

2.6.11	Strategic planning	72
2.6.12	Evaluation of strengths and weaknesses of an institution.....	72
2.6.12.1	Quantitative criteria.....	73
2.6.12.2	Qualitative criteria.....	74
2.6.13	Identification of moving power	74
2.6.14	Selection of company strategy	75
2.6.14.1	Strategy for a dominant institution.....	76
2.6.14.2	Strategy for non-dominant institutions.....	76
2.6.15	Strategy of concentration in global banking	77
3	Marketing information system.....	78
3.1	Content and features of marketing information system	78
3.2	Internal information system	79
3.3	Marketing report system	80
3.4	Marketing research system.....	81
3.4.1	Marketing information	83
3.4.2	Contribution from market research	84
3.5	Marketing audits and auditing from theoretical aspects	84
3.5.1	Setting a diagnose	84
3.5.2	Marketing and accounting audit.....	85
3.6	Marketing auditing.....	86
3.6.1	The depth of defining goals of marketing audit.....	87
3.6.2	Participants of marketing audit	88
3.6.3	Data interpretation	89
3.6.4	Criteria and comparisons – Benchmarks & Benchmarking.....	90
3.6.5	Preparation of a control list.....	92
3.6.6	Findings and recommendations of marketing audit.....	93
3.7	Marketing audit from practical aspect.....	94
3.7.1	Methodology of audit.....	96
3.7.2	Parts of marketing audit.....	97
3.8	Elimination of marketing audit risks from environmental audit point of view.....	106
3.8.1	The relation production process and environment.....	106
3.8.1.1	EMAS – Scheme of environmental management and audit.....	106
3.8.1.2	Implementation of EMS – the norm ISO 14001” 2004.....	107
3.8.1.3	The most important differences between EMS and EMAS II.....	110
3.9	Economic development versus environment protection	111
3.10	Environmental marketing.....	111
3.11	Marketing and environmental audit	114
3.11.1	Methodology	114
3.11.2	Care of the environment.....	114
3.11.2.1	Economic tools in the environment care	116
3.11.2.2	Environmental audit	116
4	Client – an inevitable precondition of financial institution existence.....	118
4.1	Analysis of consumer’s demand and behaviour	120
4.2	Estimation of recent and perspective demand.....	122
4.3	Market segmentation.....	122
4.4	Segmentation in a financial sector	125
4.4.1	Business sector.....	125
4.4.1.1	Physical bodies segment.....	125
4.4.1.2	Segment of legal bodies	129
4.5	Types of bank clients	130
4.5.1	A progressive client	131
4.5.2	A client of consuming debtor.....	131

4.5.3	A carefree client.....	132
4.5.4	A carefree client.....	132
4.5.5	A careful client.....	133
4.5.6	A dutiful client.....	133
4.5.7	A diligent client.....	134
4.5.8	Kinds of typology – a competition advantage in communication with clients.....	134
4.6	Strategies of the target market.....	135
4.6.1	Marketing of a client.....	135
4.6.2	Marketing of a segment.....	135
4.6.3	Mass (non-differentiated) marketing.....	136
4.7	Behaviour as a form of communication.....	136
4.7.1	Loyalty of buyers.....	140
4.7.2	Satisfaction of customers with the product or service purchase.....	142
4.8	A care of a client.....	151
4.8.1	Modern care of a client.....	151
4.8.2	The importance of client care.....	152
4.8.2.1	Moving factors.....	153
4.8.2.2	“Traction” factors.....	153
4.8.3	The contribution of client care.....	154
4.9	Management of relations with customers.....	155
4.9.1	CRM or his majesty a customer.....	158
4.9.1.1	Complex solution of CRM.....	159
4.9.1.2	The development and causes of the CRM system implementation in banks.....	160
5	Basic tools of marketing – marketing mixture.....	164
5.1	Product.....	164
5.2	Price.....	165
5.2.1	Factors influencing price.....	166
5.2.1.1	External factors.....	166
5.2.1.2	Internal factors.....	167
5.2.2	Forms of price.....	168
5.2.3	Price strategies.....	169
5.3	Promotion.....	169
5.3.1	The essence of communication.....	169
5.3.2	External communication.....	172
5.3.2.1	The significance of external communication.....	172
5.3.2.2	Principles of external communication.....	173
5.3.2.3	Marketing communication and its influence on a client.....	174
5.3.2.4	Positioning.....	177
5.3.2.5	Levels of communication.....	178
5.3.2.6	Institutional and informative communication.....	178
5.3.3	Internal communication.....	179
5.3.4	Communication channels.....	180
5.3.4.1	Advertisement.....	180
5.3.4.2	Public Relations (PR).....	182
5.3.4.3	The support of sale and its tools.....	182
5.3.5	Direct marketing.....	183
5.3.5.1	Means used in direct marketing:.....	184
5.3.5.2	Planning of direct marketing.....	184
5.4	Distribution.....	184
5.4.1	Distribution of financial services.....	185

5.4.2	Strategic planning of distribution channels.....	185
5.4.2.1	A target segment.....	185
5.4.2.2	Internal variables	186
5.4.2.3	External variables	186
5.4.3	Distribution systems.....	187
5.4.3.1	Direct distribution.....	187
5.4.3.2	Indirect distribution – distribution with the use of mediators	187
5.4.4	Distribution strategies	188
5.4.5	Distribution channels	188
5.4.5.1	Outlet.....	189
5.5	Staff.....	189
5.6	Process	189
5.7	Physical environment.....	190
6	A bank outlet.....	194
6.1	Changing environment – change is the only variable	195
6.1.1	An outlet is a key channel to achieve growth	196
6.1.2	An outlet – the most efficient sale channel	196
6.2	Positioning of an outlet	196
6.3	Outlet's staff.....	197
6.4	Clients and market segmentation	201
6.5	Motivation system.....	203
6.6	Multichannel distribution.....	204
6.7	Safety in an outlet.....	206
6.8	An ideal outlet.....	208
6.9	CFM Customer Flow Management™ – management of clients' flow.....	209
6.9.1	The main levels of CFMTM use (reserve systems).....	210
6.9.2	Efficient management of a bank outlet (manager, director)	211
6.9.3	Central management and monitoring.....	211
6.9.4	Marketing management of a bank outlet	212
6.9.5	What is a possible contribution of CFMTM in commercial bank conditions?	213
6.10	Strategic question in relation with the development of an outlet net.....	213
6.10.1	Technological distribution	214
7	Alternative forms of distribution	215
7.1	Cash dispenser.....	215
7.1.1	History of a cash dispenser	215
7.1.2	Costs for the operation and installation of a cash dispenser	216
7.2	Kiosk	217
7.3	Cryptography	218
7.3.1	DES	218
7.3.2	3DES	219
7.3.3	RSA asymmetric cryptography.....	219
7.3.4	EFT POS terminals	220
7.4	Electronic banking	222
7.4.1	Technological distribution	222
7.4.1.1	Payment cards.....	223
7.4.1.2	Self-service zone	225
7.4.1.3	Payment terminal.....	225
7.4.1.4	Phone banking, telebanking	225
7.4.1.5	Mobile banking (GSM banking, SMS banking)	227
7.4.1.6	WAP banking	227
7.4.1.7	TV-banking	227

	7.4.1.8	Homebanking	227
	7.4.1.9	Internet banking.....	228
	7.4.1.10	E-commerce.....	228
	7.4.2	Safety	229
	7.4.3	Trends in e-banking security.....	233
8		Product and services policy	235
8.1		Concept and development of new products and services.....	235
8.2		Product policy	238
8.3		Used marketing strategies in products and services life cycle	239
9		Retail banking	242
9.1		Definition of retail banking.....	242
	9.1.1	Strategy of a retail bank	243
	9.1.2	The culture of a retail bank	243
	9.1.3	A product	243
	9.1.4	Price	244
	9.1.5	Communication.....	244
	9.1.6	Distribution	244
	9.1.7	The staff	245
9.2		Goals and tools of retail banking	245
9.3		The issues for retail banking	246
	9.3.1	A long lasting relationship with a client	246
	9.3.2	The quality of products and services	247
	9.3.3	Efficient management	249
9.4		Comparison of retail and corporate banking.....	251
9.5		Private banking	252
10		Trends in retail banking	253
10.1		Innovations in sale and services.....	253
10.2		Optimalisation of an outlet.....	254
10.3		Multichannel management.....	256
10.4		Removal of a back office	257
10.5		Trends in marketing tools field.....	258
10.6		ATM: costs reduction.....	260
10.7		Mobile shop.....	260
10.8		Biometry.....	260
	10.8.1	Biometry in banks.....	263
	10.8.2	Obstacles in biometry development.....	265
10.9		Microfinance	266
10.10		Services of personal cash management.....	266
10.11		Contact centres, trends and appeals	267
10.12		Trends in safety.....	267
	10.12.1	Risk management.....	267
	10.12.2	Risk management.....	268
11		Public relation	269
11.1		Public relation (PR) as a communication discipline	269
11.2		Theoretical definition of PR.....	269
11.3		A brief history of public relations	270
11.4		Marketing and promotion contra public relations.....	271
11.5		Goals, functions and contributions of PR	272
11.6		Specialisation and division of PR	275
11.7		Techniques, tools and the method of decision making in PR financial institutions	276
11.8		Financial relations with the public and a target audience of a financial institution.....	277
11.9		Communication process and the process of decision making in financial PR.....	281

11.10	Mistakes and negatives in PR management	284
11.11	Crises and impact of PR in crises.....	285
11.12	Issue management	288
11.13	Investor relations.....	289
11.14	Reputation management.....	290
11.15	Corporate social responsibility.....	291
11.16	Pros and cons of socially responsible institute.....	293
11.17	Ethic codex and social audit in bank conditions	294
11.17.1	Company donorship	295
12	Business staff in banking	300
12.1	Functions and significance of sale employees	301
12.2	Features and abilities of the first line worker.....	302
12.3	Evaluation and appreciation of the business staff.....	306
12.3.1	Evaluation procedure	306
12.3.2	Evaluation going up	306
12.3.3	Designation	307
12.4	Educating clients.....	307
12.5	Training and recruitment.....	308
12.5.1	Training.....	308
12.5.1.1	Training of the top management	308
12.5.1.2	Trainings of the middle management.....	309
12.5.1.3	Training of employees.....	310
12.5.2	Recruitment of new employees.....	310
13	Business staff in banking	312
13.1	Setting tasks of the business staff	312
13.2	The strategy of sale and traditional forms of business staff organisation	315
13.3	Recruitment and selection of the business staff.....	317
13.3.1	Recruitment of the business staff.....	317
13.3.2	Selection of business staff.....	320
13.3.2.1	A key problem of the selection – evaluation of a candidate	321
13.3.3	Stages of the employees selection.....	322
13.3.4	Methods of employees selection.....	323
13.4	Numerousness and rewarding business staff	324
13.4.1	Setting a number of sale employees.....	324
13.4.2	The substance of the notion motivation and its role in the work process	324
13.4.3	Objective and subjective motivational agents.....	326
13.4.3.1	Objective motivational agents	327
13.4.3.2	Subjective and motivational agents.....	328
13.4.4	De-motivational agents	328
13.4.5	Commission system of rewarding.....	329
13.5	Evaluation and rewarding of the business staff.....	332
13.5.1	The procedure of evaluation	332
13.5.2	The evaluation towards up	333
13.5.3	Designation	334
13.5.4	Feedback in evaluation and management	334
13.6	Supervision of the business staff.....	335
14	Acquisition activity in bank conditions	337
14.1	Planning of acquisition activity.....	337
14.1.1	A plan structure.....	338
14.1.2	Functions of planning	340
14.2	Selection of clients	341
14.2.1	Clientele segmentation.....	341

14.2.2	The system of clients identification of the sub segment Private clientele for acquisition	341
14.2.3	The system of company clients identification for acquisition actions	342
14.2.4	Collection of information on clients	342
14.2.5	Collection of information on company clients.....	343
14.2.6	Procession and the content of acquisition plans for private clientele	344
14.3	Product specification and price calculations	344
14.3.1	A bank's product range and its division for a retail segment	344
14.3.1.1	The content of the sales manual.....	345
14.3.1.2	The extension and division of products for a company client.....	346
14.3.2	Principles of a bank when creating a product offer	346
14.3.3	Principles of a bank in setting price calculation	347
14.4	Realisation of acquisition activities	347
14.4.1	Individual acquisition – preparation of an acquisition meeting.....	347
14.4.1.1	Gathering available information	348
14.4.1.2	General definition of client's needs	348
14.4.1.3	Handing in groundwork to special department employees of a bank.	348
14.4.1.4	Processing offers by field guarantors	349
14.4.1.5	Completing an overall offer.....	349
14.4.1.6	Defining a form how to address a client.....	349
14.4.1.7	Forms of acquisition addressing and impact on a client.....	350
14.4.1.8	Own acquisition meetings.....	350
14.4.2	Areal acquisition	350
14.4.2.1	Marketing mixture	350
14.4.2.2	Communication mixture	351
14.5	Evaluation of acquisition activities	352
15	Acquisition activities in insurance company conditions.....	353
15.1	Methodology of acquisition activities	355
15.1.1	Segmentation of company clientele and methodology of steps leading to identification of potential clients on the level of insurance headquarters.....	355
15.1.2	A final classification of potential clients and methodology of acquisition implementation by regional agencies.....	360
15.2	Methodology of information back flow	362
15.2.1	Primary back flow of information and their procession	362
15.2.2	Secondary information back flow	364
15.3	Intensive acquisition	364
15.3.1	The extension of validity	365
15.3.2	The method of sustainable care of a client.....	365
15.3.3	Duties of internal insurance agents in their intensive acquisition.....	366
15.3.4	Gathering information.....	367
15.4	Planning of extensive acquisition activities	368
15.4.1	The plan of acquisition activities and its functions.....	368
15.4.2	Procession and the content of an acquisition card of a client and a chart of acquired physical bodies.....	368
15.4.3	Specification of product offers.....	370
15.4.3.1	Division of products	371
15.5	Implementation of acquisition activities	371
15.5.1	Preparation of an acquisition meeting.....	371
15.5.2	Gathering of available information	373
15.5.3	Defining client's needs	373
15.5.4	Forms of addressing a client	374
15.5.4.1	Personal meeting	374

15.5.4.2	Written addressing.....	375
15.5.4.3	Participation in social events of a client.....	375
15.5.4.4	Significant personal anniversaries of company representatives and a company itself.....	375
15.5.4.5	A client as an acquirer.....	376
15.5.4.6	Other acquisition events.....	379
15.5.4.7	Addressing a client.....	380
15.5.4.8	The event progress itself.....	380
15.5.5	Principles in forming an insurance company's product offer.....	380
15.5.6	Passing grounds to field experts/insurance company departments.....	381
15.5.7	Processing offers by an expert.....	381
15.5.8	Completing of an overall offer.....	381
15.5.9	Specification of an acquisition meeting progress.....	382
15.5.10	Other activities in acquisition.....	382
15.6	Acquisition activities in the environment.....	383
15.6.1	Identification of a potential client.....	384
15.6.2	Contacting a client.....	384
15.6.3	Objection in the sale interview.....	386
15.6.4	Preparation for a sale interview (preparation for meeting a client).....	389
15.6.5	The structure of a sale interview.....	389
15.6.6	Closing a contract.....	390
15.6.7	References.....	390
15.6.8	A consequent analyse of a sale interview.....	390
15.7	Consequent care.....	391
15.7.1	Addressing a client.....	391
15.7.2	The event progress itself.....	391
15.8	Evaluation of acquisition activities.....	394
15.8.1	The summary of knowledge on carried acquisition meetings.....	394
15.8.1.1	General issues.....	394
15.8.1.2	Basic data in an acquisition record.....	395
15.8.2	The collection of information on a perspective potential client.....	395
15.8.3	Summary of the most important aspects in an acquisition activity.....	397
15.8.3.1	The system grounds of successful implementation of acquisition activities in an insurance company.....	397
16	The system of training employees of commercial insurance companies.....	401
16.1	The system and sale net of an insurance company.....	401
16.1.1	Exclusive own sales net.....	403
16.1.2	Exclusive other net of sale.....	404
16.1.3	Combined net of sale.....	404
16.1.3.1	The system of combined sale net in case of a new insurance company.....	404
16.2	Trainings and drill of the business staff.....	404
16.2.1	Training of the top management.....	407
16.2.2	Training of the middle management.....	407
16.2.3	Training of employees.....	411
16.3	Trainings of lecturers.....	412
16.3.1	Presentation techniques.....	413
16.3.2	Motivation of participants.....	415
16.3.3	Bases of psychology.....	415
16.4	Training of businessmen.....	416
16.4.1	Getting to know an insurance company.....	416
16.4.2	Products.....	416

16.4.3	Business techniques	416
16.4.4	Insurance mathematics	417
16.4.5	Communication with a client	417
17	Quality of services	418
17.1	Particular features of service quality	418
17.2	The quality in services	419
17.3	Defining quality of services	420
17.3.1	Quality in management	422
17.3.2	Value	423
17.4	Forms of quality	423
17.5	Goals of quality	423
17.6	Discrepancies between the perceived quality of services	424
17.7	Measuring quality	425
17.7.1	Demands oriented measuring of services quality	426
17.7.1.1	A questionnaire filled in by a respondent	426
17.7.1.2	Telephone/personal survey	426
17.7.1.3	Forming groups of clients	427
17.7.1.4	Schemes of proposals	427
17.7.1.5	Monitor of clients satisfaction	428
17.7.1.6	Monitoring by experts	428
17.7.1.7	The method of Mystery Shopping	429
17.7.2	Offer oriented methods of measuring quality of services	430
17.8	Criteria of quality	431
17.9	Quality management	432
17.9.1	Complex quality management	432
17.9.2	Subsystems of TQM	434
17.9.3	TQM models	438
17.9.3.1	Ten principles of TQM	439
17.9.4	KAIZEN	441
17.9.4.1	Philosophy KAIZEN	442
17.9.4.2	Problems in implementation of KAIZEN	444
17.9.5	Balanced scorecard	444
17.9.6	The concept of quality management – on the base ISO	445
17.9.7	Human factor in quality, main task of personal management	446
17.9.8	Model CAF	446
17.9.8.1	Structure of CAF	447
17.9.8.2	The result of self-assessment by CAF model	447
17.9.9	Self-assessment	447
17.9.9.1	Methods of self assessment	448
17.9.9.2	Contribution of self-assessment	449
17.9.10	QFD – Quality Function Deployment	450
17.9.10.1	Methods of defining customer's needs and marks of satisfaction ..	450
17.9.11	Method Global 8D	451
17.10	Quality of bank services	453
17.11	Proposals and complaints of clients	456
17.11.1	The attitude of a client to insufficient quality	456
17.11.2	The significance of complaints	457
17.11.3	Checking clients' satisfaction via complaints	458
17.11.4	Gathering complaints	459
17.11.5	Monitoring clients' satisfaction – the research of clients' opinions	460
17.11.5.1	A questionnaire filled in by a respondent	460
17.11.5.2	A telephone/personal research	460

17.11.5.3	Creating groups of clients or their formal committees.....	461
17.11.5.4	Proposal schemes	461
17.11.5.5	The use of monitoring of clients' satisfaction	461
17.12	Education of clients.....	464
17.13	Ethical education of insurance companies	464
17.14	Assessing the quality of service in insurance industry.....	465
17.14.1	International Quality Award	465
17.14.2	The significance LIMRA IQA for an insurance agent.....	466
17.14.3	Criteria for the introduction of an insurance agent to the system of IQA.....	466
17.14.4	Conditions for insurance agents in awarding LIMRA IQA.....	466
17.14.5	Advantages issuing from LIMRA IQA.....	467
18	Corporate identity of financial institutions	468
18.1	What is corporate identity	468
18.2	Elements of corporate identity	468
18.3	The need of CI implementation.....	469
18.3.1	The issue of mutual relation of an individual and an organisation	469
18.3.2	Principles of CI – the main frame of CI.....	469
18.3.3	The process and the result.....	469
18.3.4	The role of management	470
18.3.5	The role of an organisation	470
18.3.6	The rules of communication	470
18.3.7	The core of the CI creation is a team	470
18.3.8	Snowball effect in tasks designation.....	470
18.3.9	The plan of CI creation process does not have to be flexible	471
18.3.10	Own media in the process of CI creation.....	471
18.4	Transforming and classification of corporate identity	472
18.5	Company culture	473
18.5.1	External and internal impacts.....	474
18.5.2	The change of company culture.....	474
18.5.3	The substance and quality of common company culture.....	475
18.5.4	The basic function of company culture.....	475
19	Bankassurance – phenomenon of the presence.....	476
19.1	The origin and history of bankassurance	477
19.2	The ways of bankassurance institutions origin	479
19.2.1	Mergers and acquisitions	479
19.2.1.1	Positive and negative impacts of mergers	481
19.3	The advantages of bankassurance for a bank.....	484
19.4	Advantages of bankassurance for an insurance company.....	484
19.5	Advantages of bankassurance for a client.....	485
19.6	Disadvantages of bankassurance for a client	486
19.7	Bankassurance in The European Union	486
19.8	The environment of bankassurance.....	490
19.9	Management of bankassurance success	491
19.9.1	Distribution channels	491
19.9.2	An elaborated product.....	492
19.9.3	Services of bankassurance	492
19.9.4	An optimal product mixture.....	492
19.9.5	Sales efficiency	493
19.9.6	Investments to technologies.....	493
19.9.7	The access to a client	493
19.10	Perspectives of European bankassurance development.....	494
19.10.1	Present trends and perspectives of bankassurance development.....	494