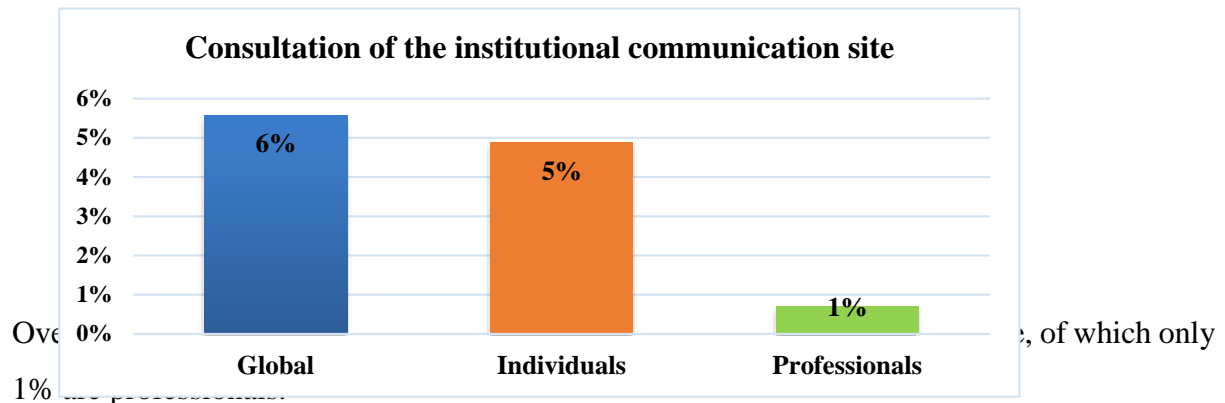Source: results of interviews December 2021 to january 2022

The majority of customers do not appreciate their relationship with the customer relations center because of:

- poor response quality (NPS equal to - 2.8);

- systematic recall of staff is lacking (NPS equal to - 4.5);

- the difficulty of having the desired contact at the desired time (NPS equal to - 4.2);

- poor reception on the telephone (NPS equal to - 3.0);

- long waiting time on the telephone (NPS equal to - 4.6);

The overall assessment encourages efforts (NPS equal to - 3.8).

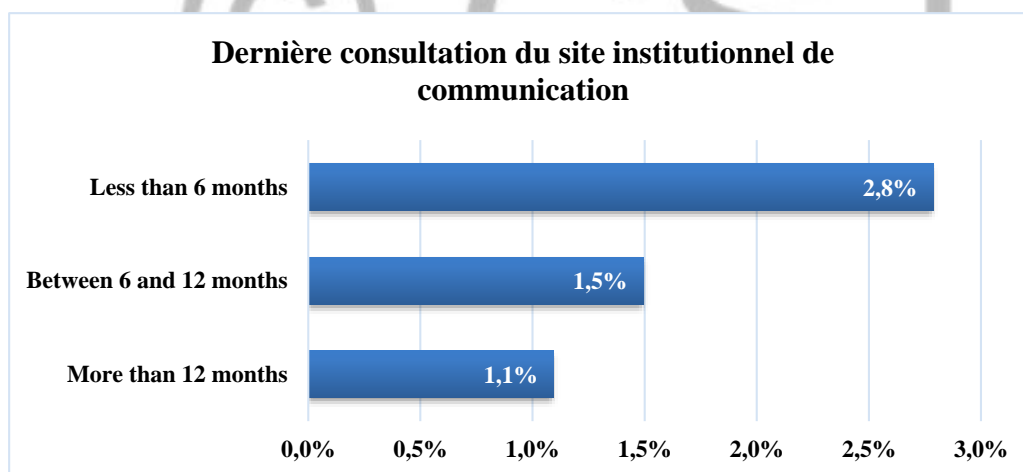**Question N°16. Do you ever consult the bank's institutional site?**

Graphic 17: Consultation of the institutional communication site

Ove[...], of which only 1% [...] professionals.

Source: results of interviews December 2021 to january 2022

Question N°17. Since When was the last time you logged in ?

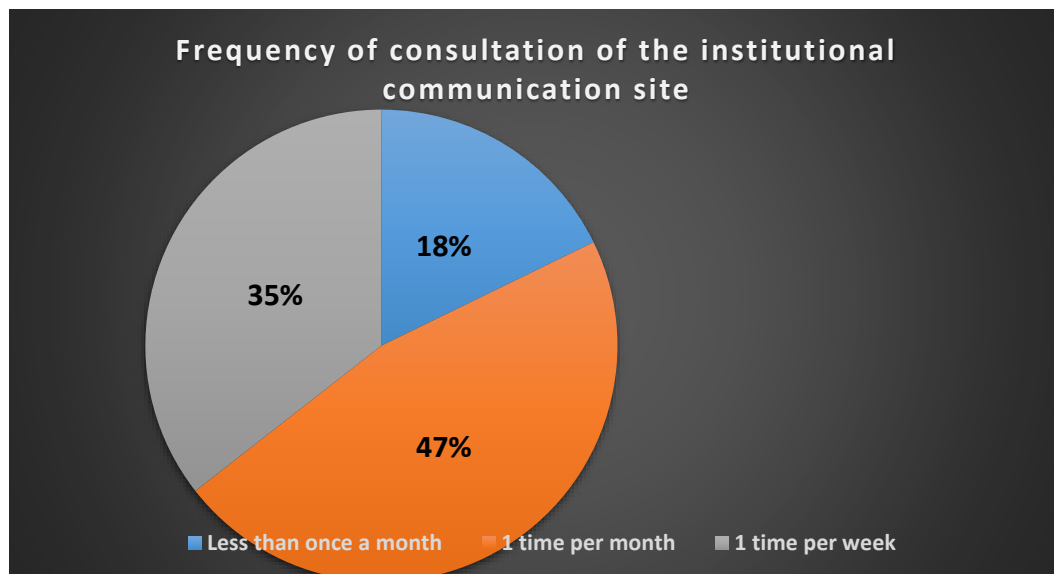**Graphic 18: Last consultation of the institutional communication site**

Source: results of interviews December 2021 to january 2022

It appears that 2.8% of clients consulted the institutional communication site of BICIA-B for the last time less than 6 months ago.

Question N°18 How frequently?

Graphic 19: Frequency of consultation of the institutional communication site
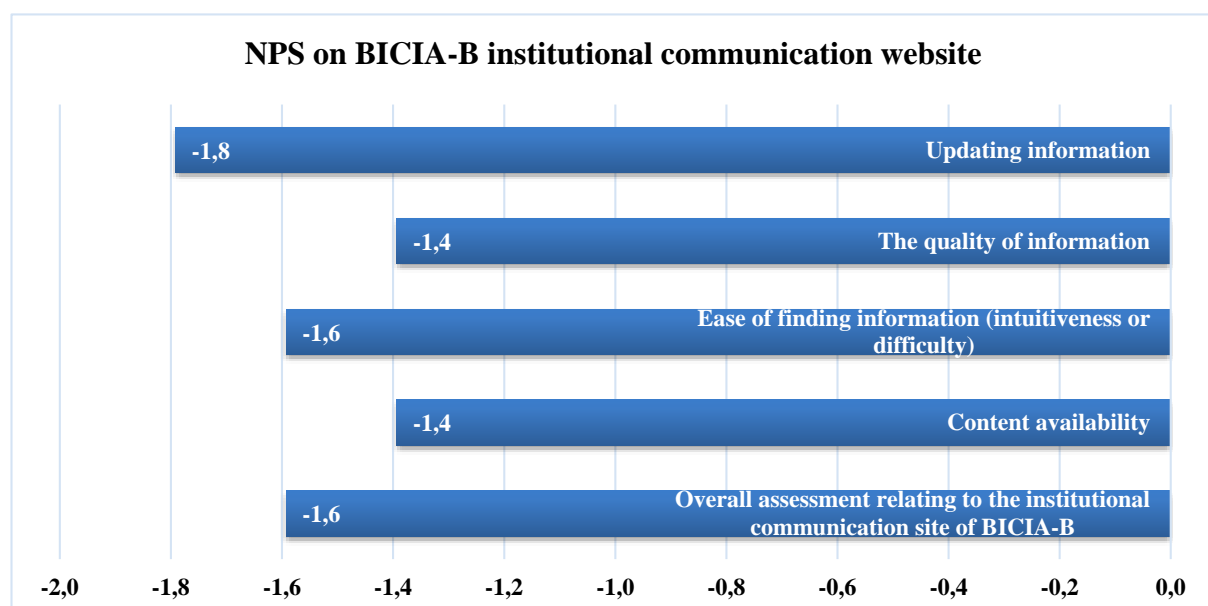

Source: results of interviews December 2021 to january 2022

In total, 47% of clients interviewed connect "once a month" to the institutional communication site of BICIA-B, while 18% connect "less than once a month".

Question N°19. More generally, how do you judge this space of communication ?

Graphic 20: NPS on BICIA-B institutional communication website

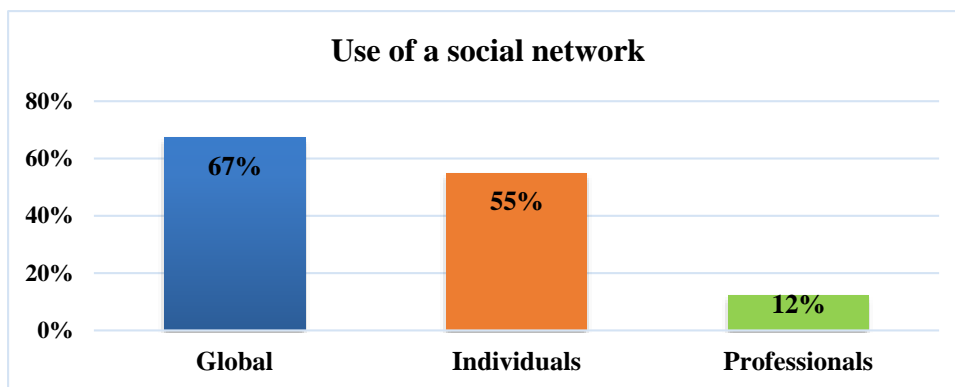Source: results of interviews December 2021 to january 2022

As for the institutional site, customers also seem unsatisfied with regard to the following factors:

- problems updating information (NPS equal to - 1.8);

- difficulty related to the quality of information (NPS equal to - 1.4);

- difficulty in finding information (NPS equal to - 1.6);

- difficulty in finding the desired content (NPS equal to - 1.4);

Overall, the institutional site does not really meet the aspirations of customers (NPS equal to - 1.6).

Question N°20. Do you ever use a social network?
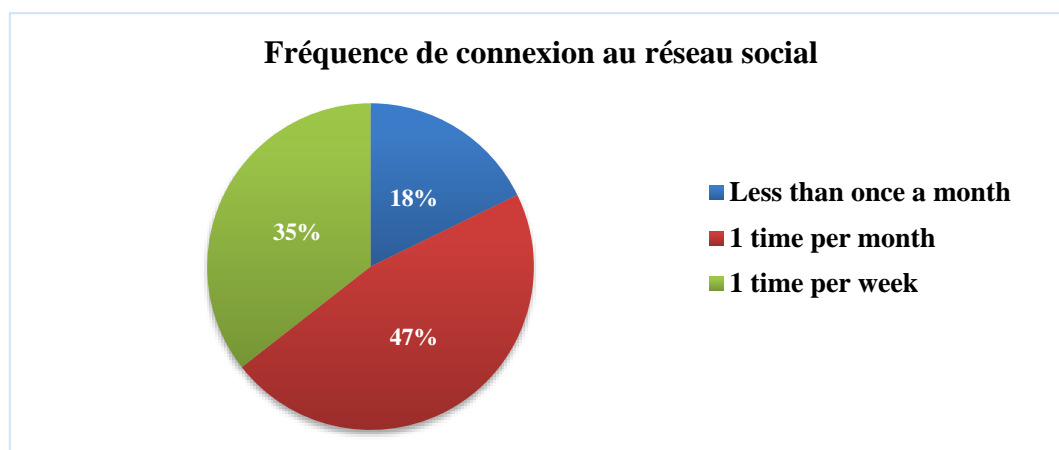
Graphic 8 : **Use of a social network**

Source: results of interviews December 2021 to january 2022

Overall, 67% of customers use a social network, of which only 12% are professionals.

Question N°21. How frequently ?

Graphic 22 : **Frequency of connection to the social network**

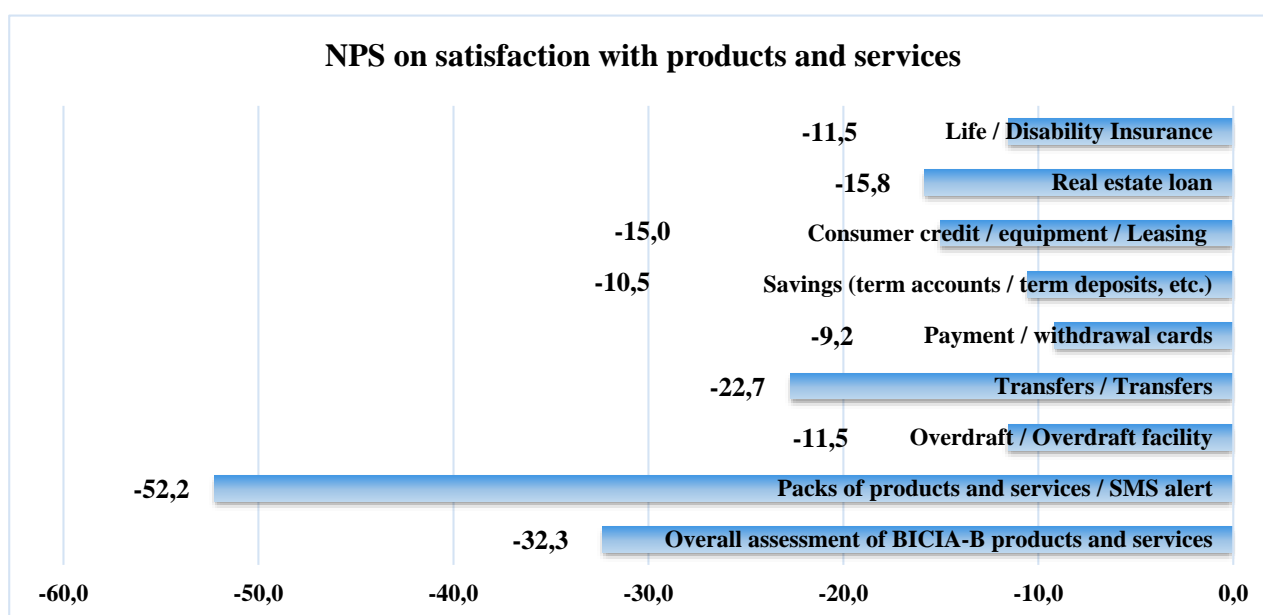Source: results of interviews December 2021 to january 2022

47% of respondents connect "once a month" to the institutional communication site of BICIA-B while 18% connect "less than once a month".

2.4 SATISFACTION WITH BICIA-B PRODUCTS AND SERVICES

Question N°22. Rate your satisfaction with the products and services listed below that you use with BICIA-B ?

a. Satisfaction with products and services

Graphic 23 : Satisfaction with products and services

NPS on satisfaction with products and services

- -11,5 Life / Disability Insurance
- -15,8 Real estate loan
- -15,0 Consumer credit / equipment / Leasing
- -10,5 Savings (term accounts / term deposits, etc.)
- -9,2 Payment / withdrawal cards
- -22,7 Transfers / Transfers
- -11,5 Overdraft / Overdraft facility
- -52,2 Packs of products and services / SMS alert
- -32,3 Overall assessment of BICIA-B products and services

-60,0   -50,0   -40,0   -30,0   -20,0   -10,0   0,0

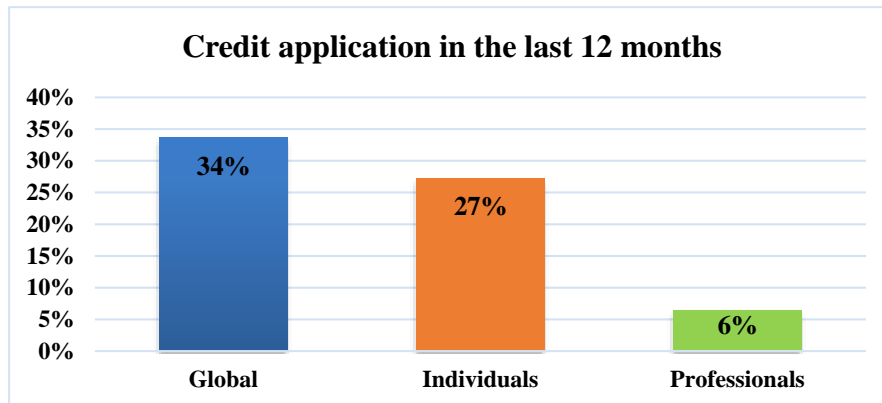Source: results of interviews December 2021 to january 2022

Clients are not fully satisfied with BICIA's services. Indeed, think that a lot of efforts must be made with regard to:

- Life/Disability insurance (NPS equal to -11.5);

- Real estate loans (NPS equal to -15.8);

- Consumer credit/equipment/… (NPS equal to -15.0);

- Savings (term accounts/term deposits/…) (NPS equal to -10.5);

- payment/withdrawal cards (NPS equal to -9.2);

- Transfers/Transfers (NPS equal to -22.7);

- Overdrafts/Overdraft facilities (NPS equal to -14.5);

- Packs of products and services/SMS Alert (NPS equal to -52.2);

In summary, the study reveals that BICIA-B's customers expect a lot from it, more effort so that their satisfaction is perfect (NPS equal to - 32.3).

Question N°23. Have you applied for a loan in the last 12 months from BICIA-B?

**Graphic 24 :** Credit application in the last 12 months

Source: results of interviews December 2021 to january 2022

Over the past 12 months, 34% of clients interviewed have requested a loan from BICIA-B, of which only 6% are professionals.

The question N°23 Assess your satisfaction with the processing of your credit application with BICIA-B: what is your level of satisfaction?

Graphic 25 : NPS on the credit application
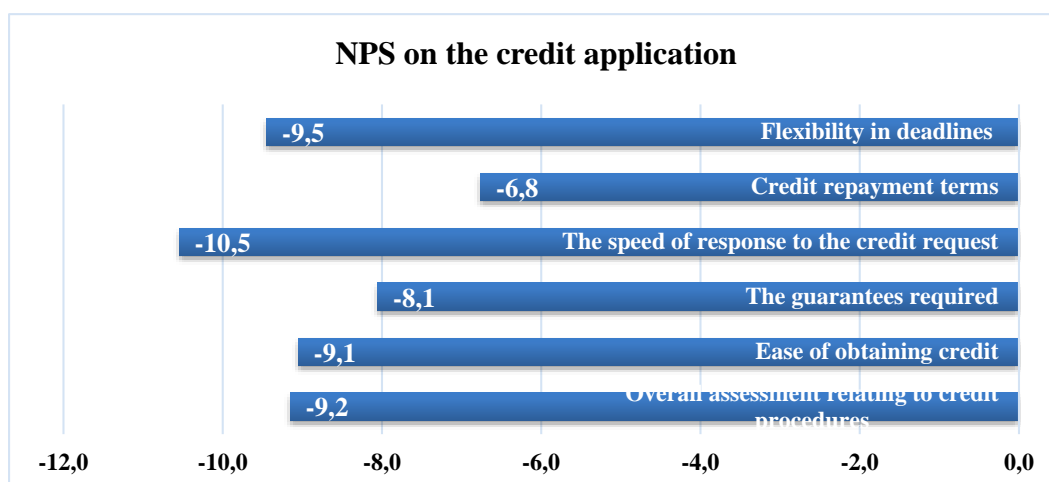
Source: results of interviews December 2021 to january 2022

Customers deciding on their credit application with BICIA-B seem unsatisfied since:
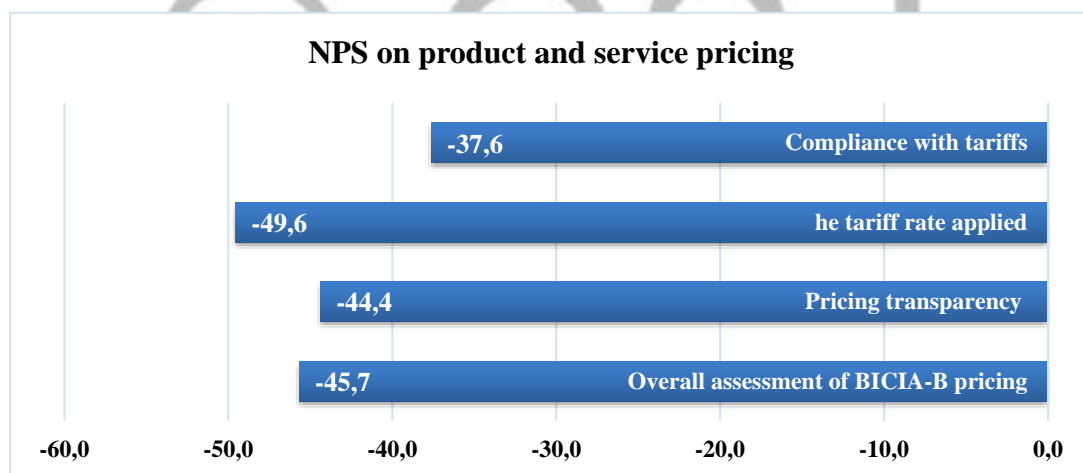
- they do not find the maturities flexible (NPS equal to -9.5);

- they believe that the terms of reimbursement could be improved (NPS equal to -6.8);

- they think that there is a certain slowness in the response to their request (NPS equal to - 10.5);

- they think that they are often asked for guarantees beyond their reach (NPS equal to - 8.1);

- they therefore think that it is difficult to obtain a loan from BICIA-B (NPS equal to - 9.1).

Overall, customers consider that the procedures and conditions for obtaining credit at BICIA-B are cumbersome (NPS equal to -9.2).

2.5 SATISFACTION WITH RATES

Question N°24. **Assess your satisfaction with BICIA-B's pricing: how would you rate BICIA-B's pricing?**

Graphic 26: **NPS on product and service pricing**

NPS on product and service pricing

-37,6	Compliance with tariffs
-49,6	he tariff rate applied
-44,4	Pricing transparency
-45,7	Overall assessment of BICIA-B pricing

-60,0   -50,0   -40,0   -30,0   -20,0   -10,0   0,0

Source: results of interviews December 2021 to january 2022

The satisfaction expressed by customers with respect to the pricing of products and services is not to everyone's taste because some find that:

- the tariffs are not respected (NPS equal to - 37.6);

- the rates applied are high (NPS equal to - 49.6);

- there is no transparency in the application of tariffs (NPS equal to - 44.4).

In short, they think that the rates charged by BICIA-B are expensive and therefore not very competitive compared to the sector average (NPS equal to - 45.7).

2.6 SATISFACTION WITH THE HANDLING OF COMPLAINTS

Question N°25. Have you already made a complaint to BICIA-B?

**Graphic 27 :** **Filing a complaint with BICIA-B**
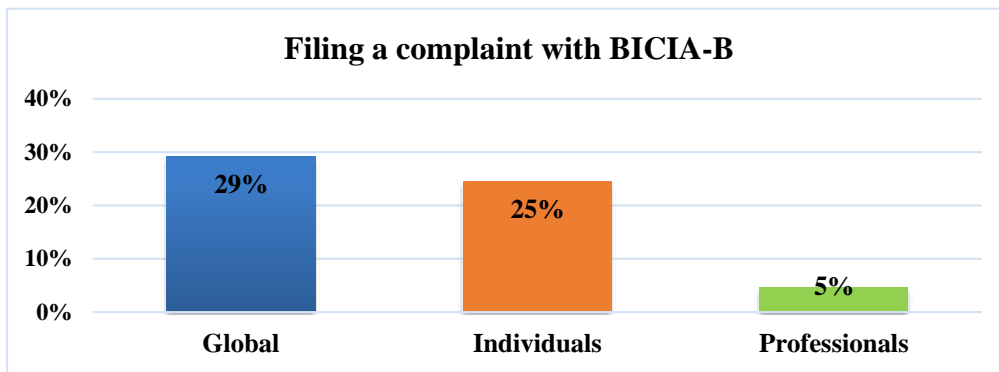
Source: results of interviews December 2021 to january 2022

Overall, 29% of the clients interviewed made a complaint to BICIA-B, of which 25% are private individuals.

Question N°26. If yes, do you agree with the following statement: "BICIA-B did everything to facilitate the resolution of my problem"?
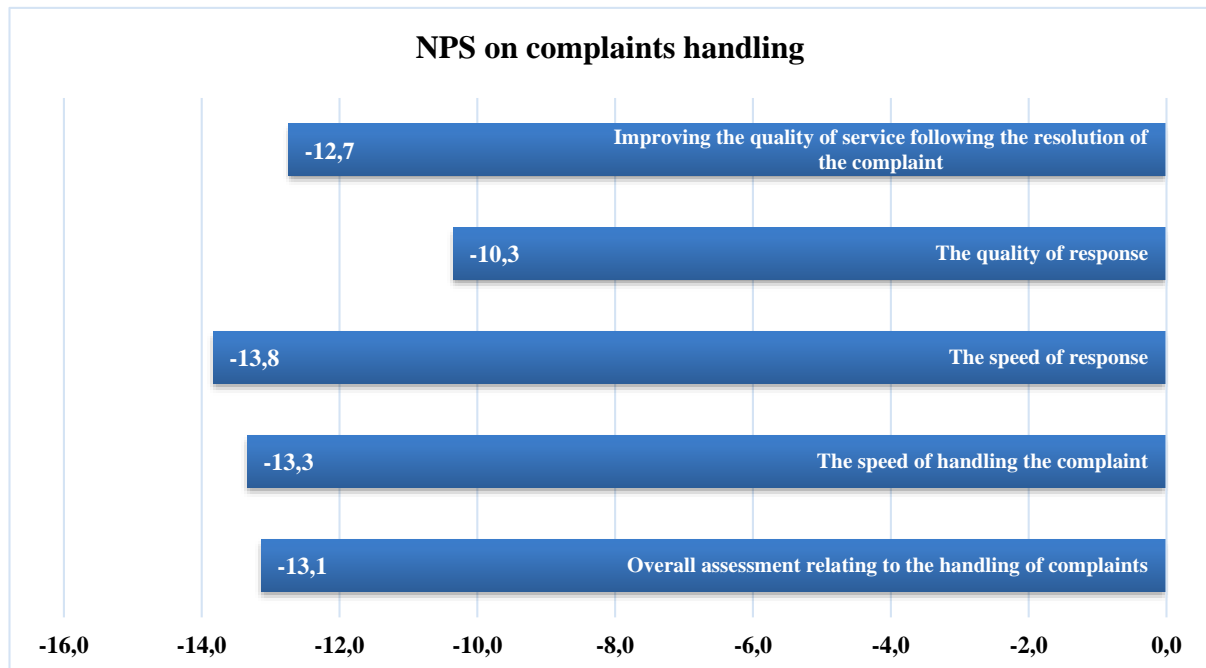
Graphic 28 : **Assessing the ease of solving the problem**
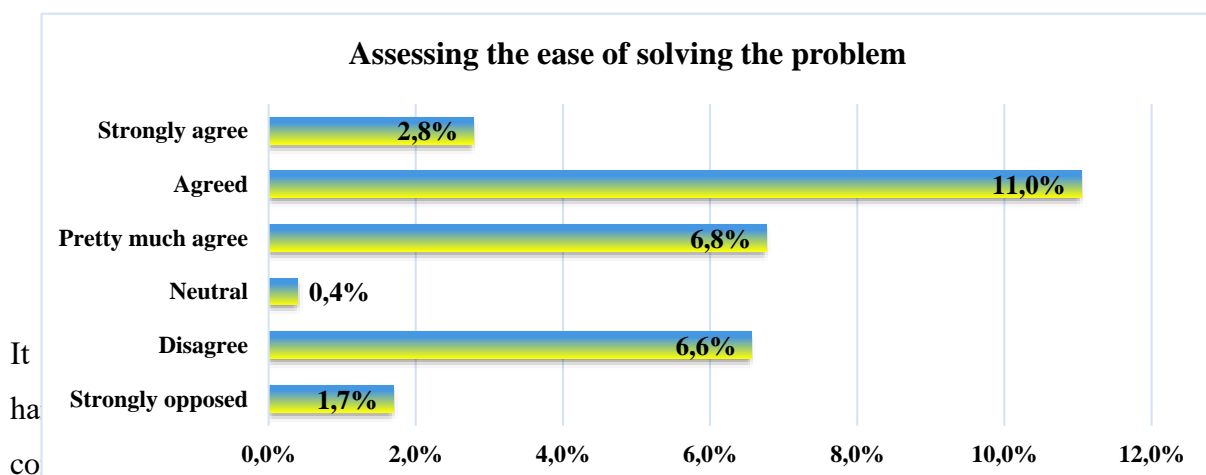
Source: results of interviews December 2021 to january 2022

Question N°27. Assess your satisfaction with BICIA-B's complaints handling: What level of satisfaction did you retain?

Graphic 29 : NPS on complaints handling

Source: results of interviews December 2021 to january 2022

On the handling of complaints, customers show some dissatisfaction because they think that:

- the quality related to processing must be improved with regard to the outcome of complaints (NPS equal to - 12.7);

- the quality of responses to complaints is insufficient (NPS equal to -10.3);

- the response to a complaint is always slow (NPS equal to - 13.8);

- when the complaint has a favorable outcome, there is a slowness in its final resolution (NPS equal to - 13.3).

Overall satisfaction is deemed unsatisfactory (NPS equal to - 13.1)

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Question N°28 **What is your overall level of satisfaction with the BICIA-B offer?**

Graphic 30 : NPS overall satisfaction of BICIA-B
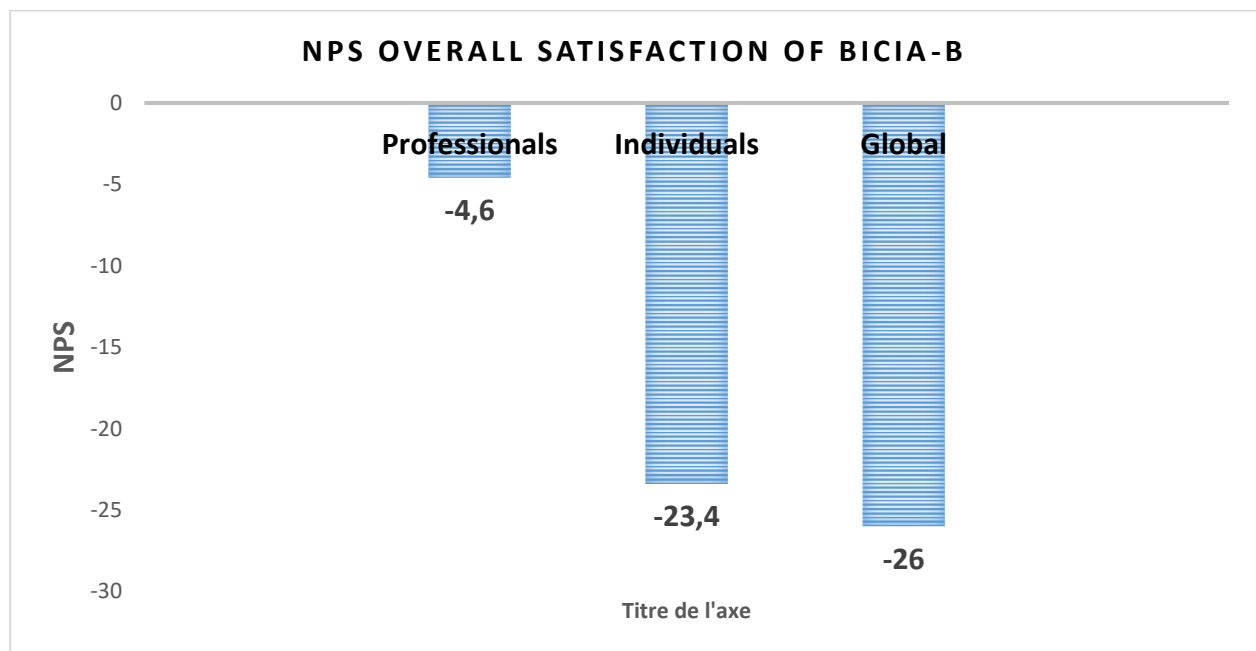
Source: results of interviews December 2021 to january 2022

At the end of the overall assessment of all the variables of BICIA-B's product and service offer, we can conclude that:

- professionals are not totally satisfied (with an NPS - 4.6);

- individuals also show some dissatisfaction (with an NPS of - 23.4).

Reported to all of the interviewees, this satisfaction is also considered insufficient with an NPS equal to – 28.0

3   VERIFICATION OF ASSUMPTIONS

As a reminder, we have made assumptions in the context of this study.

They are the following

- Main hypothesis: the relationship between BICIA-B and its customers is excellent;

- Specific hypothesis1: the regular evaluation of customer satisfaction is a certain indicator of knowledge of consumer expectations.

- Specific hypothesis 2: customer satisfaction makes it possible to benefit from a significant leverage effect for the development of the company in the perspective of a loyalty process.

From the results of our analysis, it appears that:

- ✓ Relations between clients and their interlocutors within BICIA-B are excellent. All calculated NPS show this performance. When the client manages to have an interlocutor within BICIA-B, he listens well to such a point that his satisfaction increases significantly because:

- The staff manages to identify the real needs of the customers (NPS: 1.4);

- Staff are able to anticipate customer needs (NPS: 2.7);

- Staff show interest in customer needs (NPS: 5.4);

- Staff are available (NPS: 7.0).

We deduce from these results that our main hypothesis is justified.

- ✓ The positioning of BICIA-B compared to that of the competition, although the NPS BICIA-B as the main bank is negative (- 23.7), tends to stand out, to become clearer. Because a large majority of clients are not completely satisfied with BICIA's services. Indeed, they believe that a lot of effort must be made with regard to:

- Life/Disability insurance (NPS: -11.5);

- Real estate loans (NPS equal to -15.8);

- Consumer credit/equipment/… (NPS: -15.0);

- Savings (term accounts/term deposits/…) (NPS: -10.5);

- Payment/withdrawal cards (NPS: -9.2);

- Transfers/Transfers (NPS: -22.7);

- Overdrafts/Overdraft facilities (NPS: -14.5);

- the Packs of products and services/SMS alert (NPS: - 52.2);

In summary, the study reveals that BICIA-B's customers expect a lot from it, more effort so that their satisfaction is perfect (NPS: - 32.3).

And in deduction we will say that BICIA-B does not assess the satisfaction of its customers at regular intervals in order to adapt its offer to the perpetual evolution of the needs of its customers. The client file we received from BICIA-B dates from 2015 and the previous one from 2012, hence an update interval of around three (03) years.

Insofar as we have not had access to all the information for a matter of confidentiality, we say that this first specific hypothesis is confirmed.

- ✓ We find that the majority of customers will hesitate a lot before recommending BICIA-B to a friend, relative or acquaintance. The NPS being negative: - 36.3 for individuals and - 45.3 for professionals. The overall trend being - 37.9.

This means that the number of customers is generally decreasing, the files of the customer portfolio that we have received confirm this trend and show that the number of small customers (initially very numerous) are decreasing while the large customers are increasing in number at a slower rate.

That is to say that some (large customers) are satisfied to the detriment of small customers.

We can say that the profitability of BICIA-B is not stabilized or even sustainable and the relative leverage is not under control due to bad trends in terms of satisfaction.

Based on these findings, we can deduce that the second specific hypothesis is also confirmed.

4. Discussion

At the end of our study, we noted a certain insufficiency of BICIA-B in retaining all of its customers.

This fact is certainly due to the growing number of banks in Burkina Faso. Indeed, there are fifteen (15) banks in Burkina including IB Bank (the latest entry into the banking sector).

It should also be noted the presence of five (05) financial institutions and several microfinance institutions.

To overcome this harsh competitive situation, we are making recommendations to BICIA-B based on the practice of comparative marketing (benchmarketing) in the banking sector and in relation to customer relationship management (CRM).

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It should also be noted the presence of five (05) financial institutions and several microfinance institutions.

To overcome this harsh competitive situation, we are making recommendations to BICIA-B based on the practice of comparative marketing (benchmarketing) in the banking sector and in relation to customer relationship management (CRM).

These recommendations are structured in two interactive groups.

Based on the results of the study, we can deduce that BICIA-B in its overall process has started the transition from mass marketing to one-to-one marketing, hence the reduction in the number of small customers to customer profits. with great financial capacity, which confirms the postulates of (Peppers, Rogers, Dorf, 1999). Indeed, by offering numerous communication channels with their customers and information analysis tools, CRMs have made it possible to unify their channels on common bases, to refine their knowledge of customer behavior and thus to offer a better evaluation of its cost. The philosophy of CRM is also to increase the personalization of the relationship by allowing the transition from mass marketing to one-to-one marketing (Peppers, Rogers, Dorf, 1999).

On the other hand, our results show that BICIA-B does not innovate enough and its communication seems not very dynamic; which is contrary to the results of the study by Harris and Kohli (2002). Because the expected results lie in the improvement of commercial performance, in the broad sense of the term. In this perspective, the study by Davenport, Harris and Kohli (2002) shows that the innovation of existing products and the expansion of products or services are among the eight objectives set by the 24 American companies using a CRM.

☐ BICIA-B does not take advantage of its communication while the advantage of CRM as a tool is also, if we refer to the theory of wealth of information (Daft and Lengel, 1986), "merge" information channels that have complementary richness. Four factors influence the richness of information: the ability of the channel to transmit multiple signals, the ability of the channel to produce immediate feedback, the diversity of the language used and the personalized focus of the channel. However, if the CRM makes it possible to acquire and store information, its analysis aims to produce knowledge. Information is therefore distinguished from knowledge by the fact that the latter can be stored in various forms, whereas knowledge refers to a capacity for analysis and creation.

However, we have observed a paradox in the sense that most customers seem dissatisfied with the products, services and benefits of BICIA-B but remain with it. A kind of trust is given to BICIA-B by its customers, as Fournel (2002) underlines, however, the limits of CRM by specifying that the customer is most often looking for "a trusted man, in a way a family doctor". He illustrates this fact by the results of satisfaction surveys which show that the vast majority of customers respond in the negative to the question: "Do you trust your bank? and responds

positively to the question "Do you trust your advisor?" ". Another limitation is that the organizational processes are modified during the integration of CRM processes.

If trust, we talk about it, it must be said that BICIA-B is a subsidiary of the Banque Nationale de Paris (BNP-Paris Bas). This is what gives BICIA-B a great reputation and constitutes its current strength. Indeed, the very principle of CRM is to rationalize the management of the customer relationship, which has major limits: the first is that it "tends to formalize what is not formalized and can also want what it cannot" (Benavent, 2004). It is in this paradoxical zone that our question is located: is the CRM capable of transmitting the possible richness of the interaction with the customer in a logic of innovation? Is information from CRM a powerful resource for innovation?

CONCLUSION

Burkina Faso, with nearly fifteen (15) banking institutions, competition in the banking sector is fierce, the aspects of a loyalty policy through customer relationship management (Customer Relationship Management: CRM) are decisive for maintain a market share and ensure the sustainability of banking entities.

To succeed in establishing a good relationship with its customers, the bank must be increasingly creative. Which creativity can only be relevant to customers if it applies skillfully and effectively to their needs, desires and aspirations.

The study we conducted on the relationship between BICIA-B and its customers through the measurement of their satisfaction as well as their loyalty.

Our results show that:

- the positioning of BICIA-B is not clear in the minds of the majority of customers. Some people think that BICIA-B is a bank whose services are positioned at the top of the range, and others on the contrary say that it has a positioning similar to that of other banks in Burkina Faso. That is to say a bank where the average citizen can open his bank account and carry out current transactions.

The level of the quality of its services is well appreciated by respondents and our analyzes allow us to say that if the services of BICIA-B were not positioned at the top of the range, this is certainly to be expected because the customers of small importance (in terms of assets) dissociate themselves and will gain experience with the competition.

- relations with customers are good, considered good because according to respondents:

- the staff arrive each time to arrange a meeting (RDV) with them; they are available (the NPS of 6 confirms this assessment);

- staff always ensure that everything discussed is well understood before taking leave;

The relationship maintained remotely: 47% of respondents connect "once a month" to the BICIA-B institutional communication site, while 18% connect "less than once a month".

Customers deciding on their credit application with BICIA-B seem unsatisfied since:

- they do not find the deadlines flexible;

- they believe that the terms of reimbursement could be improved;

- they think there is a certain slowness in responding to their request;

- they think that they are asked for guarantees that are often beyond their reach;

- they therefore think that it is difficult to obtain a loan from BICIA-B.

Overall, clients consider that the procedures and conditions for obtaining credit at BICIA-B are cumbersome.

Overall, some of the customers interviewed plan to move to other banks very soon.

Another party who wanted to go to the competition, is unable to do so because of the credit not yet repaid.

In short, we can say that BICIA-B has an unstable relationship with its customers, that it is unable to meet the expectations of some of its customers. This means that its loyalty strategy deserves to be reviewed.

We also have the impression that if customers flee BICIA-B because of the difficulty of obtaining credit, it is because BICIA-B does not sufficiently integrate the notion of risk into its activities. .

This is what motivated us to make suggestions, which we hope will be of positive benefit to BICIA-B in the near future.

At the end of our study, we can also say that our objectives, which were aimed at

- Measure BICIA-B customer satisfaction;

- Propose solutions for BICIA-B customer satisfaction.

- Propose solutions that can enable BICIA-B to retain its customers, are achieved.

Also our assumptions namely:

- the main hypothesis: the relationship between BICIA-B and its customers is excellent;

- the specific hypothesis1: the regular evaluation of customer satisfaction is a certain indicator of knowledge of consumer expectations.

- Specific hypothesis 2: customer satisfaction makes it possible to benefit from a significant leverage effect for the development of the company in the perspective of a loyalty process; are justified.

We say that BICIA-B has everything to gain by revitalizing or readjusting its customer relationship management (CRM) strategy because: It is not a waste of time to stop to build the strategic plan, before to start off in the new direction, if only to find out how the project will be measured.

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