



**THE EFFECTS OF THE 7PS MARKETING MIX STRATEGY ON
CUSTOMER SATISFACTION - A CASE STUDY OF PERSONAL
FINANCE SERVICES OF BANK OF COMMUNICATIONS IN
BOZHOU BRANCH**

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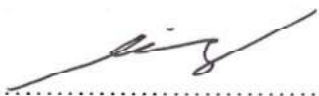
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ABSTRACT

At present, the personal financial service of Bozhou Branch of Bank of Communications lacks innovative and advanced marketing strategy. This study aimed to investigate the factors that affect the marketing mix strategy of personal financial service of Bozhou Branch of Bank of Communications to enhance customer satisfaction and optimize the marketing strategy of personal financial services of commercial banks. The objectives were: 1) To analyze the current situation of marketing strategy of personal financial services of Bozhou Branch of Bank of Communications; 2) To explore the effect of the 7Ps marketing mix strategy on customer satisfaction with personal financial services of Bozhou Branch of Bank of Communications.

This study employed the 7Ps marketing theory as its theoretical framework and integrated the customer satisfaction theory to develop an effective service marketing strategy for the Bozhou Branch of Bank of Communications. Utilizing the random sampling method, this study selected customer groups as the research sample for the customer satisfaction survey on personal financial services of Bozhou Branch of Bank of Communications, distributed 240 questionnaires, and all 240 questionnaires were collected, with a valid questionnaire collection rate of 100%. Through quantitative analysis, the study found that: 1) Bank of Communications Bozhou Branch offers a

well-rounded range of personal finance services but faces limitations in product specialization, pricing consistency, access, promotional effectiveness, staff variability, process efficiency, and physical environment, which impact overall customer satisfaction. 2) The 7Ps marketing strategy factors of product, price, place, process, promotion, people and physical evidence have a significant positive impact on customer satisfaction. Recommendations include: 1) Optimize the 7Ps marketing strategy; 2) Build a professional team of financial managers.

Keywords: personal finance services, commercial bank, 7Ps service marketing strategy, customer satisfaction



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ShaoWen

DECLARATION

I, Shao Wen, hereby certify that the work embodied in this independent study entitled "The Effects of the 7Ps Marketing Mix Strategy on Customer Satisfaction - A Case Study of Personal Finance Services of Bank of Communications in Bozhou Branch " is result of original research and has not been submitted for a higher degree to any other university or institution.



Shao Wen

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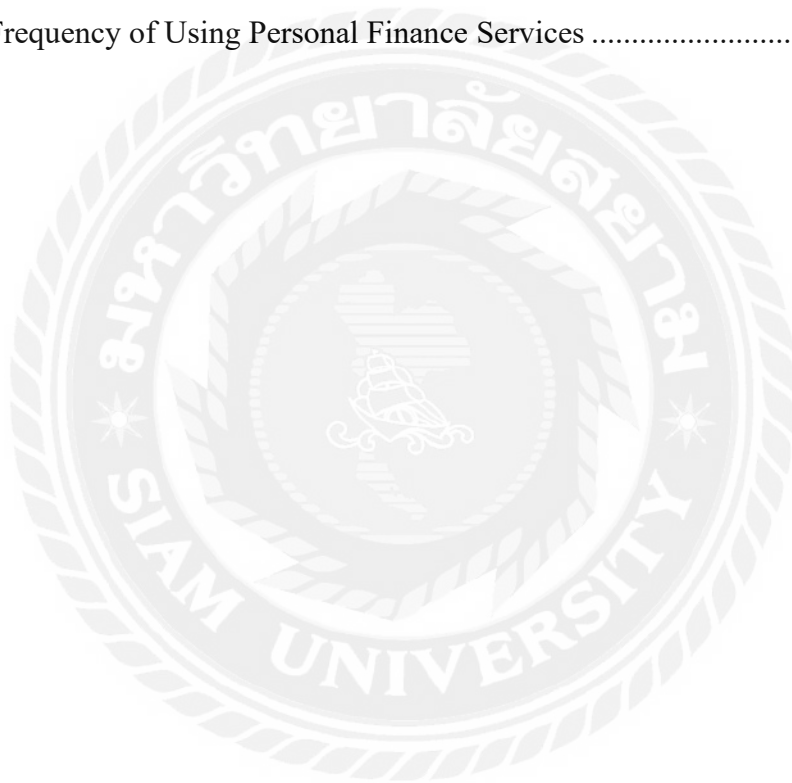
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Chapter1 Introduction

1.1 Background of the Study

In recent years, China's economic system has been reforming and deepening, residents' incomes have been rising, and the demand for personal investment and financial management has been increasing (Corbae & D'Erasmus, 2021). And with the further liberalization of China's financial market, more and more personal businesses are appearing around the public. Commercial banks, as the mainstay of China's financial institutions, have been relying on personal deposit and loan spreads for their retail business in the past to generate revenue, but with China's interest rate marketization reform, the one-year deposit rate is only about 1.5%, and China's CPI index in 2017 was 1.6%, and the interest rate on residents' time deposits is lower than the inflation rate, resulting in the traditional customers becoming more and more reluctant to gain revenue by using their funds as savings, and prefer to make other investments (Diener & Špaček, 2021). Successful companies, regardless of their size, share one important characteristic: they prioritize their customers and value marketing. These companies are deeply committed to understanding the needs and situations of their customers. They know their target market very well. In these organizations, every employee is encouraged to provide greater value and ensure customer satisfaction. Marketing, above all, is about customers. The main goal of marketing is to deliver value to customers while making a profit, which can be achieved through effective marketing management. This means creating and maintaining positive exchanges with target buyers to meet the company's goals (Mogaji et al., 2021). Therefore, marketing management includes managing demand, which is closely linked to customer relationship management. When a company aims to outperform its competitors, it must use the right marketing tools. This involves carefully planning the details of the marketing mix, which consists of various controlled elements and tactics. By combining these elements effectively, the company can better meet the needs of its target market (Mogaji et al., 2021).

Due to the fact that most traditional customers of Chinese commercial banks have some lack of investment and financial management ability in the financial field, as well as limited risk tolerance, wealth management products of commercial banks have become a more recognized investment direction for customers (Birhanu et al., 2021).

For most of the commercial banks, wealth management products, although not the whole content of the business, but also occupy a place, for the whole bank's profitability benefits have a huge role, but also revenue giant, can get a lot of money through the marketing of wealth management products, and can be effectively invested in obtaining the cycle, to obtain a larger return, so wealth management products are also commercial banks pay great attention to the retail business (Falahuddin et al., 2022). And banks, as financial institutions, have become an important business in providing financial

services to individuals. The scope of personal financial services includes savings, investment, insurance, and loans, which are designed to help individuals achieve their financial goals and manage risks (Mudondo, 2021). However, as competition in the financial market intensifies, banks are facing increasing challenges. On the one hand, rapid advances in fintech have made personal finance services more common and accessible. Individuals can easily manage their finances through platforms such as online banking and payment apps. On the other hand, the increased level of personal financial education has also made individuals pay more attention to financial planning and investment.

Therefore, it has become particularly important for commercial banks to develop effective marketing strategies for personal financial services. Through high-quality financial services and innovative marketing methods, commercial banks can attract more individual customers and improve customer satisfaction. In addition, personal financial services can also help commercial banks increase non-interest income and improve profitability (Kartika et al., 2020).

As one of the five largest state-controlled commercial banks in China, Bank of Communications Bozhou Branch, the subject of this study, has been committed to preserving and increasing the value of its customers' wealth with the corporate vision of "building China's best wealth management bank", and up to now. To date, it has earnestly implemented the "three tasks" of financial work, deeply integrated into the overall economic and social development of Bozhou City, Anhui Province, China, continuously increased financial support for the real economy, and made every effort to serve the real economy and satisfy the needs of the people of the Medicine City for a better life, contributing "the power of CBN" to the high-quality economic and social development of Bozhou City, Anhui Province, China. "Bank of Communications power", like this kind of commercial banks how to develop personal financial products, design optimization marketing strategy, as an example of its analysis has a certain research value. The real economy is the cornerstone and lifeblood of the social and economic development of Bozhou City, Anhui Province, China, and the large number of small and micro-enterprises of traditional Chinese medicine is the capillary of Bozhou City to accelerate the construction of the "World Capital of Traditional Chinese Medicine" (Mogaji et al., 2021). Bank of Communications Bozhou Branch has always insisted on accelerating the support for the development of the real economy and the construction of the "World Capital of Traditional Chinese Medicine" from a holistic perspective, and has been helping the high-quality development of the local traditional Chinese medicine industry in Bozhou. The bank takes the initiative to increase financial innovation, tailor-made financial products for Chinese herbal medicine merchants "medicine business e loan". The product adopts a combination of online credit approval and offline standardized investigation and assessment, and is repayable on demand, recyclable, with credit approval and disbursement efficiency significantly improved. Meanwhile, in order to further enhance the convenience of merchant financing and meet the financing needs of merchants, Bank of Communications Bozhou Branch has innovated the guarantee method and increased the guarantee and credit line for this type of customers, providing a strong guarantee for the financing services of Chinese herbal

medicine merchants.

In addition, Bank of Communications Bozhou Branch, as the first joint-stock commercial bank in Bozhou City, has won the recognition and praise of the majority of customers for its high-quality financial services, and has established a good reputation and brand image in Bozhou City's financial market. However, affected by the unstable and uncertain factors of the world economy and the poor macroeconomic situation in China, which impacted the dominant position of the traditional banking industry and caused some influence on the traditional banking industry, Bank of Communications Bozhou Branch also faced some challenges (Bhaskaran et al., 2023).

Therefore, in the new situation, how to improve the ability to provide customers with a full range of personalized financial services, how to continue to carry out financial service innovation, financial product innovation, and to maintain the advantages of personal finance services is a new issue facing Bank of Communications Bozhou Branch. This study focuses on the marketing strategy of personal financial services of Bank of Communications Bozhou Branch, aiming at exploring how to develop effective marketing strategies to attract and retain customers in the fierce competition, and to increase the market share and profit level. The study of marketing strategies for personal finance services can help banks to improve their competitiveness, increase non-interest income and enhance customer satisfaction.

1.2 Problems of the Study

As the first joint-stock commercial bank in Bozhou City, Bozhou Branch of Bank of Communications has also won the recognition and praise of customers for its high-quality financial services, and has established a better reputation and brand image in Bozhou City's financial market (Birhanu et al., 2021). However, in recent years, the external environment has undergone profound and complex changes, affected by the unstable and uncertain factors of the world economy and China's poor macroeconomic situation, China's commercial banks are facing unprecedented development dilemmas - weakening profitability, deposit and loan spreads have become a precipitous drop, and there is a large shortfall in deposits and other main indicators (Huang et al, 2020). At the same time, the domestic banking industry competition intensified, other non-bank financial institutions have been established, P2P and other mobile Internet products such as the emergence of the spring, innovative financial models and financial products are endless, these not only on the bank's personal financial management business has caused a greater impact on the dominant position of the traditional banking industry, the traditional banking industry issued a serious challenge, the Bank of Communications Bozhou Branch cannot be Bank of Communications Bozhou Branch is not immune.

Therefore, based on an in-depth understanding of the strategies currently implemented by Bozhou Branch of Bank of Communications, including their characteristics and advantages, what challenges and opportunities do these strategies face in the current market environment? How do changes in the market environment

affect the bank's marketing strategies? How effective are the marketing strategies of Bozhou branch of Bank of Communications? How can these strategies be optimized and improved? By answering the above questions from the consumer's perspective, this study hopes to provide Bank of Communications Bozhou Branch with valuable references and suggestions to help the bank maintain its strength in the personal finance services in the competitive market, satisfy customers' needs, improve market competitiveness, and achieve sustainable growth and profitability.

1.3 Questions of the Study

The research questions of this study on the marketing strategy of personal finance services of Bozhou Branch of Bank of Communications are mainly from the following two aspects:

1. What is the current situation of marketing strategy of personal finance services of Bozhou branch of Bank of Communications?
2. Does the 7Ps marketing mix strategy have a positive affect on customer satisfaction with personal finance services at Bozhou Branch of Bank of Communications?

1.4 Objectives of the Study

The main issue raised in this study is how to optimize the marketing strategy of personal finance services of commercial banks to improve customer satisfaction. This study takes the marketing strategy of personal financeservices of Bozhou Branch of Bank of Communications as a case study to analyze its current marketing strategy. The main purposes are as follows:

1. To analyze the current situation of the marketing strategy of personal finance services of Bozhou Branch of Bank of Communications.
2. To explore the effect of the 7Ps marketing mix strategy on customer satisfaction (CS) with personal finance services of Bozhou Branch of Bank of Communications.

1.5 Significance of the Study

On the one hand, this study takes the personal finance management business of Bank of Communications Bozhou Branch as the research object, applies the relevant theories and methods of marketing science, analyzes the adaptability and effectiveness of its service marketing strategy in the current financial market, and puts forward optimization suggestions, which has certain theoretical significance.

On the other hand, the research in this paper expands the understanding and study of the financial management service market in the banking industry, and also provides

practical guidance to the practice sector on the marketing strategy of personal finance management services, which helps Bank of Communications Bozhou Branch to improve customer satisfaction and loyalty, to increase intermediate business income and market share, and to enhance profitability and competitiveness. In addition, the study is also of practical significance as it helps to improve customers' financial literacy and awareness of financial management, helps them better manage and add value to their wealth, and promotes the development of the financial services industry and the economy.

1.6 Scope of the Study

This study employed the 7Ps theory as its framework, integrating the customer satisfaction theory to develop an effective service marketing strategy for the Bozhou Branch of Bank of Communications. Utilizing the random sampling method, the research collected data from 240 questionnaires, with the study subjects being existing customers of Bozhou Branch of Bank of Communications. Quantitative analysis was used to analyze the data. The findings provide both a theoretical foundation and practical insights for improving personal finance service and refining marketing strategies at the Bozhou Branch.

1.7 Limitations of the Study

There are several significant limitations of this study, which may have an impact on the general applicability and generalization of the findings. First, the study is limited to the personal finance services of Bozhou Branch of Bank of Communications, so the conclusions drawn may be more applicable to the situation of that particular bank or region, while there may be differences in application in other regions and banks. Second, the data on which the study relies may be limited by reliability and completeness. Limitations in data collection may not fully capture all aspects of the personal finance market, which may affect the comprehensiveness and accuracy of the study's findings. Time constraints are also an important factor; the research was conducted over a specific time period and the timeliness of the findings may be affected by changes in market conditions and policies over time. In addition, when analyzing customer satisfaction and needs, the subjective preferences and feelings of individual customers may affect the objectivity and fairness of the research findings. The banking and personal finance market is affected by a variety of factors, including the macroeconomic environment, policy changes and market competition, and these uncertainties may have an impact on the research results. Finally, limitations in the theoretical framework and choice of research methodology may also limit the depth and breadth of the findings. Future research can further overcome these limitations and enhance the scientific and applied value of the study through more extensive and in-depth data collection, a more rational choice of theoretical framework and more flexible

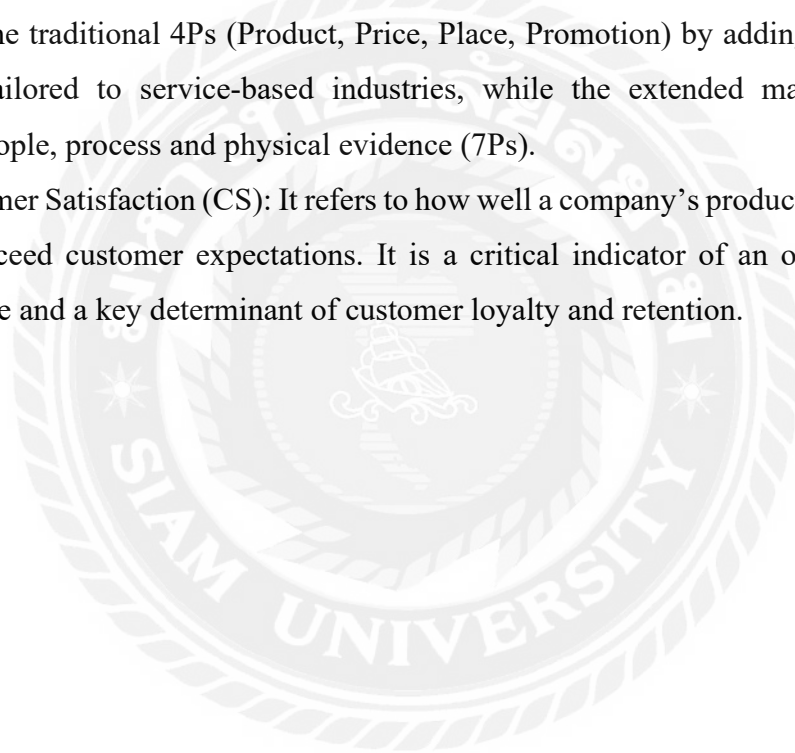
research methods.

1.8 Definition of Key Terms

Personal finance services (PFS): It refers to a range of finance products and services offered by banks to individual customers, including savings, investments, insurance, etc., designed to help customers grow and manage their wealth. Financial services offered to individual clients, include investment management, financial planning, retirement planning, and wealth management.

7Ps marketing mix strategy: The 7Ps marketing mix strategy is an extended framework used to help businesses effectively market their products and services. It builds on the traditional 4Ps (Product, Price, Place, Promotion) by adding three more elements tailored to service-based industries, while the extended marketing mix includes people, process and physical evidence (7Ps).

Customer Satisfaction (CS): It refers to how well a company's products or services meet or exceed customer expectations. It is a critical indicator of an organization's performance and a key determinant of customer loyalty and retention.



Chapter 2 Literature Review

2.1 Introduction

The literature review of this study covers extensive discussions on personal finance services and foreign research on commercial bank service marketing research overview, pointing out that compared with the advanced concepts and experiences in the field of personal finance services in western countries, commercial banks in China, especially in Bozhou, started late in this field, and the related research is not deep enough. Therefore, this study combines foreign development experience and knowledge of marketing science, takes the 7Ps theory as the theoretical framework, and combines the theory of customer satisfaction to formulate a set of effective service marketing strategies for Bank of Communications Bozhou Branch in order to optimize the marketing system of its personal finance services.

2.2 Personal Finance Services

Personal finance services refer to a comprehensive financial service provided by commercial banks to individual customers, including financial planning, financial products, financial consulting, etc., aiming to help customers realize the preservation, appreciation and inheritance of wealth (Hewett et al., 2002). Personal finance services first started in Switzerland, and after the Second World War, with the economic prosperity of the United States and the accumulation of personal wealth, the personal finance services of commercial banks also developed rapidly and gradually expanded to other European countries and regions (Khatab et al., 2019). After years of exploration and practice, the personal finance services of banks in Western developed countries has developed quite maturely. These institutions have cultivated a large number of specialized financial planners who, according to the customers' gender, age, work, income, family and other aspects, with the help of diversified investment tools, formulate financial planning for customers in each life cycle, including but not limited to investment planning, pension planning, tax planning, education planning, etc., which has helped the customers to achieve financial security, autonomy and freedom, and the institutions themselves have made significant development (Birhanu et al., 2021). Giovanis et al. (2019) pointed out that the development and gradual improvement of personal financial management business is the main means by which the banking industry in China can achieve good development, grab enough market share, take a place in the market, and obtain a win-win situation. Personal finance services are critical in helping individuals manage their financial needs and achieve their financial goals (Suhartanto et al., 2020). These services encompass a range of products including savings accounts, personal loans, and investment options. The effectiveness of these services often hinges on the bank's ability to tailor offerings to meet the specific needs of their customers, as well as to maintain a high level of customer satisfaction. The

study of Mudondo (2021), on the other hand, pointed out that high-quality personal finance management products are capable of attracting a better customer base, and at the same time, also can create more revenue for banks and effectively improve their profitability.

The personal finance services of Chinese banks started late but has developed rapidly (Sudari et al., 2019). Since the reform and opening up, China's national economy has been improving, people's living standard has been improving, and the disposable income of residents has been increasing, and the increase in income level makes people's demand for diversified financial management other than deposits stronger and stronger, and brings new opportunities for the development of banks' personal finance management business. Nowadays, many scholars and researchers have applied the concept of satisfaction to personal finance services in banks; hence, the term customer satisfaction was created. Mehdiabadi et al. (2020) found that customer satisfaction is an important indicator in the finance business service industry. For banks, customer satisfaction is an effective indicator to assess the quality of finance management business services. For consumers, customer satisfaction is an indicator for choosing a financial business service provider (Manser-Payne et al., 2021). In addition, customer satisfaction can help banks to change their wealth management business processes to meet the needs of more consumers (Mukerjee, 2018). Based on the previous literature it can be recognized that the perceived quality of service and the value of wealth management business care are important factors that affect customer satisfaction. Finance business service providers need to understand the consumers and try to satisfy them. To achieve this goal, customer satisfaction can be used as a tool to assess the quality of finance management business services. Scholars have also suggested that the quality of financial management business services can be measured by customer satisfaction (Mbama & Ezepeue, 2018). They re-emphasized the importance of customer satisfaction to the service quality of finance management business.

Therefore, Rosário and Raimundo's (2021) study shows that banks in China should treat personal finance products as service products, carry out various marketing activities, and judge the quality of banks' personal finance products by comparing the customers' service perceptions and expectations. Kitsios, Giatsidis, & Kamariotou. (2021) based on the family life cycle theory, divided customers' different risk tolerance and income into different customer groups, and divided customers into four categories: general, important, potential and strategic customers, recommending different finance products according to the risks and funds that customers can bear, so that they can formulate more personalized business plans to achieve personalized and differentiated products. Diener and Špaček's (2021) research results show that Commercial banks can be segmented according to the income level of customers, etc., and pay more attention to personalized service, which in turn promotes the innovation of service products. The value of customer satisfaction is an in-depth analysis of the role of customer satisfaction or the effect of its influence. This paper identifies the factors affecting customer satisfaction and the enhancement strategies through the combing of related literature, in order to provide a useful reference to the management practice of customer satisfaction in the personal finance management business of Bank of Communications

Bozhou Branch.

In addition, with the changing background of the times, the management concept of banks' personal finance products has also been adjusted. Shankar and Rishi (2020) proposed that if China's commercial banks want to obtain a good transformation, seize back a certain share in the market and give play to their own advantages, they should fully personalize their financial products and projects to provide customers with better services and adhere to the principle of "personalized service". More good service, and adhere to, customer tracking and innovation of different products and projects, fully meet the market development, change the business ideas, customer value as the development guide, and ultimately be able to obtain more good quality resources quality customers, so as to get the revenue and adhere to continuous innovation. Zouari and Abdelhedi (2021) study pointed out that banks should be from the culture, service, business model and other perspectives, customer-centered, and constantly improve the value of personal finance, for the future development trend of bank personal finance services to carry out a comprehensive discussion, this study for the discussion of bank personal finance services provides an important theoretical value, has practical significance.

2.3 Service Marketing of Commercial Banks

Marketing strategy is the foundation of commercial banks to be developed (Hewett et al., 2002; Kitsios et al., 2021). It is analyzed in detail from three aspects: market competition, opportunity identification and market positioning. According to Shi (2012), an effective way for commercial banks to perfect their marketing strategy is to focus on occupying all kinds of resources of commercial banks by improving their products and services. Giovanis et al. (2019) proposed that the precise marketing strategy of commercial banks should be from the analysis of customer needs, market segmentation and positioning, marketing mix control and other aspects of development. However, at this stage, commercial bank marketing is a process in which the bank offers its products and services to customers based on the needs of the financial market, combining the characteristics of its existing resources, with the aim of obtaining a competitive advantage and maximizing the bank's benefits, and continuously meeting the needs of its customers. Zouari and Abdelhedi (2021) argued that the bank needs to change the marketing concept in order to be able to pave the road to banking Zouari and Abdelhedi (2021) believed that banks need to change their marketing concepts in order to pave the way for them to go further and gradually change their business-centered marketing concepts to one that focuses on the customer as the center of their development in order to attract more customers and thus expand their customer base, and to ensure that their customers are not constrained by the constraints of time and space in purchasing their financial products so that they can receive a better quality and more comprehensive service.

The research results of Sun-Rabbani et al. (2020) showed that in the context of the serious impact of Internet financial products on domestic commercial banks' financial

products, commercial banks need to develop the existing financial business financing places, raise the service quality and specialization of the whole operation team and marketing team to a higher degree, and set up an unrivaled professional team, so as to achieve win-win situation and also to meet the demands of the customers in the process of promoting the business (Black, 2011). Achieve win-win, but also to meet their own optimization of the various needs, but also should strengthen the technical development of financial products, and constantly strengthen the innovation, so that to a certain extent to strengthen the transformation of the bank, transformed into a more adaptive to the development of the market of commercial banks, in order to obtain higher profits (Gimpel et al., 2018; Hewett et al., 2002; Giovanis et al., 2019). Service marketing within the banking sector involves strategies and practices designed to attract and retain customers by delivering superior service quality. For commercial banks, this includes the development and promotion of financial products, customer relationship management, and the overall service experience (Ameraldo, Saiful & Husaini, 2019). Effective service marketing not only enhances customer acquisition but also fosters long-term loyalty and satisfaction. Mehdiabadi et al (2020) pointed out that the implementation of the bank's marketing strategy should be increased on the marketing place content, and continuously cultivate their own Internet financial products. Lee and Lee (2020) focused on the development of personal finance services in foreign countries and concluded that working capital ratio has a significant negative impact on commercial banks. Commercial banks need to pay more attention to credit risk, securities investment, and average lending rate. Rosário and Raimundo (2021), on the other hand, argued that: marketing capability is a key determinant of a bank's business performance, which is manifested from the marketing personnel. The marketing capabilities and qualities of the marketing personnel represent the ability to perform the role of communicating values and culture between the bank and its customers.

Based on the above literature review, in-depth analysis of the service marketing strategy of personal finance services of Bozhou Branch of Bank of Communications, and combined with the knowledge of marketing, this analysis develops a set of effective service marketing strategy to optimize the service marketing system of personal finance services of Bozhou Branch of Bank of Communications.

2.4 Customer Satisfaction

Customer Satisfaction (CS), is the state of feeling of pleasure or disappointment that a customer develops by comparing the perceived effects/results of a product or service with his/her expectations (Black, 2011; Gimpel et al., 2018). And the theory of customer satisfaction refers to the degree of customer satisfaction with the company and its products/services, which reflects a subjective psychological feeling. According to Sudari et al. (2019), customer satisfaction is a psychological evaluation formed by the customer after comparing the pre-purchase expectations with the actual post-purchase experience. If the customer feels that the actual performance of the product or service after purchase is higher than his expectations, the customer will feel more

satisfied, and vice versa (Kim & Bae, 2010; Kitsios et al., 2021; Giovanis et al., 2019). Satisfaction will have an impact on the customer's future purchasing behavior and purchasing decisions, which in turn affects the customer-oriented enterprises to develop competitive strategies.

Starting from the environmental factors affecting the customer satisfaction of commercial banks, we analyze the application of the American customer satisfaction theory in the field of Chinese commercial banks, put forward the concept of commercial bank products based on the combination of the difficulty of management and regulation and the level of customer demand, make a further decomposition of the product customization, and establish a commercial bank customer satisfaction measurement model and index system on this basis (Falahuddin et al., 2022), focusing on the analysis of the influencing factors of customer satisfaction in Chinese commercial banks, and making a comparative analysis of the influence of environmental variables on customer satisfaction, such as cultural background, consumer behavioral patterns, and the specificity of the Chinese commercial banks themselves. Tan's (2014) study shows that the customer satisfaction measurement model of the Chinese commercial banks established based on the U.S. customer satisfaction theory fits well, which should be paid attention to in the strategic management of customer satisfaction.

The emergence of customer satisfaction as a concept in the field of marketing took place in the developed European and American economies, where buyer's markets are gradually taking shape. There are two main applications of customer satisfaction, one is the macro-level satisfaction research, such as a country's satisfaction survey of an industry, and the other is the micro-level satisfaction research, such as the application of satisfaction for a particular enterprise or a particular service.

At the same time, customer satisfaction can also be roughly divided into three aspects according to the research perspective. The first is the more classical customer satisfaction causal research. Taking the causal chain as a starting point, the relationship between the three concepts of customer pre-effort, expectation of service and satisfaction after service contact is studied (Wu, 2013). Although the early satisfaction studies focused on the physical aspects of the product, their conclusions that improving customer satisfaction leads to repeat shopping are equally important to the current research on customer satisfaction with service quality. The second type of research focuses on the measurement of customer satisfaction. Sodikin (2020) argued that customer satisfaction can be measured as a measure of the give-and-take psychology of the customer with respect to the purchase of a good, from which the diagnosis of the good and the service is made, linking the two concepts of service quality and customer satisfaction, and argues that service quality can be used as a measure of customer satisfaction with the quality of the service received. Raza et al.. (2020) believed that customer satisfaction is the size of the gap that exists between the customer's perception of the product and the expectations that lead to different degrees of psychological feelings of the customer, and that customer satisfaction is a measure of the degree of customer satisfaction. There is also a category of research that looks at customer satisfaction dialectically. For example, Huang et al. (2020) analyzed it in combination with competition, and proposed that customer satisfaction is a meaning-rich indicator,

and whether customers are satisfied is affected by the competitive environment of the market. The fuller the competition in the market, the more real the situation reflected in the customer satisfaction survey. Satisfaction of different people who are concerned about different needs, the need for different levels of satisfaction to provide the appropriate improvement measures. In which the cost of turning dissatisfaction into satisfaction is acceptable.

In terms of customer service and personnel competence, Kartika et al. (2020) argued that commercial banks can create their own service characteristics by caring for their customers, which increases the good relationship between customers and banks. Tzeng et al. (2021) argued that commercial banks need to focus on customer marketing to enhance their development, providing differentiated services and tapping into high-quality customers are all effective means to ensure the Providing differentiated services and tapping quality customers are effective means to ensure that commercial banks operate well, maintain and establish a good customer image when competing with other commercial banks, and realize the rapid development of remote business. Mogaji et al. (2021) suggested that commercial banks should achieve a differentiated brand marketing strategy and create their own distinctive commercial bank brand by focusing on customers and targeting the market.

Most researchers believe that satisfaction is an attitude or evaluation formed by customers by comparing the difference between their perceptions of product expectations and their subjective perceptions of the product performance they actually receive (Mbama & Ezepue, 2018). Gozman et al. (2018) defined satisfaction as a comparison between a customer's perceived product performance (or outcome) and his or her expectations resulting in a sense of pleasure or disappointment. Moreover, Lee & Lee (2020) also stated that customer satisfaction is the collective result of perception, assessment and psychological response to the product or service consumption experience. Perceptions of service quality and assessment of satisfaction depend on the function of changes between consumers' perceptions and expectations of service levels. Therefore, the two terms are interchangeable in some previous studies providing clear definitions of consumer satisfaction and service quality that have been analyzed by several authors (Giovanis et al., 2019; Gimpel et al., 2018; Hewett et al., 2002; Huang et al., 2020; Kim & Bae, 2010; Kitsios et al., 2021; Kim et al., 2018; Giovanis et al., 2019). For these authors, there are two aspects of satisfaction: economic satisfaction and social satisfaction. Economic satisfaction consists of a member's positive emotional response to the financial rewards he or she receives from the relationship in which he or she is immersed. This is because he or she believes that the other party cares and is willing to communicate and work together allowing them to share information, opportunities and processes in order to facilitate the realization of a competitive advantage. Thus, in the overall field of working relationships, satisfaction is an emotional state resulting from a comprehensive evaluation of all aspects of the working relationship between one company and another (Gozman et al., 2018). The study of customer satisfaction can be used in all businesses and professions.

Therefore, this study is a quantitative study based on the seven aspects of the 7Ps marketing strategy as the antecedent variable of customer satisfaction, i.e., 1) product;

2) price; 3) place; 4) promotion; 5) people; 6) process; and 7) physical evidence and their impact on customer satisfaction with the personal financial management business of Bozhou Branch of Bank of Communications.

2.5 7Ps Service Marketing Mix Strategy

The 7Ps marketing mix strategy is based on the original four marketing elements of the 4Ps theory and adds three additional three elements about serving customers, which are people, process and tangible presentation (Black, 2011). The marketing mix (7Ps) is one of the core concepts of marketing theory. Although there have been various proposed modifications to the 4Ps framework (Anderson, 2004; Birhanu et al., 2021), the most focused reviews have come from the field of service marketing. The extension of the 4Ps framework to include the factors of process, entity, evidence, and participant by Ahmed et al. (2020) has been widely accepted in the service marketing literature. More recently, Biswas et al. (2021) defined the marketing mix as the controllable variables that an organization can coordinate in order to satisfy its target market. Brenann et al.'s (2007) defined is also largely widely accepted: "The marketing mix is the mix of controllable marketing variables that a firm uses in order to obtain the desired response in a target market ". However, the most popular and enduring marketing mix framework remains the 4Ps proposed by McCarthy, namely product, price, promotion and place (Bryman & Bell, 2011). Each category itself contains a combination of factors, so it is possible to talk about "product mix", "promotional mix", etc. Ameraldo et al. (2019) listed advertising, personal selling, sales promotion and public relations as components of promotion. components. Despite the popularity of McCarthy's 4Ps framework, there is no consensus on the elements that make up the marketing mix.

In fact, the 4Ps framework has been much criticized. Clark et al. (2018) argued that the 4Ps framework is oversimplified and misleading. Other authors have also identified limitations of the 4Ps framework and suggested their own modifications. For example, Corbae & D'Erasmo (2021) suggested incorporating public relations into the fifth P. Kotler, in the context of "Supermarketing" (1986), suggested adding power and public relations. Dermanov & Eklöf. (2001) suggested adding people, processes and customer service to relationship marketing. In addition, Chiu et al. (2023) suggested adding people as a method of differentiation in industrial marketing. The difference is that the 4Ps focus on the tangible physical marketing approach of the product. While the 7Ps marketing mix strategy not only focuses on the pre-marketing of the product, but also adds the marketing tool of customer service, which focuses more on the importance of personnel in the process of customer's consumption of the product. From the point of view of the whole marketing process, the traditional 4Ps theory in the past is more embodied in the macro level, mainly in the selection of sales places and promotional means, and finally the process of reaching the hands of customers (Ahmed et al., 2020). The whole process is only formally and roughly formulated without considering the details of the formulation process.

At the macro level of the 4Ps, the 7Ps marketing mix strategy takes into account

the impact of the micro level, which makes its theory more detailed (Farrell et al., 2016). It is mainly reflected in the related customer service, which focuses on the customer and considers the time consumption of the customer when purchasing the product, the customer's own knowledge of the product, and the quality of the salesperson. Therefore, 7Ps is also known as service marketing mix strategy.

The 7Ps marketing mix strategy is a commonly used marketing model designed to help companies achieve competitive advantage in the marketplace (Diener & Špaček, 2021). This model contains 7 key elements which are product, price, promotion, place, people, process and physical presentation. The specific elements are as follows:

Product is something tangible or intangible that fulfills the needs and desires of consumers. In the 7Ps model, product is a very critical element. Firms need to ensure that their products fulfill consumer needs and provide unique value.

Price is the currency or monetary equivalent that consumers are willing to pay. Price strategy can affect the sales and profitability of a business. Firms need to develop appropriate pricing strategies based on market demand, competitors' pricing and their own costs.

Promotion refers to the various means and methods used by a firm to publicize and promote its products or brands (Gozman et al., 2018). Promotion means can include advertising, promotion, public relations, etc. Enterprises need to choose appropriate promotion methods based on the promotion strategies of their target markets and competitors.

Place refers to the positioning and distribution strategy of the enterprise in the market. place strategies can include choosing appropriate sales places, opening physical stores or online sales, etc. Enterprises need to develop appropriate location strategies based on the target market and product characteristics.

People are the employees and management team of a business. People management involves recruitment, training, motivation and performance evaluation (Hewett et al., 2002). Businesses need to ensure that they have the right employees with proper training and incentives.

Processes refer to the operational and service processes of a business (Kim & Bae, 2010). Process management involves customer service, delivery, order processing, etc. Businesses need to ensure that their processes are efficient and smooth to deliver quality products and services.

Physical evidence refers to the physical objects or evidence that a business provides to consumers that can demonstrate the quality and value of their products and services (Giovanis et al., 2019). Physical evidence can include packaging, logos, storefronts, etc. Businesses need to ensure that their physical evidence communicates their brand value and image.

Overall, the 7Ps marketing mix strategy theory helps companies develop an integrated marketing strategy to achieve competitive advantage and business success by integrating the seven elements: product, price, promotion, place, people, process and physical evidence. Therefore, the 7Ps service marketing mix strategy focusing on customer satisfaction was chosen.

2.6 Overview of Bank of Communications Bozhou Branch

Bank of Communications Bozhou Branch, a key financial institution in Bozhou, China, is committed to integrating deeply with the city's economic and social development strategies. Since 2023, the branch has been actively supporting the local economy by enhancing its financial services and addressing the needs of the community. Recent achievements and initiatives include:

1) Integration with Local Strategies: The branch has embraced Bozhou's "Six One Strategy," focusing on sectors such as traditional Chinese medicine (TCM), liquor manufacturing, and major manufacturing projects. By the end of September 2023, the branch's total loan balance had exceeded 11 billion yuan, with a 24.69% increase in corporate loans compared to the previous year. The bank has increased its substantial loan disbursements and tailored its products to specialized and high-tech enterprises (Chiu et al., 2023). Key loan categories, including long-term manufacturing loans, high-tech enterprise loans, and strategic emerging industry loans, have all seen significant growth.

2) Innovative Financial Services: Utilizing big data and innovative financial models, the branch has implemented a "online application + offline verification" approach to meet the financing needs of tech-focused companies. For example, Bozhou's Jingcao Traditional Chinese Medicine Co., Ltd. received a 3-million-yuan loan under this model, which integrates data from taxation, business, and credit records for loan evaluation. The branch introduced the "Pharmaceutical E-loan," a product designed for TCM merchants with an efficient online credit approval and offline evaluation process. This product, along with innovative guarantee methods, has significantly improved loan accessibility for small and micro enterprises.

3) Support for Small and Micro Enterprises to enhanced Financing Solutions: The bank has developed specialized financial products like the "Hui Min Loan" to support local consumer finance and has invested over 1 million yuan in community events, enriching consumer experiences. The branch has worked to lower financing costs for small and micro enterprises by reducing inclusive loan interest rates by 21 basis points by the end of September 2023, providing more affordable credit solutions

4) Technological Empowerment to promotion of Digital Financial Products: The branch has focused on expanding its digital financial products, such as "Inclusive E-loans" and "Account E-loans," to enhance financial service efficiency and coverage. For instance, the first loan under the "Account E-loan" program was disbursed within half an hour, demonstrating the branch's commitment to fast and flexible financing solutions.

5) Community and Customer-Centric Approach to strengthening: The branch has emphasized its role in serving the public, with initiatives like the "Most Popular Friday" market events designed to support local residents' consumption needs. The branch is committed to implementing national and corporate policies and will continue to provide precise and effective financial services, contributing to the successful execution of Bozhou's economic strategies.

The Bank of Communications Bozhou Branch continues to play a pivotal role in supporting local economic development, enhancing financial inclusivity, and leveraging technology to improve service efficiency. Its ongoing efforts reflect a strong commitment to meeting the financial needs of Bozhou’s businesses and residents while contributing to the city’s high-quality economic growth.

2.7 Research Framework

This study mainly focuses on marketing strategy optimization, taking the 7Ps marketing mix strategy as the theoretical basis, followed by combining the customer satisfaction theory, and analyzes customer satisfaction (CS) with Bank of Communications Bozhou Branch's personal finance services. The research framework is shown in Figure 2.1:

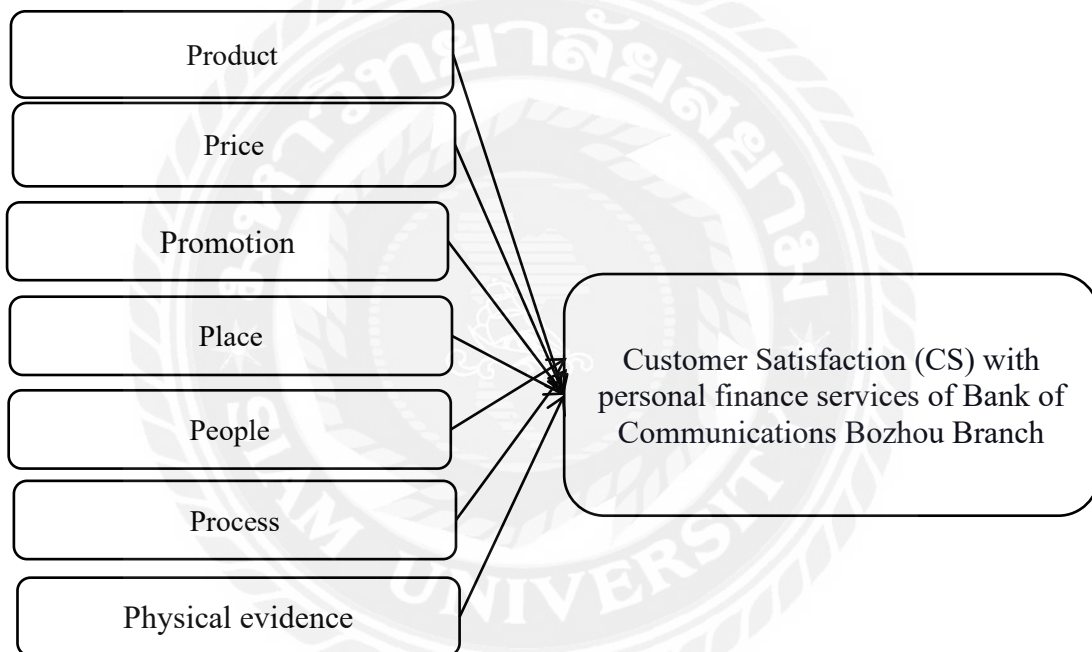


Figure 2.1 Research Framework

Chapter 3 Research Methodology

3.1 Research Design

This study employed the quantitative research method. This diversified methodology enables a comprehensive understanding and assessment of the effectiveness of current marketing strategies from different perspectives and levels. The purpose of this chapter is to present in detail the methodology adopted in this study and the theoretical underpinnings relevant to the research process. The core objective of the study is to explore in depth the marketing strategies implemented by Bozhou Branch of Bank of Communications in its personal finance services and to examine the specific impact of these strategies on customer satisfaction. The analytical process is based on qualitative analysis. Data were collected through a well-conceived questionnaire aimed at quantifying customers' satisfaction, expectations and preferences regarding the personal finance services provided by Bozhou Branch of Bank of Communications. The questionnaire design was based on existing marketing theories and customer service concepts to ensure that all relevant aspects were comprehensively covered and customer feedback was collected from multiple dimensions.

3.2 Population and Sample

In order to ensure the representativeness and accuracy of the research results, the target population of the questionnaire survey was the existing customers of Bozhou Branch of Bank of Communications. Customers of different ages, genders, occupations and income levels were selected by random sampling to ensure the representativeness of the sample (Biswas et al., 2021).

This study determined the sample size in proportion. Therefore, 10% of the total number of customers of Bozhou Branch's personal finance services was selected as the research sample, and finally 240 customers were decided as the final sample size.

3.3 Hypothesis

This study aims to explore the 7Ps marketing mix strategy of personal finance management services of Bozhou Branch of Bank of Communications and its impact on customer satisfaction. To this end, the following research hypotheses are proposed:

H1: The product of personal finance services offered by Bozhou Branch positively impacts customer satisfaction.

H2: The pricing strategies of personal finance services of Bozhou Branch positively influence customer satisfaction.

H3: The place where personal finance services are offered by Bozhou Branch positively affects customer satisfaction.

H4: The promotional activities engaged by Bozhou Branch positively impact customer satisfaction.

H5: The professionalism of employees of Bozhou Branch positively influence

customer satisfaction with personal finance services.

H6: The transparency of the service delivery process of Bozhou Branch positively affects customer satisfaction.

H7: The physical environment related to personal finance services at Bozhou Branch positively impacts customer satisfaction.

3.4 Research Instrument

The design of this study's questionnaire is mainly based on the questionnaires that have been used and a lot of literature and reviewed relevant studies. The questionnaire designed includes multiple choice questions and a small number of open-ended questions, combined with the current actual situation of Bank of Communications, Bozhou Branch. The questionnaire is structured into two main parts. Part I focuses on demographic information, comprising 13 questions that address, income levels, satisfaction with services, risk preferences, and interest in financial products. Part II utilizes the 7Ps Service Marketing Scale, consisting of 53 questions categorized as follows: Product (6 questions), Price (6 questions), Place (6 questions), Promotion (8 questions), People (8 questions), Process (6 questions), Physical Evidence (6 questions), and Customer Satisfaction (6 questions). In total, the questionnaire comprises 66 questions (13 in Part I and 53 in Part II), providing a comprehensive measurement of customer perspectives on personal finance services. To increase the recovery rate, customers were encouraged to complete the questionnaire through incentives such as small gifts or service offers.

Table 3.1 Questionnaire Scale Design

Product	The actual return on personal financial products offered by this branch is satisfactory.
	The liquidity of personal financial products offered by this branch meets consumers' needs.
	The duration of personal financial products provided by this branch is suitable for me.
	The innovation in personal financial products offered by this branch is impressive.
	The range of personal financial products at this branch is diverse and appealing.
	The quality of personal financial products offered by this branch is high.
Price	The time cost associated with personal financial products and services at this branch is minimal.
	The time required to visit and use the services at this branch is reasonable.
	The pricing of personal financial products at this branch reflects good value for money.

	The fees associated with personal financial services at this branch are transparent.
	The overall cost for personal financial services at this branch is competitive.
	The time investment required for obtaining personal financial products at this branch is acceptable.
Place	The branch location is convenient for accessing personal financial services.
	The operating hours of this branch are suitable for my needs.
	The accessibility of this branch is good.
	The branch has an adequate number of service points for personal financial services.
	The overall physical environment of the branch contributes to a positive experience.
	The branch layout facilitates easy access to personal financial services.
Promotion	I think the business handling efficiency of this branch is good
	I think the matching degree between personal financial products and customer needs of this branch is good
	The promotional activities of this branch effectively highlight the benefits of their financial services.
	The communication strategies of this branch are clear and informative.
	The branch provides useful information about their personal financial products through promotions.
	The promotions offered by this branch align well with customer needs.
	The advertising materials of this branch are appealing and relevant.
The branch's promotions and advertisements are updated regularly to reflect current offers.	
People	The account manager at this branch provides high-quality marketing service.
	The account manager at this branch is knowledgeable about personal financial products.
	The staff at this branch are professional and courteous.
	The account manager at this branch responds promptly to inquiries.
	The account manager at this branch demonstrates a strong understanding of customer needs.
	The service provided by the staff at this branch is personalized and attentive.
	I think the marketing service of the account manager of this branch is good

	I think the marketing ability of the account manager of this branch is good
Process	The application process for personal financial products at this branch is straightforward.
	The transaction handling at this branch is efficient and timely.
	The branch provides clear information about processes and procedures.
	The process for resolving issues with personal financial services is efficient.
	The procedures for accessing personal financial services are transparent.
	The branch ensures that the service process is smooth and hassle-free.
	I think the satisfaction of this branch with Bozhou Bank of Communications is good.
	I think the recognition of this branch with Bozhou Bank of Communications is good.
Physical Evidence	The physical appearance of this branch is clean and well-maintained.
	The branch's facilities contribute to a positive customer experience.
	The signage and information displays at this branch are clear and helpful.
	The branch's ambiance creates a welcoming environment.
	The equipment and technology used at this branch are up-to-date.
	The overall physical environment of this branch enhances my satisfaction with the services.
Customers Satisfaction	I am satisfied with the personal finance services provided by the Bank of Communications Bozhou Branch.
	My overall experience with the personal finance services at this branch has been positive.
	I would recommend the personal finance services at this branch to friends or family.
	I believe that others would benefit from using the personal finance services at this branch.
	The quality of personal finance services at this branch meets my expectations.
	I am likely to continue using the personal finance services at this branch in the future.

3.5 Reliability and Validity Analysis of the Scale

In order to ensure that the research tool can be used effectively, it is necessary to evaluate the reliability of the questionnaire scale and obtain Cronbach's Alpha coefficient. This statistic can help researchers evaluate the internal consistency of each item in the questionnaire for verification (Gimpel et al., 2018). Usually, the Cronbach Alpha value needs to be higher than 0.7, which is considered acceptable, indicating that the correlation between the questionnaire items is sufficient and reliable for the research.

Table 3.2 Reliability Analysis of the Questionnaire Scales

Variables	Cronbach α Coefficient	Items
Product	0.696	6

Variables	Cronbach α Coefficient	Items
Price	0.702	6
Place	0.678	6
Promotion	0.697	8
People	0.713	8
Physical Evidence	0.709	6
Process	0.683	8
Customer Satisfaction	0.717	6

As can be seen from Table 3.2 above, Cronbach's α is a measure of internal consistency, indicating how closely related a set of items are as a group. It assesses the reliability of each variable in the survey or study. The coefficients for each variable in this study are as follows:

Product ($\alpha = 0.696$): This coefficient suggests a moderate level of internal consistency for the product items. Although it is slightly below the commonly accepted threshold of 0.7, it still indicates reasonable reliability.

Price ($\alpha = 0.702$): The Cronbach α for price-related items is above 0.7, indicating good internal consistency and reliability for the price items of the survey.

Place ($\alpha = 0.678$): This coefficient is slightly below the 0.7 threshold, suggesting that the internal consistency of the items related to place is acceptable but could be improved.

Promotion ($\alpha = 0.697$): With a Cronbach α close to 0.7, the promotion items show moderate internal consistency, indicating that the items are reasonably reliable.

People ($\alpha = 0.713$): This coefficient is above 0.7, indicating good internal consistency for the people items, reflecting a reliable measure of this variable.

Physical Evidence ($\alpha = 0.709$): The Cronbach α for physical evidence is also above 0.7, suggesting that the items related to physical evidence have good internal consistency and reliability.

Process ($\alpha = 0.683$): This coefficient is just below 0.7, indicating that while the process items are reasonably consistent, there is room for improvement in reliability.

Customer Satisfaction ($\alpha = 0.717$).

The Cronbach α coefficients for most variables are above 0.7, suggesting that the survey items generally have good internal consistency, with a few variables needing slight improvements to enhance reliability.

Table 3.3 KMO and Bartlett's Test

Kaiser-Meyer-Olkin metric		.862
Approximate chi square		5024. 103
The sphericity test of the Bartlett	Bartlett's sphericity test	517
	df	
	Sig.	.000

Content validity is a process of complete evaluation of the tested target (Black, 2011). The questionnaire designed in this study needs validity analysis, which is an

important part of empirical analysis, mainly using KMO and Bartlett test to verify validity. According to Table 3.3, the KMO value is 0.862, in the 0.8 value interval, indicating that the study data is suitable for information extraction. Therefore, it can be considered that the questionnaire has good content validity.

3.6 Data Collection

Given the extensive customer base for personal financial management of Bozhou Branch of the Bank of Communications, the study selected 10% of the total customer base as the research sample and distributed 240 questionnaires. The questionnaires were distributed in February 2024. Data were collected through social media, online forums, customer reviews and other network platforms. All 240 distributed questionnaires were returned and deemed valid. Consequently, the response rate is 100%.

3.7 Data Analysis Methods

The following data analysis methods were used:

Descriptive statistical analysis: This method was used to reveal the basic characteristics of the data set, such as mean, standard deviation, frequency, etc., so as to provide a preliminary understanding of the data distribution and trend (Suhartanto et al., 2020). It was specifically used to analyze customer satisfaction data, the overall evaluation of personal finance services and the score distribution of each service dimension.

Correlation analysis: It was used to group customer data in order to identify different customer segments. This study used correlation analysis to outline the relationship between variables and provide support for banks to develop more targeted service strategies.

Regression analysis: This method explored the relationship between independent variables, different aspects of marketing strategies and dependent variables, customer satisfaction. This study used regression analysis to determine the extent and direction of the impact of different dimensions of marketing strategies on customer satisfaction.

Chapter 4 Findings and Discussion

4.1 Findings

4.1.1 Demographic Characteristics of Respondents

Descriptive statistics were used to analyze the questionnaire data. The items in Part 1 were evaluated using frequency distribution and graphs as these were mainly categorical variables. The items in Part 2 were based on 5-Likert scale items and were evaluated using mean and standard deviation.

Part 1: Demographic Data

Demographic data were collected from respondents in several categories, including age, occupation, and income. Table 4.1 presents the frequency distribution of these items. The survey results showed that the age distribution of the respondents was as follows: respondents of 8-25 years old accounted for 0.42%, respondents of 26-35 years old accounted for 47.50%, respondents of 36-45 years old accounted for 35.00%, respondents of 46-55 years old accounted for 7.08%, and 56 years and above accounted for 10.00%. The occupation distribution of the respondents was as follows: students accounted for 2.50%, office workers accounted for 31.67%, freelancers accounted for 25.42%, entrepreneurs accounted for 30.42%, and retirees accounted for 10.00%. In terms of the range of monthly disposable income, the distribution of respondents is as follows: 10.00% below 3,000 yuan, 45.42% between 3,000 and 5,000 yuan, 30.83% between 5,000 and 10,000 yuan, 13.33% between 10,000 and 20,000 yuan, and 0.42% above 20,000 yuan.

Table 4.1 Demographics of Sample

Item	Frequency	%
Age		
8-25	1	0.42%
26-35	114	47.50%
36-45	84	35.00%
46-55	17	7.08%
Over 56	24	10.00%
Occupation		
Student	6	2.50%
Office worker	76	31.67%
Professionalism	61	25.42%

Enterprise	73	30.42%
Retire	24	10.00%
Income		
3000 below	24	10.00%
3000-5000	109	45.42%
5000-10000	74	30.83%
10000-20000	32	13.33%
Over 20000	1	0.42%

The questionnaire also collected information about customers' opinions. This part includes five items, satisfaction with personal finance services provided by Bozhou Branch of Bank of Communications, types and choices of finance products, evaluation of the professionalism and service attitude of bank employees, risk preference for bank financial products and frequency of using personal finance services.

Figure 4.1 shows the satisfaction with personal financial services provided by Bozhou Branch of Bank of Communications. The survey results show that for a certain service or product, the satisfaction of the respondents presents multiple levels. Specifically, 9.17% of the respondents said they were very satisfied, 41.25% of the respondents were satisfied, 35.00% of the respondents had a general attitude, 13.33% of the respondents were dissatisfied, and only 1.25% of the respondents were very dissatisfied.

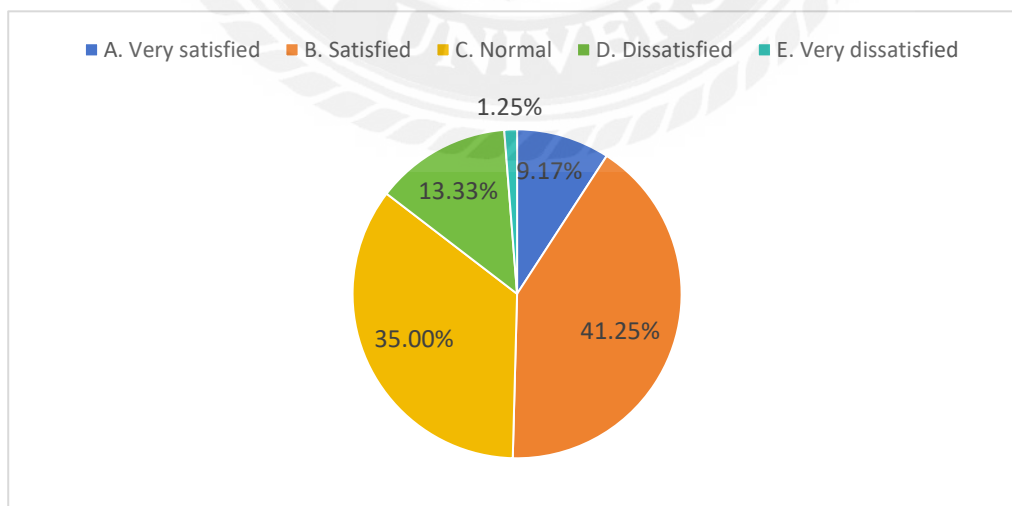


Figure 4.1 Percentage of Satisfaction with Personal Finance Services Provided by Bozhou Branch of Bank of Communications

Figure 4.2 shows the respondents' perception of wealth management product types and choices. The survey results show that 25.83% of the respondents believed that these resources were very abundant, 30.00% of the respondents believed that the resources were relatively abundant, 16.25% of the respondents believed that the resources were average, 13.33% of the respondents believed that the resources were relatively limited, and 14.58% of the respondents believed that the resources were very limited.

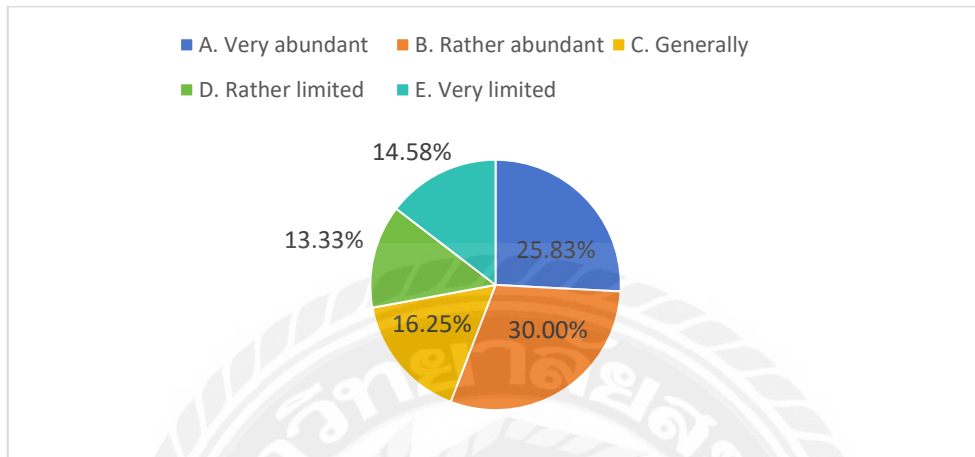


Figure 4.2 Types and Selection of Financial Products

Figure 4.3 shows the professionalism and service attitude of bank employees. The survey results show that the evaluation of the professionalism and service attitude of the respondents is diverse. Specifically, 25.83% of the respondents believed that the service was very professional and the attitude is excellent, 34.17% of the respondents thought that the service was professional and the service attitude was good, 16.25% of the respondents hold a general evaluation, 13.33% of the respondents believed that the service was not professional enough and the service attitude was average, and 10.42% of the respondents believed that the service was very unprofessional and the service attitude was poor.

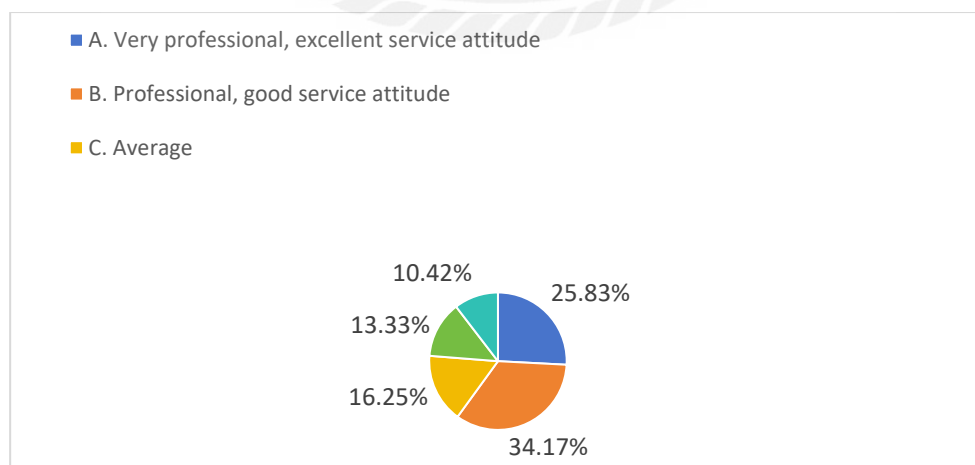


Figure 4.3 Evaluation of Professionalism and Service Attitude of Bank Employees

Figure 4.4: The survey results of the risk appetite of banks' financial products show that the attitudes towards the risk appetite are diversified. Specifically, 18.75% of respondents preferred to choose high-risk and high-return investment options, 47.50% preferred medium-risk and medium-return options, and 23.75% preferred low-risk and low-return investment options. In addition, 10.00% of respondents were uncertain about their risk preferences.

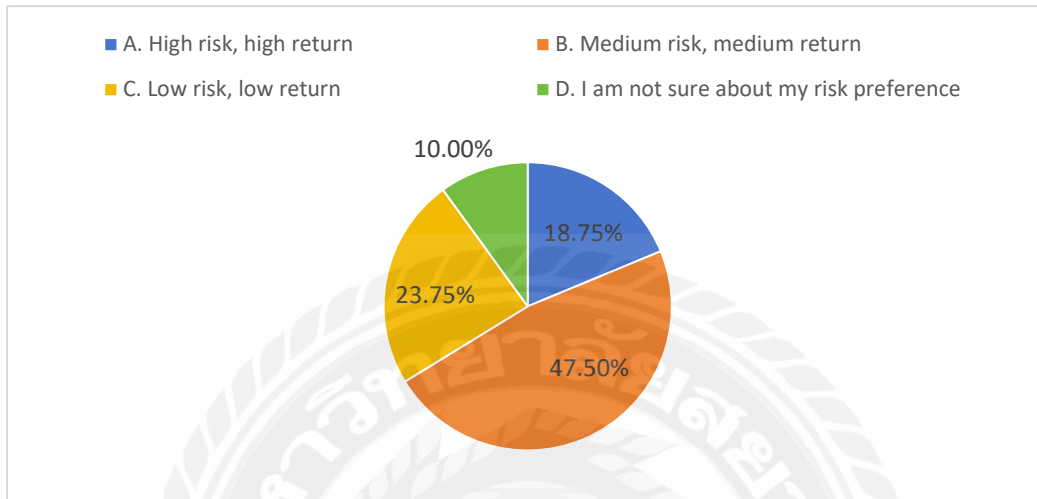


Figure 4.4 Risk Appetite of Bank Wealth Management Products

Figure 4.5: The survey on the frequency of using personal finance services shows that participants have varying preferences regarding the frequency of financial investments. Specifically, 2.50% of the respondents made weekly investments, 31.67% chose to invest monthly, and 29.58% tended to invest quarterly. Additionally, 26.25% of the respondents invested once a year, while 10.00% indicated that their investments were irregular.

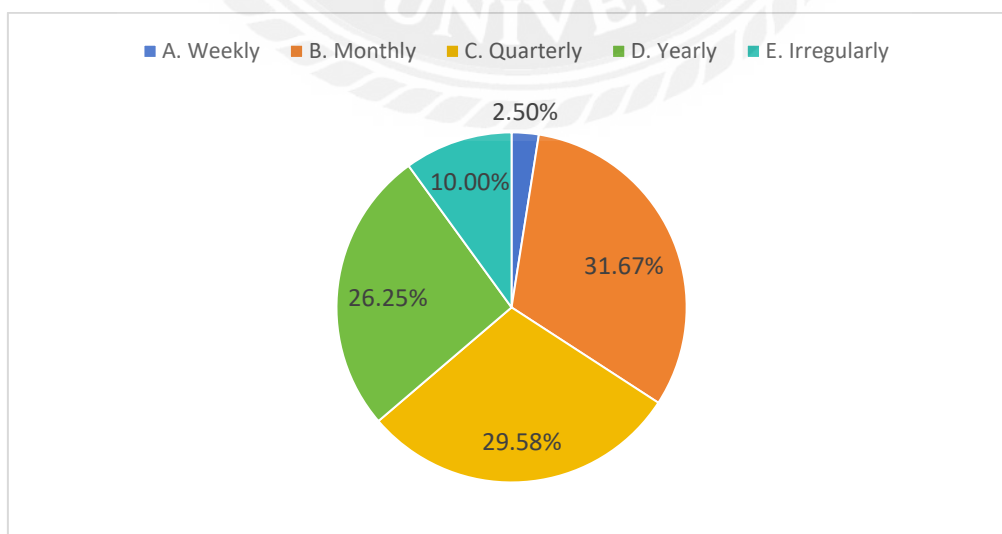


Figure 4.5 Frequency of Using Personal Finance Services

Part 2: 7Ps marketing mix strategy scale

The last part of the questionnaire assessed the 7Ps marketing mix strategy scale. This included seven service marketing mix variables (product, price, place, promotion, people, physical evidence and process) and one outcome variable (customer satisfaction). In addition, an interpretation method was used to place each variable on the original interpretation scale. The width of each interpretation was 0.8 (range/number of interpretations). These interpretations were:

- 1.00 to 1.79 - strongly disagree
- 1.80 to 2.59 - disagree
- 2.60 to 3.39 - neutral
- 3.40 to 4.19 - agree
- 4.20 to 5.00 - strongly agree

The results are shown in Table 4.2 For the service marketing mix variables, promotion (M = 3.62), price (M = 3.94), process (M = 4.12), and product (M = 4.13) were categorized as "agree" on average, indicating that participants, on average, considered these variables to be of moderate importance. Three variables, including place (M = 4.20), people (M = 4.21), and physical evidence (M = 4.23), were categorized as "strongly agree," indicating that these variables were slightly more important. However, this should be interpreted with caution, as the mean values were not much higher than the other four variables. With the exception of promotion, the means for this group of variables were relatively close. The last two variables were also relatively close, both falling into the "agree" category. These included customer service (M = 4.10) and customer loyalty (M = 3.73). This suggests that customers are relatively satisfied with the 7Ps marketing mix strategy for their personal finance services, which is a normal situation.

4.1.2 Correlation Analysis

Correlation Coefficient (r): Ranges from -1 to +1. Values close to +1 indicate strong positive correlation, values close to -1 indicate strong negative correlation, and values close to 0 indicate no correlation. In this section, Pearson coefficient is used to analyze the correlation between variables, taking the value range is [-1,1], generally expressed by r letters.

Table 4.2 Results of Correlation Analysis

	Customers satisfaction	Product	Price	Place	Promotion	People	Process	Physical Evidence
Customers satisfaction	1							

Product	0.528**	1						
Price	0.541**	0.589*	1					
Place	0.163**	0.343*	0.303**	1				
Promotion	0.061**	0.349*	0.052**	0.279*	1			
People	0.273**	0.126*	0.412**	0.294*	0.252**	1		
Process	0.268**	0.236*	0.252**	0.294*	0.462**	0.467**	1	
Physical Evidence	0.322**	0.506*	0.0514*	0.061*	0.481**	0.436**	0.359**	1

As can be seen in Table 4.2, good relationships between variables can have a positive impact on determining the 7Ps marketing mix strategy to attract more customers. Table 4.4 presents the results of the correlation analysis of customer satisfaction, product, price, place, promotion, people, process, and physical evidence.

4.1.3 Regression Analysis

The regression analysis examined seven predictor variables (product, price, location, promotion, physical evidence, people, and process). Table 4.3 summarizes the regression analysis results. The results (adjusted R-squared = 0.598) indicates that 59.8% of the variance in customer satisfaction can be predicted from the variance in the seven predictor variables. The ANOVA test ($F = 85.888$, $p = 0.000$) indicates that the regression is significant. To determine the significance of these factors, t-test significance is evaluated at the $p < 0.05$ level (confidence level = 95%). This indicates that the variables promotion ($t = 2.271$, $p = 0.024$), physical evidence ($t = 4.940$, $p = 0.000$) and people ($t = 10.122$, $p = 0.000$) are significant. However, four variables, product ($t = 1.287$, $p = 0.199$), price ($t = 0.697$, $p = 0.496$), place ($t = 1.447$, $p = 0.149$), and process ($t = 0.126$, $p = 0.899$) are not significant. The regression equation for this regression is:

y Customer Satisfaction

$$= 0.162 + 0.070x_1 \text{ (product)} + 0.026x_2 \text{ (price)} + 0.065x_3 \text{ (place)} + 0.057x_4 \text{ (promotion)} + 0.203x_5 \text{ (physical evidence)} + 0.518x_6 \text{ (people)} + 0.007x_7 \text{ (process)}$$

These findings suggest that three hypotheses are supported. These hypotheses include promotion, people, and physical evidence. Of these variables, people have the strongest impact, followed by physical evidence and promotion. However, four hypotheses are supported. These hypotheses include product, price, place and process. Therefore, the service marketing mix can be used to some extent as a theoretical framework for predicting customer satisfaction with Bozhou Branch of Bank of Communications.

Table 4.3 Regression Analysis Results of H1-H7

Factors	R²	P-Value
(Constant)	0.162	.354
Product	0.070	.199
Price	0.026	.486
Place	0.065	.149
Promotion	0.057	.024*
Physical Evidence	0.203	.000**
People	0.518	.000**
Process	0.007	.899
Customer Satisfaction	0.605	.000**

Notes: * P < 0.05, ** P < 0.01

4.1.4 Hypothesis Test Results

The test results of the hypothesis are summarized in Table 4.4, which are discussed below.

Table 4.4 Hypothesis Test Results

Hypothesis	P-Value	Results
H1: The product of personal finance services offered by Bozhou Branch positively impacts customer satisfaction.	.059	Accepted
H2: The pricing strategies of personal finance services of Bozhou Branch positively influence customer satisfaction.	.046	Accepted

H3: The place where personal finance services are offered by Bozhou Branch positively affects customer satisfaction.	.046	Accepted
H4: The promotional activities engaged by Bozhou Branch positively impact customer satisfaction.	.049	Accepted
H5: The professionalism of employees of Bozhou Branch positively influence customer satisfaction with personal finance services.	.044	Accepted
H6: The transparency of the service delivery process of Bozhou Branch positively affects customer satisfaction.	.064	Accepted
H7: The physical environment related to personal finance services at Bozhou Branch positively impacts customer satisfaction.	.032	Accepted

4.2 Discussion

The previous sections presented the statistical analysis results of the study. This section compares these results with the existing literature reviewed in Chapter 2. The review focuses on three main areas including the effect of the service marketing mix, the relationship between customer satisfaction.

4.2.1 Analysis of the Effects of 7Ps Marketing Mix Strategy on Customer Satisfaction

The effects of the Marketing Mix (7Ps) on customer satisfaction are significant. Hypotheses 1 to 7 indicate that the seven components of the service marketing mix (promotion, physical evidence, personnel, product, location, price, and process) are all important. The important factors include two of the three extended factors proposed by Gimpel et al. (2018) and one of the original factors (promotion). Giovanis et al. (2019) suggested that the human aspect of a service is virtually inextricably linked to the product aspect as people provide the service, and that people regard the personal aspect of the service delivery as one of the most important aspects. To expand on this, each component of the marketing mix contributes uniquely to customer satisfaction.

For instance, promotion helps to inform customers about the services and can create excitement or interest. Physical evidence, such as the cleanliness and design of the bank, reinforces the overall image that the bank wants to project. Personnel, or the employees

who interact directly with customers, significantly influence the experience through their behavior and professionalism. The product itself must meet customer needs and expectations, while the location should be convenient and accessible. Price impacts how customers perceive the value of the service, and the process of service delivery needs to be smooth and efficient to ensure satisfaction.

Overall, understanding how these seven components work together can help businesses improve their customer satisfaction levels. Each factor is interconnected, and together they create a comprehensive approach to meeting customer needs and expectations. And the service marketing model was not very successful in capturing customer satisfaction, although the three important factors it identified predicted about 60% of the variance. This suggests that there are other factors that play a role as well, but they have not yet been identified. Future research could focus on identifying customer satisfaction factors in the service environment of Bozhou Branch of Bank of Communications.

4.2.2 Relationship to Previous Research

The findings align with previous research that emphasizes the importance of promotions in banking services. However, they also highlight a gap in understanding the role of employees, which earlier studies had not addressed thoroughly. Prior studies have confirmed the importance of promotions in the marketing of banks' personal finance services (Gimpel et al., 2018; Kim & Bae, 2010; Kitsios et al., 2021; Kim et al., 2018; Giovanis et al., 2019). Therefore, it is not surprising that promotions have an impact on customer satisfaction. However, in the banking environment, there is not much evidence of the impact of people on service delivery (Kitsios et al., 2021; Kim et al., 2018). Despite the apparent importance of people on customer service delivery, previous studies have not clarified whether this is an important factor. However, Mogaji et al. (2021). Based on their study of prominent US banks, it was concluded that the higher the customer service reputation, the stronger the bank's brand. The physical presentation of the bank's environment is also considered to be very important as it shows the bank's image to the customers (Kitsios et al., 2021).

One of the reasons why only a few factors are of stylistic importance is that the 7P marketing mix is actually designed as a practical framework for developing marketing strategies, and consumers may not be aware of or react to all of its elements (Gimpel et al., 2018). This is consistent with the 4Ps, which are also more about marketing strategy than consumer perspectives (Kim & Bae, 2010). People may be important because they have an intrinsic role in the delivery of services as they are inextricably linked to the service itself (Berry, 1984). physical evidences may be important because of the context of the location (Kitsios et al., 2021). Finally, promotion may be important because of the relatively high cost of services compared to revenue. This inconsistency suggests that while promotions are well-recognized, the influence of employees on customer satisfaction requires further exploration.

4.2.3 Unexpected Results

The unexpected result is that the service marketing model only explained 60% of the variance in customer satisfaction. This indicates that other factors, which are currently unknown, might significantly influence customer perceptions. This gap between expected and observed results points to the complexity of customer satisfaction and suggests that additional elements need to be investigated in future studies.



Chapter 5 Conclusion and Recommendation

5.1 Conclusion

The Bozhou Branch of Bank of Communications is a bank in Bozhou City, Anhui Province, China. Its current personal financial management business has some shortcomings in marketing strategy, such as the lack of initiative of financial management staff. The marketing status of financial management business is in a state of waiting for customers to actively consult, and the marketing quality and marketing concept of financial management staff are low and backward. The 7Ps Marketing Mix Strategy: comprising Product, Price, Place, Promotion, People, Process, and Physical Evidence provides a comprehensive framework for evaluating and enhancing customer satisfaction in service industries. This conclusion summarizes the test of the formulated hypotheses related to the personal finance services of Bank of Communications Bozhou Branch.

1) Product (H1)

The product component in the 7Ps marketing mix strategy emphasizes the importance of offering a variety of high-quality services that meet customer needs. A diverse range of personal finance products allows customers to choose solutions that best fit their financial goals, increasing their overall satisfaction. High-quality products, characterized by reliability and effectiveness, enhance the perceived value and trust in the bank's offerings. When customers find that the products meet their needs and expectations, their satisfaction levels rise.

2) Price (H2)

The price component involves setting prices that are competitive and offer good value relative to the benefits provided. If the bank's personal finance products are perceived as offering good value for the money spent, customers are more likely to be satisfied. Competitive pricing ensures that customers feel they are receiving a fair deal, which enhances their overall satisfaction with the bank's services.

3) Place (H3)

The place component focuses on the accessibility and convenience of service delivery. The ease with which customers can access the bank's personal finance services—whether through convenient branch locations or efficient online platforms—directly influences their satisfaction. A well-located branch and user-friendly digital interfaces improve customer experience by reducing effort and time spent accessing services.

4) Promotion (H4)

Promotion involves how the bank communicates its offerings and engages with customers. Effective promotional activities and clear communication enhance customer awareness and understanding of the bank's personal finance products. When promotional strategies are well-executed and align with customer expectations, they

contribute to higher satisfaction by informing customers about relevant services and offers.

5) People (H5)

The people component highlights the role of staff in delivering quality service. Professionalism and responsiveness from the bank's staff improve the overall customer experience. Friendly, knowledgeable, and efficient staff create a positive interaction environment, addressing customer needs promptly and effectively. High levels of staff professionalism lead to increased trust and satisfaction among customers.

6) Process (H6)

Process refers to the procedures and workflows involved in delivering services. Efficient and transparent processes streamline service delivery, reduce customer effort, and minimize delays. When processes such as applications and transactions are handled smoothly and openly, customers experience less frustration and greater satisfaction. Transparency in processes also builds trust and confidence in the bank's services.

7) Physical Evidence (H7)

Physical evidence encompasses the tangible aspects of service delivery, including the branch environment and facilities. A well-maintained and aesthetically pleasing branch environment contributes to a positive customer experience. Comfortable and professional physical settings enhance the perception of service quality and improve overall satisfaction by creating a favorable atmosphere for transactions.

Therefore, each component of the 7Ps marketing mix strategy plays a crucial role in shaping customer satisfaction with the Bank of Communications Bozhou Branch's personal finance services. By focusing on the quality and diversity of products, competitive pricing, accessibility, effective promotion, professional staff, efficient processes, and appealing physical evidence, the bank can enhance customer satisfaction and strengthen its position in the market. An integrated approach that optimizes each element of the 7Ps marketing mix strategy will lead to improved service quality and a more satisfying customer experience.

According to the research findings, two conclusions were drawn:

1) The Bank of Communications Bozhou Branch offers a well-rounded range of personal finance services but faces limitations in product specialization, pricing consistency, access, promotional effectiveness, staff variability, process efficiency, and physical environment, which impact overall customer satisfaction.

2) This study formulates seven hypotheses to examine how different elements of the 7Ps marketing mix strategy affect customer satisfaction at Bozhou Branch of Bank of Communications. Each hypothesis addresses a specific aspect: product (H1), pricing strategies (H2), place (H3), promotional activities (H4), people professionalism (H5), process transparency (H6), and physical environment (H7). The aim is to determine how these factors individually contribute to enhancing customer satisfaction with personal financial services at the branch. This integrated approach ensures a positive overall experience, strengthening customer loyalty and enhancing the bank's market position.

5.2 Recommendation

(1) Optimize the 7Ps marketing mix strategy of the personal finance services of Bank of Communications Bozhou Branch

With the increasingly fierce competition in the financial market, banking business has become more and more complicated and cumbersome. As a bank with rich product lines and service experience, Bank of Communications Bozhou Branch faces the challenges of changing market demand and increasingly fierce competition in personal finance services. The current financial management business market has gradually shifted its focus to personal financial management business. Most of the online financial industry is also aimed at personal financial services, which requires financial management products to develop personalized services and create personal financial management products suitable for different groups of people. While designing personalized products, it is also necessary to measure the finished products. First of all, in terms of products, it is recommended that the Bozhou Branch of the Bank of Communications increase the development of personalized financial management products to meet the needs of different customer groups. Secondly, in terms of pricing strategy, it is necessary to make flexible adjustments according to market competition and customer acceptance to ensure the competitiveness and attractiveness of prices. In terms of places, it is recommended to further optimize the online and offline sales places to improve the convenience and coverage of services. In addition, the design of promotional activities should focus on market positioning and customer relationship maintenance, and enhance brand influence and market share through effective promotional strategies. Therefore, in order to optimize the marketing status quo of personal finance services, it needs to adopt a series of effective marketing strategies, i.e. 7Ps marketing strategy.

First of all, in terms of products, Bank of Communications Bozhou Branch should constantly innovate and improve personal finance products to meet the needs of different customers. For example, launch flexible and diverse financial products, including currency funds, wealth management products, funds, etc., to meet the needs of customers with different risk-return preferences.

Secondly, in terms of price, the price strategy of personal financial products should be flexibly adjusted according to market demand and competition. You can attract customers and enhance the competitiveness of the products through activities, promotions, discounts and other means.

Again, in terms of place, the places for selling personal financial products should be expanded, including online and offline places, to improve the coverage and convenience of the products. Sales places can be expanded by establishing online platforms and cooperating with third parties.

In addition, in terms of promotion, the publicity of personal financial products should be increased to enhance the popularity and reputation of the products. The promotion of products can be strengthened through advertising, marketing activities, customer recommendations and other ways.

As for people, the professional quality and service consciousness of employees

should be enhanced to provide customers with high-quality personal finance services. Through training, incentives and other ways to improve the level of service and professional ability of employees.

Finally, in terms of process and physical evidence, the sales process and service environment of personal financial products should be optimized to enhance customer experience and satisfaction. The sales and service quality of the products can be improved by simplifying the process, improving the service efficiency and upgrading the office environment.

To sum up, through the optimization of 7Ps marketing mix strategy, Bank of Communications Bozhou Branch can effectively improve the marketing status of personal financial management business, meet customer demand, enhance market competitiveness, and achieve win-win situation of economic and social benefits.

(2) Build a professional financial manager team.

As a well-known financial institution, Bank of Communications Bozhou Branch has always been committed to providing customers with high-quality personal financial management services. However, with the continuous development and changes in the financial market, the variety of personal finance products and the increasingly diversified needs of customers, it is necessary to build a professional team of financial managers as the key to improving service quality and customer satisfaction (Mbama & Ezepue, 2018). In order to effectively do a good job of maintaining middle and high-end customers, first, the bank-wide selection of outstanding talents to fill the wealth management manager team to provide customers with more personalized financial solutions. Through in-depth understanding of customers' financial status, risk preferences and financial goals, wealth management managers are able to tailor financial products and solutions to meet customers' needs, thereby improving customers' investment returns and financial security.

Secondly, a good marketing strategy is an effective method for the market sales of wealth management products, and perfect marketing management is an effective guarantee for the normal operation of commercial banks. In order to achieve long-term marketing goals, Bozhou Branch of the Bank of Communications needs to strengthen market research and competitor analysis, continuously optimize marketing strategies, and adapt to market changes and rapid changes in customer needs. Through the above efforts, it is believed that the personal wealth management business of Bozhou Branch of the Bank of Communications will maintain its competitive advantage in the fiercely competitive market and provide customers with more high-quality and personalized financial services. A team of professional financial managers can provide customers with more professional advice and services, and help customers grasp investment opportunities more keenly and flexibly in the financial market. The team of wealth managers is trained to regularly learn basic theories of wealth management, sales capacity improvement, telemarketing skills, practical application skills of office, the use of the personal marketing system, the application of the wealth points system, customer information supplementation, and the customer manager linkage program, etc., so as to enable the team of wealth managers to be better equipped with a wealth of

experience in the financial market and professional knowledge, and to provide customers with the latest financial information and market trends in a timely manner. The team of wealth managers is able to provide customers with the latest financial information and market dynamics in a timely manner, help customers make wise investment decisions, adjust their investment portfolios in a timely manner, and reduce investment risks.

Thirdly, the construction of a professional wealth management team can also enhance the competitiveness and market influence of the bank's personal finance services. The financial market is highly competitive, and only by building a strong wealth management manager team can we better attract customers, enhance customer stickiness and loyalty, and further expand market share and business scale (Hole et al., 2018). At the same time, through close cooperation with the wealth manager team, the bank can also better understand customer needs and market trends, continuously optimize and innovate personal finance products and services, and improve customer satisfaction and loyalty.

Therefore, the construction of a professional wealth management team of Bank of Communications Bozhou Branch is an important measure to enhance the current marketing status of personal finance services, which helps to improve service quality, expand market share and enhance competitiveness, and deserves the bank's high attention and resources. It is hoped that Bank of Communications Bozhou Branch will increase the training and introduction of the wealth management manager team to create a more professional, efficient and high-quality wealth management service team, so as to realize the sustainable development and virtuous cycle of personal finance services.

5.3 Further Study

Through the optimization of the marketing strategy of the Bozhou branch of the Construction Bank of Communications, through the questionnaire survey method and quantitative research method, SPSS analysis is carried out to discuss the problems of its marketing strategy of wealth management business, and the 7Ps theory is used to optimize its marketing strategy. Although this paper completes the optimization design of marketing strategy and can solve its marketing problems, it still has the following defects: the online financial business of Internet finance still brings great transformation opportunities to commercial banks, and people pay more attention to the requirements of financial management services in terms of quickness and convenience, and the design of this paper is not perfect enough, although it involves the development of online Internet finance; after all, with the continuous development and changes of the financial market, personal finance services plays an increasingly important role in the banking industry. As a responsible financial institution, Bank of Communications Bozhou Branch should strengthen the risk control of personal finance services to ensure the safety of customers' funds and maximize the benefits. Bank of Communications Bozhou Branch should strengthen the audit and supervision of financial products in the future. Before launching new financial products, it should conduct strict risk assessment

and review to ensure that the yield of the product matches the risk level. In addition, a perfect internal risk management mechanism should be established to detect and deal with potential risk hazards in a timely manner. However, this study is limited to its own level and many other factors, this study is still immature, future research can be carried out through the perspective of risk in-depth research and analysis, the reason is because the financial market changes rapidly, the risk may occur at any time, so the bank should strengthen the monitoring and early warning of the market risk, timely detection and early warning of possible risks, and at the same time, the establishment of sound contingency plans, in advance to deal with the risk of the incident occurrence and minimize losses. Only through strict risk management can we ensure the sound development of personal finance services and enhance the market competitiveness and customer satisfaction of banks.



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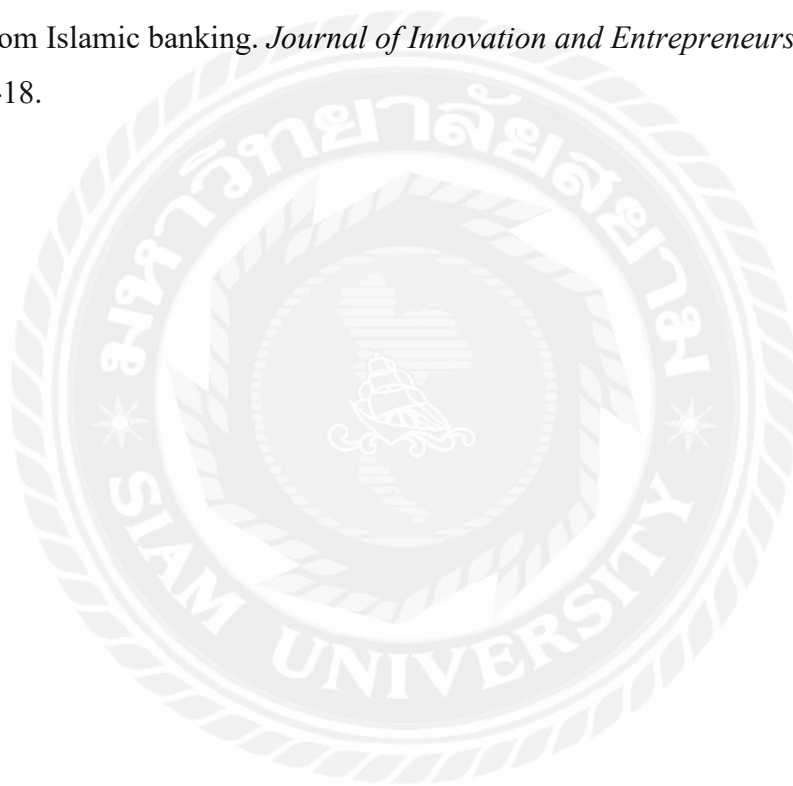
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Appendix

Personal Financial Services Marketing Strategy Questionnaire

Dear Ms./Mr.:
Hello!

I would like to express our sincere gratitude to you for taking the time and energy to participate in the questionnaire survey! This questionnaire is designed to collect customers' opinions and suggestions on the personal financial services of Bozhou Branch of Bank of Communications to help us improve our marketing strategy. This questionnaire is only for scientific research and has no commercial purpose. We guarantee that your answers will be strictly confidential.

Part I: Personal Information

1. What is your age range? [Single-choice question]

- A. 8-25 years old
- B. 26-35 years old
- C. 36-45 years old
- D. 46-55 years old
- E. Over 56 years old

2. What is your occupation? [Single-choice question]

- A. Student
- B. Office worker
- C. Freelancer
- D. Entrepreneur
- E. Retirement

3. What is the approximate range of your monthly disposable income? [Single-choice question]

- A. Below 3,000 yuan
- B. 3,000-5,000 yuan
- C. 5,000-10,000 yuan
- D. 10,000-20,000 yuan
- E. More than 20,000 yuan

4. How satisfied are you with the personal financial management services provided by Bozhou Branch of Bank of Communications? [Single-choice question]

- A. Very satisfied
- B. Satisfied
- C. Average
- D. Dissatisfied
- E. Very dissatisfied

5. What do you think of our financial management product types and choices? [Single-choice question]

- A. Very rich
- B. Relatively rich
- C. Average
- D. Relatively limited
- E. Very limited

6. What is your evaluation of the professionalism and service attitude of bank employees? [Single-choice question]

- A. Very professional, excellent service attitude
- B. Professional, good service attitude
- C. Average
- D. Not professional enough, average service attitude
- E. Very unprofessional, poor service attitude

7. What is the information acquisition place you use most often? [Single-choice question]

- A. TV/radio
- B. Newspaper/magazine
- C. Internet/social media
- D. Recommended by friends/family
- E. Others

8. Are you willing to learn about and purchase financial products through online platforms? [Single-choice question]

- A. Very willing
- B. Willing
- C. Neutral
- D. Unwilling
- E. Very unwilling

9. What is your risk preference for bank financial products? [Single-choice question]

- A. High risk, high return

- B. Medium risk, medium return
- C. Low risk, low return
- D. I am not sure about my risk preference

10. How often do you use personal financial services? [Single-choice question]

- A. Weekly
- B. Monthly
- C. Quarterly
- D. Annually
- E. Irregularly

11. What is your interest in customized services? [Single-choice question]

- A. Very interested
- B. Interested
- C. Neutral
- D. Not very interested
- E. Not interested at all

12. What is your demand for financial knowledge and educational content provided by the bank? [Single-choice question]

- A. Very necessary
- B. Necessary
- C. Average
- D. Not necessary
- E. Not necessary at all

13. What is your view on the future financial market?

- A. Very optimistic
- B. Optimistic
- C. Neutral
- D. Pessimistic
- E. Very pessimistic

Part II: 7Ps Marketing Mix Strategy Scale

variable	Item	1	2	3	4	5
Product	The actual return on personal financial products offered by this branch is satisfactory.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	The liquidity of personal financial products offered by this branch meets my needs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	The duration of personal financial products provided by this branch is suitable for me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	The innovation in personal financial products offered by this branch is impressive.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	The range of personal financial products at this branch is diverse and appealing.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	The quality of personal financial products offered by this branch is high.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Price	The time cost associated with personal financial products and services at this branch is minimal.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	The time required to visit and use the services at this branch is reasonable.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	The pricing of personal financial products at this branch reflects good value for money.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	The fees associated with personal financial services at this branch are transparent.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	The overall cost for personal financial services at this branch is competitive.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	The time investment required for obtaining personal financial products at this branch is acceptable.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Place	The branch location is convenient for accessing personal financial services.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	The operating hours of this branch are suitable for my needs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	The accessibility of this branch is good.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	The branch has an adequate number of service points for personal financial services.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	The overall physical environment of the branch contributes to a positive experience.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	The branch layout facilitates easy access to personal financial services.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Promotion	I think the business handling efficiency of this branch is good	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	I think the matching degree between personal financial products and customer needs of this branch is good	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	The promotional activities of this branch effectively highlight the benefits of their financial services.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	The communication strategies of this branch are clear and informative.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	The branch provides useful information about their personal financial products through promotions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	The promotions offered by this branch align well with customer needs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	The advertising materials of this branch are appealing and relevant.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	The branch's promotions and advertisements are updated regularly to reflect current offers.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
People	The account manager at this branch provides high-quality marketing service.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	The account manager at this branch is knowledgeable about personal financial products.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	The staff at this branch are professional and courteous.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	The account manager at this branch responds promptly to inquiries.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	The account manager at this branch demonstrates a strong understanding of customer needs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	The service provided by the staff at this branch is personalized and attentive.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	I think the marketing service of the account manager of this branch is good	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	I think the marketing ability of the account manager of this branch is good	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Process	The application process for personal financial products at this branch is straightforward.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	The transaction handling at this branch is efficient and timely.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	The branch provides clear information about processes and procedures.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	The process for resolving issues with personal financial services is efficient.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	The procedures for accessing personal financial services are transparent.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	The branch ensures that the service process is smooth and hassle-free.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	I think the satisfaction of this branch with Bozhou Bank of Communications is good.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	I think the recognition of this branch with Bozhou Bank of Communications is good.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Physical Evidence	The physical appearance of this branch is clean and well-maintained.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	The branch's facilities contribute to a positive customer experience.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	The signage and information displays at this branch are clear and helpful.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	The branch's ambiance creates a welcoming environment.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	The equipment and technology used at this branch are up-to-date.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	The overall physical environment of this branch enhances my satisfaction with the services.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Customers Satisfaction	I am satisfied with the personal finance services provided by the Bank of Communications Bozhou Branch.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	My overall experience with the personal finance services at this branch has been positive.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	I would recommend the personal finance services at this branch to friends or family.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	I believe that others would benefit from using the personal finance services at this branch.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	The quality of personal finance services at this branch meets my expectations.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	I am likely to continue using the personal finance services at this branch in the future.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Thank you for your participation!