SERVICE QUAITY IMPROVEMENT IN THAI RETAIL BANKING AND ITS MANAGEMENT IMPLICATION

Chaisomphol Chaoprasert[*] & Barry Elsey[**]

Abstract

At the retail level, service quality is a key factor in consumer satisfaction with his or her bank. This article examines commitment to and emphasis within service quality. Despite the rapid growth in electronic banking it was found that in Thailand the emphasis has been on improving personal counter services. A model for investigating service in a retail banking environment is set out in the article.

1. OVERVIEW

The Thai banking system has undergone dramatic changes in competition and higher customer expectations by providing new services, introducing low-interest strategies and conducting promotional campaigns (Consumer Banking, 2001; Pukapan & Trisatienpong, 2001). These strategies are not long-term compared with improving service quality (Wong & Perry, 1991). The banks believe

*Dr. Chaisomphol Chaoprasert holds a DBA in International Management from University of South Australia, Adelaide, Australia. Currently he is working as General Manager-Marks and Spencer for Central Department Store Ltd. He is also the guest lecturer in many universities such as Sripatum University, Saint John University, Siam University, and Rajabhat Suan Dusit University. His well known published textbook is Services Marketing.
**Dr Barry Elsey (*International Graduate School of Management, University of South Australia*) is currently engaged in the supervision of Ph.D research in a specially designed programme for corporate executives in the Asia Pacific region. His field of interest is in workplace change management. Previously he specialised in adult and continuing education and has published extensively in both knowledge disciplines.

customers will be loyal if they receive greater value than from competitors (Dawes & Swailes, 1999) and high profits will be earned if they can position themselves better than their competitors within a specific market (Davies *et al.,* 1995). Therefore, banks should focus on service quality as a core competitive strategy.

The focus of our research is on Thailand's retail banking industry, because banks in this sector are increasing the competition substantially for households and individual customers as sources of revenue. The literature on Thai retail banking was analysed to provide a knowledge base for interviews to examine service quality improvement. The paper proposes a model for further improvement and looks at the implications.

2. LITERATURE rREVIEW

2.1 Characteristics of the Thai retail banking industry

Some characteristics of retail Thai banking differ from those of banking in other countries. These aspects, as well as the similarities, are detailed below.

Banks that originate in Thailand fall into three categories. The first consists of five banks whose major shareholders are Thai investors, individuals and institutions. The second

group is four hybrid or international Thai banks, which came to be owned predominantly by foreign shareholders, especially foreign banks, during the Thai economic crisis in 1998 (Pukapan & Trisatienpong, 2001, pp. 280). The third group comprises three government-owned banks whose operations mirror government policies. In May 2001, assets of all commercial banks totalled about $US 125,409 million (Bank of Thailand, 2002). The 12 banks are listed in figure 1.

Competition in the Thai market increased remarkably after the entrance of the international banks (Pukapan & Trisatienpong, 2001). Now, although the five Thai and three government-owned banks are more familiar to customers, with many branches across the nation, the international banks are increasingly offering ready-made products and using advanced technology. Their greater management skills means changes can be introduced promptly to the market, while their competitors face higher branch investment and operating costs.

The Thai banking industry, while quite small with only 12 commercial banks, still provides a branch banking system with a large number of branches nationwide creating an economic driving tool (Pukapan & Trisatienpong, 2001, pp. 41). In March, 2002, there were 3,664 branches (Bank of Thailand, 2002) and these were the main contact points for Thai customers, especially those in urban areas.

Figure 1: Groups of commercial banks in Thailand

Commercial banks in Thailand

Thai banks	International Thai banks	Government-owned banks
1. Bangkok Bank 2. The Siam Commercial Bank 3. The Thai Military Bank 4. Kasikorn Bank 5. Bank of Ayudhya	1. Bank of Asia 2. Standard Chartered Nakornthon Bank 3. UOB Radhanasin Bank 4. DBS Thai Danu Bank	1. Krung Thai Bank 2. Siam City Bank 3. Bankthai**

(Source: Adapted from Pukapan, P. & Trisatienpong, P. (2001), *The Commercial Bank Management*, Jamjuree Products, Thailand, pp. 36)

**Remarks: Bankthai is not included in this paper because its customer focus is wholesale banking, not retail banking (Consumer Banking, 2001).

The behaviour of Thai consumers may be different and distinctive from others. Specifically, Thais prefer the personal touch in service. They contact familiar bank staff because they believe their needs are understood and develop good relationships with them. Conversely, many customers are neither able to understand or confident in using self-service machines.

2.2 Changes in the Thai banking environment

Like the banking industry in other countries, the Thai banking business environment has changed substantially in recent years. Because of financial deregulation and globalisation, banks in Thailand face severe competition from overseas banks (18 in total) as well as other financial institutions (21) (Bloemer *et al*., 1998; Bank of Thailand, 2002). Thais also have become better educated; and their expectations of and needs for banking services have increased substantially. Banks have had to improve their services to compete with other financial institutions (Parasuraman, 1991).

The next major change will be the development of technology, which will facilitate the creation of new services and distribution channels (Lockwood, 1995). To be competitive, banks will need to invest more in technology

development.

A major challenge for the industry is to lift public confidence in financial institutions. The Thai economic crisis greatly affected banks (Pukapan & Trisatienpong, 2001, pp. 280), leading to a dramatic drop in previously high profits and an increase in debtors who could not repay their loans. The number of financial institutions fell from 91 to 35 in 1997 and the list of banks dropped from 15 in 1997 to 12 in 2002 (Wiboonsilp, 1998, pp.109-144; Stock News, 2002). As a result, bank customers have felt insecure with Thai financial institutions.

2.3 Need for and impact of service quality

In general, banks the world over offer similar kinds of services (Lim & Tang 2000), quickly matching their competitors' innovations. However, customers can perceive differences in the quality of service. Banks have realised the importance of concentrating on service quality as a way to increase customer satisfaction and loyalty, and to improve their core competence and business performance (Kunst & Lemmink, 2000; Stafford, 1996). This realisation stems from believing that service quality is difficult for competitors to copy (Reichheld & Sasser, 1990).

Service quality has been defined as customers' overall impressions of an organisation's services in terms of relative superiority or inferiority (Johnston, 1995). It should not only meet but also exceed customer expectations and should include a continuous improvement process (Lloyd-Walker & Cheung, 1998). Customers evaluate banks' performance mainly on the basis of their personal contact and interaction (Grönroos, 1990). Judgments are formed by comparing service expectations with the service actually received (Bloemer *et al.*, 1998).

Berry *et al*. (1985) and Zeithaml and Bitner (1996) indicated that service quality consists of five dimensions: tangibles (appearance of physical facilities, equipment, personnel and written materials), reliability (ability to perform the promised service dependably and accurately), responsiveness (willingness to help customers and provide prompt service), assurance (knowledge and courtesy of employees and their ability to inspire trust and confidence), and empathy (caring and individual attention the firm provides its customers). Reliability is considered the essential core of service quality. Other dimensions will matter to customers only if a service is reliable, because those dimensions cannot compensate for unreliable service delivery (Berry *et al.,* 1994).

In terms of qualitative benefits, customer satisfaction and loyalty have been perceived as major concerns; it is widely accepted that a business

must concentrate on pursuing service quality to achieve customer satisfaction because survival of the business greatly depends on that satisfaction (Naumann, 1995). Quantitative benefits can be illustrated by this example: After a US bank enhanced service quality in 1988 there was an increase in return on assets from 1.05 to 1.38 per cent and a rise in return on equity from 16.10 to 21.22 per cent (Harvey, 1996)

Furthermore, Zairi (2000) found that satisfied customers possibly share their experiences with five or six people while dissatisfied clients might inform another ten. It cost 25 per cent more to recruit new customers than to maintain existing ones. Naumann (1995) and Dawes and Swailes (1999) also pointed out that retaining an existing customer costs about five times less in money, time and corporate resources than attracting a new customer. Newman

***et al.* (1998) indicated that an increase of only 5 per cent in customer loyalty would lift profitability about 25–85 per cent.**

In the banking industry generally, service quality improvement has started at the front counter (Nazer, *et al.,*1999; Kaynak & Whiteley, 1999; Nielsen *et al.,* 1998; Zineldin 1996; Boyd, *et al.,* 1994; Haron, *et al.,* 1994) and has moved to electronic services (Delvin, 1995; Joseph *et al*., 1999; Jayawardhena & Foley, 2000; Mols, 2000; Daniel, 1999; Sathye, 1999). Accordingly, there has been a growing trend to switch from personal banking services to electronic services with a matching improvement in service quality. Financing service quality is considered a winning strategy because it increases customer satisfaction, and maximizes a company's profits and market share (Lee *et al.,* 2000; Newman *et al.,* 1998).

Figure 2: Model for service quality improvement in the retail banking industry
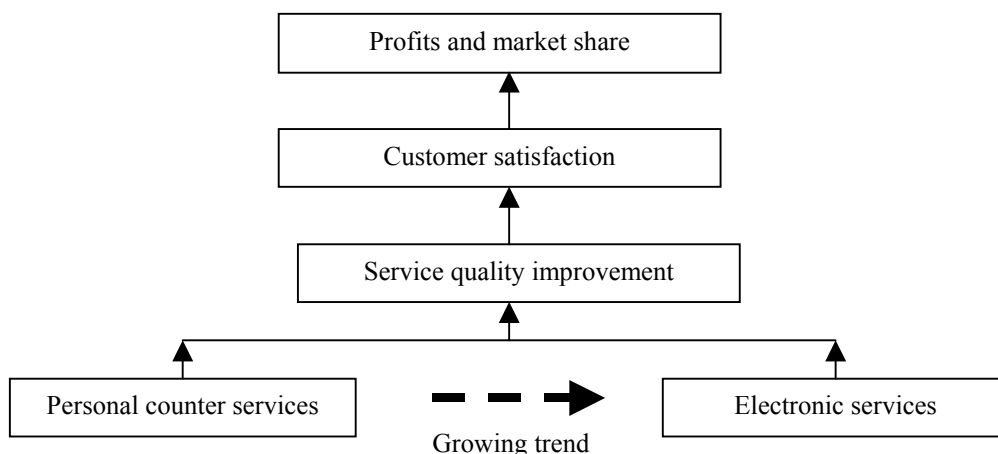
Source: Developed for the study

3. RESEARCH METHODOLOGY

3.1 Research design

The research method used to gather data was an in-depth face-to-face interview, with a prepared set of questions. Although this is time-consuming and it is difficult to control the range of answers (Hussey & Hussey, 1997), the method was used because it enabled the researcher to win the respondents' cooperation. Their detailed explanations allowed a good understanding of service quality improvements and initiatives throughout the Thai banking sector.

3.2 Research subjects

The research was conducted during late 2001. The 24 respondents were from eight banks - three Thai banks, three international Thai banks and two government-owned banks.

A particular branch of each bank was selected, based on its location and its willingness to cooperate. In each branch, three people - the branch manager (or assistant manager as delegated) and two front-line staff - were chosen as participants. To ensure the quality of interview data, the respondents had to have spent at least two years working in the banking industry and needed to be directly involved in serving customers. Participation was voluntary, with the branch manager offering selections and suggestions.

3.3 Problem identification

In exploring service quality improvements, the researcher attempted to base the study within the research by Li *et al*. (2001) in the Hong Kong banking industry and to extend some areas of study that were appropriate in the Thai context.

Table 1: Research subjects

Respondents	Thai banks	International Thai banks	Government-Thai banks
1.Branch manager /assistant manager as delegated	3	3	2
2.Front-line staff	6	6	4
Total	9	9	6

(Source: Developed for this study)

After the interview questions were designed, a pilot study was conducted to check the clarity, consistency, sequence and relevance of all questions. The main research areas to be examined were:

(1) **problems of customer service and the focus on service quality dimensions**
(2) **interest in improving service quality**
(3) **actions and success in service quality improvement**
(4) **persistence of problems in serving customers**
(5) **moves to continue to improve service quality**

3.4 Conduct of interview

The researcher conducted the interviews. Before each interview, a letter asking for permission had to be signed by the branch manager and each respondent needed to sign a consent form. The research objectives and process were explained to each respondent. Each interview took about 30 to 45 minutes.

4. SERVICE QUALITY IN ACTION

4.1 Empirical results

The answers obtained were counted and grouped according to similarities and differences. The resulting analysis of answers to each question led to an overall summary illustration. A comparison of results from the three groups of banks also was possible to some extent, bearing in mind the lower number of respondents from the government-owned banks.

4.1.1 Problems of customer service provision

Respondents identified 23 types of customer service problems confronting banks in Thailand. They can be classified into six major groups: staff; information technology (IT) systems and equipment; customer behaviour; communication and cooperation; work process; other problems. The numbers of answers in each of the six major groups can be shown as a percentage in order to compare their importance: staff (36%); IT systems and equipment (21%); customer behaviour (17%); communication and cooperation (14%); work process (7%); other problems (5%). These are shown in Table 2.

Major staff problems could be ranked in importance as 'insufficient numbers of service staff' (38%), followed by 'staff difficulties in adaptation with new work environment' (22%). For IT problems, banks mainly experienced 'breakdown and slowness of existing IT system' (61%) and 'insufficient work equipment' (22%), which led to poor service delivery. On customer behaviour problems, 'customer preference for counter rather

Table 2: Problems of customer service

	Thai banks	Internat. Thai banks	Government owned banks	Total	Percent of grand total	Percent of problems in each group
1.Staff						
1.Insufficient staff	6	4	5	15		38
2.Staff difficulties in adaptation to new work environment	3	3	3	9		22
3.Staff manners and attitudes	1	3	2	6		15
4.Staff lack of skills and inefficiency	1	3	2	6		15
5.Slow service delivery	2			2		5
6.Others	1	1		2		5
Total				**40**	**36**	**100**
2. IT systems and equipment						
1.Breakdown and slowness of existing IT system	2	8	4	14		61
2.Insufficient work equipment	4	0	1	5		22
3.Lack of electronic machines for customers	0	0	3	3		13
4.Computer system problems in information connection	0	1	0	1		4
Total				**23**	**21**	**100**
3.Customer behaviour						
1. Customer preference for counter rather than electronic services	7	3	1	11		58
2. Increase in customer demands	1	3	2	6		32
3. Fluctuation in numbers of customers	2	0	0	2		10
Total				**19**	**17**	**100**

4.Communication and cooperation						
1.Communication ineffectiveness	4	4	3	11		73
2.Cooperation with headquarters	1	3	0	4		27
Total				**15**	**14**	**100**
5.Work process						
1. Too many steps in work process	2	1	3	6		75
2. Inflexibility of work process	1	1	0	2		25
Total				**8**	**7**	**100**
6.Other problems						
1. Government policy	0	0	2	2		33
2. High competition in product and price in market	0	1	0	1		17
3. Inappropriate branch layout	0	0	1	1		17
4. Business hours inconvenience	0	0	1	1		17
5. Lack of product details	0	1	0	1		16
Total				**6**	**5**	**100**
GRAND TOTAL				**111**		

(Source: Developed for this study)

than electronic services' (58%) and 'increase in customers' demands' (32%) were the main concerns. For communication and cooperation, 'communication ineffectiveness' (73%) and 'cooperation with headquarters' (27%) were the two problems identified. In the area of work process, 'too many steps in work process' (75%) and 'inflexibility of work process' (25%) were the bankers' focus.

A comparison or respondents' replies shows the service problems of the three groups of banks are similar. However, because of their large customer base Thai banks face greater challenges in coping with customer preference for using counters rather than electronics. International Thai banks are more concerned about the breakdown and slowness of existing IT systems, while government-owned

banks also suffer staff shortages, communication ineffectiveness and too many steps in the work process.

In this study, the dimensions of service quality were used to investigate the banks' service focus. Bankers' priorities were reliability, followed by responsiveness, assurance, empathy and tangibles. This indicated that banks in general provided their services in line with customers' views of service quality. A notable conclusion was that government-owned banks focused on responsiveness while Thai banks focused equally on assurance.

4.1.2 Interest in improving service quality

All banks in Thailand have shown they intend to improve their services. The respondents pointed out that their banks had been improving service quality on a continuous basis, with the interest level either 'very high' (46%) or 'reasonably high' (54%).

Generally, the major reasons given for improving service were: 'competitive pressure' (46%); 'customer demands' (30%); 'bank's policy' (11%); 'increase in customer satisfaction' (9%); 'increase in image' (2%); and 'faster service' (2%). All three groups of banks said competitive pressure was the main reason to improve service.

In improving service quality, the banks concentrated on personal counter service rather than electronic service (30%), although they planned to increase the focus on electronic service in the future (18%).

4.1.3 Actions in service quality improvement

Respondents said service quality projects, which had been implemented could be categorised into five major groups: customers (49%); staff (26%); work process (10%); IT (9%); and other projects (6%). A sixth group - projects on communication and cooperation - - was not mentioned, even though it was regarded as very important to the success of service quality improvement.

In projects to enhance customer service, the most important was convincing customers to switch from using counter to electronic services, including tele-banking, Internet banking, and call centres (44%). Among staff projects, training was the most important (83%) while in work process projects the major concern was adjusting to new customer service programs (46%). For IT system projects, improving IT for operating systems was the major aim (90%).

There were no significant differences in the three groups of banks' focus on projects for service quality improvement. But there appeared to be a disparity between the quality projects the banks had

implemented and the identified problems in customer service, indicating that banks in Thailand might not fully understand their problems and may have misallocated their resources to try to solve problems. However, about 67% of respondents thought their banks' efforts to improve services were going well. Most of the respondents indicated that the success of their service quality improvement projects was either 'very high' (8%) or 'reasonably high' (71%). The rest (21%) said the success level was 'moderate'. The four major measures of success were: 'increase in numbers of customers' (32%); 'increase in customer satisfaction' (29%); 'better service provision' (16%); 'better image perception' (11%); and 'increase in work efficiency' (8%).

4.1.4 Persistence of problems

Some major barriers to improving service quality persisted and seemed highly likely to continue. The areas where these problems existed were: staff (41%); IT (18%); communication and cooperation (18%); customer behaviour (13%); work process (8%); other problems (1%). Respondents indicated that their banks were trying to overcome the persistent problems. Staff issues were being tackled mainly by providing intensive staff training, but the problem of insufficient staff could not be solved because of the banks' drive to cut operating costs. IT issues continued because of time and budget constraints. Problems relating to

customer behaviour were difficult to solve because customers were reluctant to change. Communication and cooperation problems were caused by the large size of some banking businesses.

4.1.5 Moves to continue to improve service quality

The research shows that the banks' further efforts to lift service quality will focus on personal counter services (43%), supported by a drive to enhance electronic services (38%). Underlying the effort to improve counter services will be 'staff development' (53%). Critical in the electronic services area will be 'more improvement and investment in electronic facilities' (44%) and 'more improvement and investment in IT' (44%).

4.2 Analysis

Banks in Thailand have favoured personal counter service because their customers want to be sure of the accuracy of transactions. Branch staff are the key when customers evaluate the quality of a bank's service. But the most critical service problems are staff-related - for example, an insufficient number of service staff and staff resistance to change. If these problems persist, improvement in service quality may fall short of the target.

Electronic banking is emerging as an effective way of reducing costs and

allowing more time for branch staff to deliver more comprehensive service to customers. Consequently, some banks are orienting themselves more to electronic services. However, the banks have shown little initiative in trying to solve other issues, such as those relating to communication and cooperation. Unless urgent solutions are found, there will be no overall improvement in service quality.

Banks in Thailand generally are on the right track in one regard - focusing on reliability. This is the first priority when clients judge service quality. However, the Thai banks and government-owned banks need to focus on becoming even more reliable in order to improve customer perceptions of their credibility. To enhance reliability and achieve service improvement goals, the banks need to make sure the objectives can be recognised easily by all staff. They also should establish service improvement teams or related units to be responsible for investigating and overcoming service problems.

5. MODEL PROPOSITION AND ITS IMPLICATION, CONTRIBUTION OF KNOWLEDGE, LIMITATION AND CONCLUSION

### 5.1 Model proposition and its implications

In trying to improve the quality of their service, banks in Thailand face the many internal challenges outlined previously. They also have to deal with external problems - competitors, technology, the economy and other matters such as social change. However, while customer behaviour is out of the banks' control the banks still must satisfy their customers' service needs. In dealing with internal and external challenges, management and staff need to keep on top of such issues while still striving for quality. Thus, based on the literature review and the empirical findings, the model below is proposed to allow management and staff to continuously improve service quality.

The starting point to improve service quality has been for bank management to provide both counter and electronic services, but with a changing degree of focus. However, banks cannot escape increasing the emphasis on electronic services.

In an increasingly competitive environment, banks must be customer-oriented (Kotler, 1997; Sivadas & Baker-Prewitt, 2000) since customer satisfaction, as an essence and focus for corporate survival (Pizam & Ellis, 1999), requires the achievement of higher service quality. Hence, banks should focus commensurately on and develop customer satisfaction to increase market share and profits. The work of the staff and their managers is the key to achieving this. Staff should deliver excellence in line with the service standards established while

Figure 3: Model for service quality improvement in the Thai retail banking industry
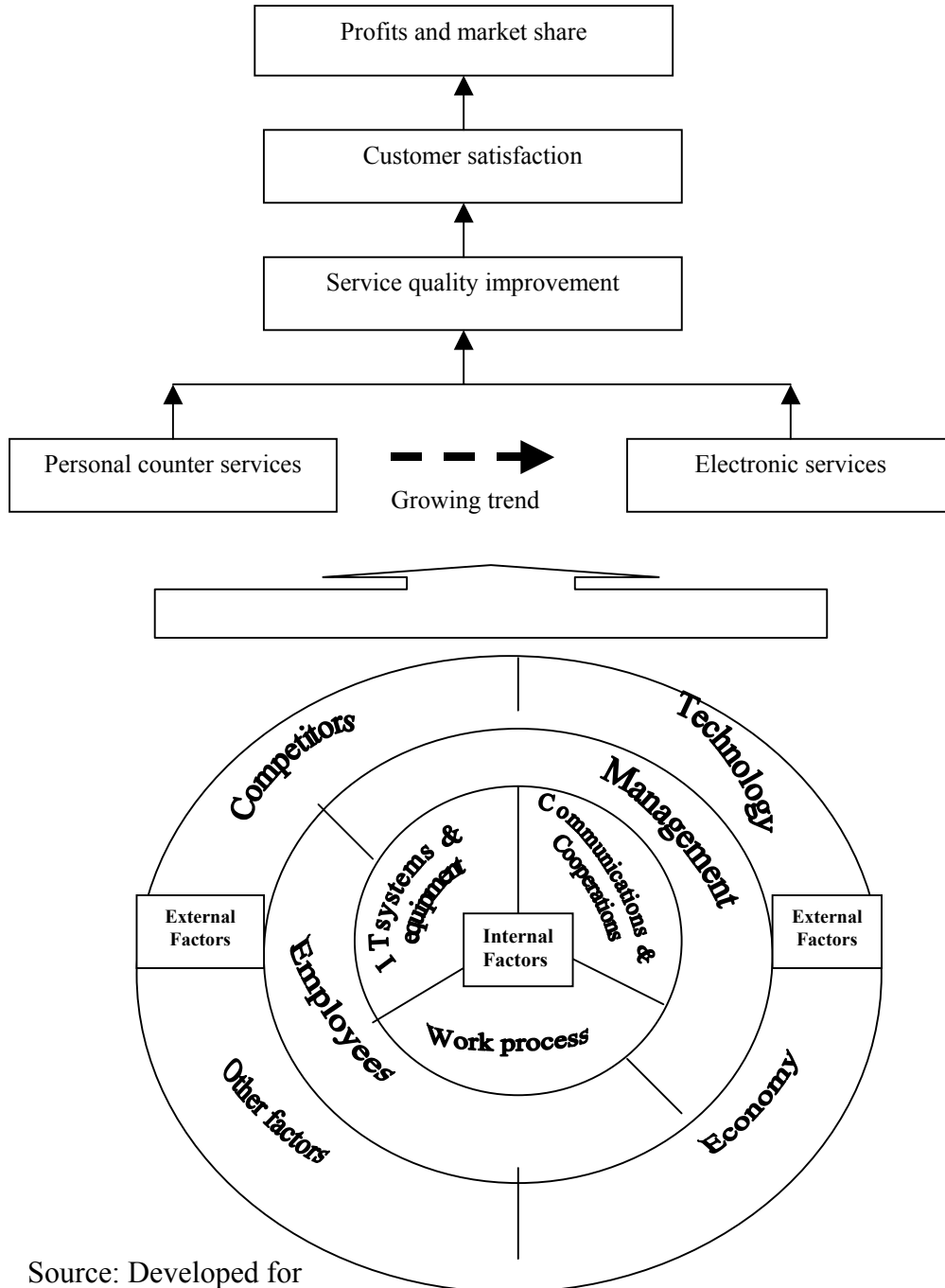
Source: Developed for the study

management's role is to enhance and encourage their staff to do effective jobs.

Bank managements need to strengthen their IT systems to enhance differentiated service which can meet and exceed customers' needs and expectations. This requires either investing in new systems or improving the existing ones. At the same time, banks should identify and eliminate the failure points in communication between headquarters and branches, and sponsor more effective cooperation within their organisations. In providing either counter or electronic services, work processes should be improved and standardised throughout the organisation so that they are simple and compatible with customer needs and expectations (Adebanjo 2001, Kotler, 1997). This also will help staff to work effectively and efficiently.

Banks must monitor one another to understand the competitive situation and changes in banking services. Information about competitors will assist bank managements to make effective decisions on their provision of services. Banks are information-intensive in nature (Lloyd-Walker & Cheung 1998) and technology always changes; therefore, it is important for banks to continually pursue the advancement of technology to develop their operating systems, lessen costs, improve service quality (Hempel, *et al.,* 1992) and to find out how to differentiate their services. However, in the unstable Thai economy, banks also need to analyse regularly the economic situation and track other factors, such as demographic and social changes, and law and regulations, to allow them to adjust their strategies.

Whether they concentrate on counter or electronic services, or use both, banks must make reliability their top priority and develop their service system to be simpler, faster, more reliable, more effective, more responsive to serve customers' needs and to offer customers greater value (Zeithaml & Bitner, 1996; Dawes & Swailes, 1999). To provide electronic services, banks need to invest a lump sum of money. The more they invest, the faster and more sophisticated the service system will be.

Because some bank staff are not familiar with technology, management needs to train these employees urgently. To be successful electronic service providers, banks must realise the impact of electronic services on customer perceptions and behaviours, and educate them on the benefits in terms of convenience, no limitations of place and time, and reliability.

5.2 Contribution of knowledge

Very little research has been done on management, and especially on service quality improvement, in the Thai banking industry. Some have been conducted only for internal use within

universities and banking institutions. The author has searched for any published study about service quality improvement and quality initiatives in the Thai retail banking without success. Thus, this research may be one of the few studies on such an important topic.

This research also provides information and knowledge on Thai retail banking characteristics, and changes in the industry, as well as the results of efforts to lift service quality. Further, a model for enhancing service is proposed. Thai bankers can apply the knowledge, the findings and the model to enable their banks to build up or improve their services.

5.3 Limitations

This research was conducted within the context of the retail banking industry. It adds knowledge to the literature on service quality improvement. However, its results cannot be completely relevant, consistent and applicable to all service businesses due to the limitation of sample size, selection procedure and the study's focus on only the retail banking industry. Caution should be applied in generalising the findings for the whole service industry, either in Thailand or worldwide (Robledo, 2001). Further study is needed to compare with this research.

In addition, customer surveys should be conducted to examine whether quality improvements already implemented by the banks have met the customers' needs. This will allow banks in Thailand to understand what more they need to do to improve service quality.

5.4 Conclusion

This empirical research has identified the attempts by banks in Thailand to enhance service quality through establishing key quality initiatives, in response to dramatic changes in the industry. It also has shown that personal counter services and electronic services are adapting to continue improving service quality, with mutual support for each other. However, banks still need to adjust and adapt their operations in order to enhance customer satisfaction, which will lead to greater market share, profit and business survival.

The research also demonstrates a relationship between the practice of change management and theory. A brief summary concludes the paper. A major breakthrough in change management thinking has been to shift the centre of gravity away from organisations as abstract systems towards the important part played by people, that is to say, the psychological power of hearts and minds to make things happen (Elsey, 1997). As the research has shown, bank staff play a key role in mediating between the driving force of systems, such as new technology, and the need to

retain customer loyalty by providing a good quality personal service across the counter. In more specific theory perspective, what the research underlines is the value of socio-technical systems theory in bringing the tools of technology into a positive relationship with people to produce a synergy of outcome, such as that expressed by a service quality mindset. The research findings also uphold the strategic importance of continuous improvement and service quality as lubricants of successful change management. In the case of the Thai banks featured in this study it is doubtful if any theory perspective drove the change process. It is more likely that the immediate imperative of competition and the need to retain market share shaped the agenda and the theory merely reflected applied intelligence. The important point is that the Thai banks illustrated in the paper had clearly made headway in making the organisations more attuned to competitive forces without sacrificing the customer's needs.

REFERENCES

Adebanjo, D. (2001), "Understanding customer satisfaction — a UK food industry case study", *British Food Journal*, Vol. 103 No. 1, pp. 36–45.

Bank of Thailand, Number of commercial banks' branches (n.d.) [Online], Available: http//www. bot.or.th, [Access: 11 April 2002].

Berry, L.L., Parasuraman, A. and Zeithaml, V.A. (1994), "Improved service quality in America: Lessons learned", *Academy of Management Executive*, Vol. 8 No. 2, pp. 32–52.

Berry, L.L., Zeithaml, V.A. and Parasuraman, A. (1985), "Quality counts in services, too", *Business Horizons*, May–June, pp. 44–52.

Bloemer, J., Ruyter, K.D. and Peeters, P. (1998), "Investing drivers of bank loyalty: the complex relationship between image, service quality and satisfaction", *International Journal of Bank Marketing*, Vol. 16 No. 7, pp. 276–286.

Boyd, W.L., Leonard, M. and White, C. (1994), "Customer preferences for financial services: An analysis", *International Journal of Bank Marketing*, Vol. 12 No. 1, pp. 9–15.

Consumer Banking, September 2001, *War in Retail Banking*, NECTEC, Bangkok.

Daniel, E. (1999), "Provision of electronic banking in the UK and the Republic of Ireland", *International Journal of Bank Marketing*, Vol. 17 No. 2, pp. 72–82.

Davies, F., Moutinho, L., and Curry, B. (1995), "Construction and testing of a knowledge-based system in retail bank marketing", *International Journal of Bank Marketing,* Vol. 13 No. 2, pp. 4–14.

Dawes, J. and Swailes, S. (1999), "Retention sans frontiers: issues for financial service retailers", *International Journal of Bank Marketing,* Vol. 17 No. 1, pp. 36–43.

Delvin, J.M. (1995), "Technology and innovation in retail banking distribution", *International Journal of Bank Marketing,* Vol. 13 No. 4, pp. 19-25.

Elsey, B. (1997), "Australian Graduate Human Resource Studies: The People Factor in Workplace Change Management", Adelaide: Techpress Publications.

Grönroos, C. (1990), *Service Management and Marketing*, Lexington Books, Lexington, MA.

Haron, S., Ahmad, N. and Planisek. S.L. (1994), "Bank patronage factors of Muslim and non-Muslim customers", *International Journal of Bank Marketing*, Vol. 22 No. 1, pp. 32–40.

Harvey, T. (1996), *The banking revolution: position your bank in the new financial services marketplace*, 1ˢᵗ ed., Irwin Professional Publishing, USA.

Hempel, G.H., Coleman, A.B. & Simonson, D.G. (1992), *Bank Management*, 1ˢᵗ ed., John Wiley & Sons, Inc., Singapore.

Hussey, J. and Hussey, R. (1997), *Business Research*, 1ˢᵗ ed., Macmillan Press Ltd, Great Britain.

Jayawardhena, C. & Foley, P. (2000), 'Changes in the banking sector – the case of Internet banking in the UK', *Internet Research: Electronic Networking Applications and Policy*, Vol. 7 No. 2, pp. 120–128.

Johnston, R. 1995, "The determinants of service quality: satisfiers and dissatisfiers", *International Journal of Service Industry Management*, Vol. 6 No. 5, pp. 53–71.

Joseph, M., McClure, C. and Joseph, B. (1999), "Service quality in the banking sector: the impact of technology on service delivery"*, International Journal of Bank Marketing,* Vol. 17 No. 4, pp. 182–191.

Kaynak, E. and Whiteley, A. (1999), "Retail bank marketing in Western Australia", *International Journal of Bank Marketing*, Vol. 17 No. 5, pp. 221–232.

Kotler, P. (1997), *Marketing Management*, 9th ed., The Prentice Hall International, USA.

Kunst, P. and Lemmink, J. (2000), "Quality management and business performance in hospitals: A search for success parameters", *Total Quality Management*, Vol. 11 No. 8, pp. 1123–1133.

Lee, H., Lee, Y and Yoo, D. (2000), "The determinants of perceived service quality and its relationship with satisfaction", *Journal of Services Marketing*, Vol. 14 No. 3, pp. 217–231.

Levesque, T. and McDougall, G.H.G. (1996), "Determining of customer satisfaction in retail banking", *International Journal of Bank Marketing*, Vol. 14 No. 7, pp. 12–20.

Li, E.Y., Zhao, X. and Lee, T. (2001), "Quality management initiatives in Hong Kong's banking industry: A longitudinal study", *Total Quality Management*, Vol. 12 No. 4, pp. 451–467.

Lim, P.L. & Tang, N.K.H. (2000), "A study of patients' expectations and satisfaction in Singapore hospitals", *International Journal of Health Care Quality Assurance*, Vol. 13 No. 7, pp. 290–299.

Lloyd-Walker, B. and Cheung, Y.P. (1998), "IT to support service quality excellence in the Australia banking industry", *Managing Service Quality*, Vol. 8, November, pp. 350–358.

Lockwood, A. (1995), "Applying service quality concepts to hospitality education", *Education and Training Journal,* Vol. 37 No. 4 pp. 38-44.

Mols, N.P. (2000), "The Internet and services marketing – the case of Danish retail banking", *Internet Research: Electronic Networking Applications and Policy*, Vol. 10 No. 1, pp. 7–18.

Naumann, E. (1995), "Customer satisfaction measurement and management: using the voice of the customer", *Thomson Executive Press*, Cincinnati, OH

Nazer, K., Jamal, A. and Al-Khatib, K. (1999), "Islamic banking: a study of customer satisfaction and preferences in Jordan", *International Journal of Bank Marketing*, Vol. 17 No. 3, pp. 135-150.

Newman, K., Cowling, A. and Leigh, S. (1998), "Case study: service quality, business process re-engineering and human resources: a case in point?", *International Journal of Bank Marketing*, Vol. 16 No. 6, pp. 225–242.

Nielsen, J.F., Terry, C. and Trayler, R.M. (1998), "Business banking in Australia: a comparison of expectations", *International Journal of Bank Marketing*, Vol. 16 No. 6, pp. 253–263.

Parasuraman, A., Berry, L.L. and Zeithaml, V.A. (1991), "Understanding customer expectations of service", *Sloan Management Review*, Spring, pp. 39-48.

Pizam, A. & Ellis, T. (1999), "Customer satisfaction and its measurement in hospitality enterprises", *International Journal of Contemporary Hospitality Management*, Vol. 11 No. 7, pp. 326–339.

Pukapan, P. & Trisatienpong, P. (2001), *The Commercial Bank Management,* Jamjuree Products, Thailand.

Reichheld, F.F. & Sasser, W.E. Jr (1990), "Zero defections: quality comes to services", *Harvard Business Review*, September–October, pp. 105–11.

Robledo, M.A. (2001), "Measuring and managing service quality: integrating customer expectations", *Managing Service Quality*, Vol. 11 No. 1, pp. 22–31.

Sathye, M. (1999), "Adoption of Internet banking by Australian consumers: an empirical investigation", *International Journal of Bank Marketing*, Vol. 17 No. 7, pp. 324–334.

Sivadas, E.S. and Baker-Prewitt, F.L. (2000), "An examination of the relationship between service quality, customer satisfaction, and store loyalty", *International Journal of Retail & Distribution Management,* Vol. 28 No. 2, pp. 73–82.

Stafford, M.R. (1996), "Demographic discriminators of service quality in the banking industry", *The Journal of Services Marketing*, Vol. 10 No. 4, pp. 6–22.

Stock News, 1 April, 2002, Bangkok Thailand

Thai Farmers Research Center (2000), "Weaknesses and strengths between Thai and foreign commercial banks", July, 1999.

Wiboonsilp, C. (1998), *Thai Financial Crisis*, 1st ed., Erawan Printing, Thailand.

Wong, S.M. and Perry, C. (1991), "Customer service strategies in financial retailing", *International Journal of Bank Marketing*, Vol .9 No. 3.

Zairi, M. (2000), "Managing customer satisfaction: a best practice perspective", *The TQM Magazine*, Vol. 12 No. 6, pp. 389–394.

Zeithaml, V.A. & Bitner, M. J. (1996), *Services Marketing*, McGraw-Hill, New York.

Zineldin, M. (1996), "Bank Strategic Positioning and Some Determinants of Bank Selection", International Journal of Bank Marketing, Vol. 14 No. 6, pp. 12–22.