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# **Customer Service, Satisfaction and Future Stance of banking in Finland and the Netherlands**

Oma Säästöpankki Oyj & Rabobank Group

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## **Thesis abstract**

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This thesis is completed in cooperation with Oma Säästöpankki Oyj offices in Ilmajoki and Kurikka in Finland, and Rabobank Group offices in Reusel and Bergeijk in the Netherlands.

The purpose of this thesis is to research customer service, satisfaction and future outlooks of customers by customer questionnaire between Finnish and Dutch offices. In the questionnaire customers of banks are asked general information, use of services, satisfaction and future outlooks of banking.

Thesis includes theoretical and empirical part. Contents related to the research are processed in theory and research itself is dealt with in empirical part. Research method was embedded mixed method, in which both quantitative and qualitative research was used. Questionnaires were implemented in Finland by paper and in the Netherlands as online questionnaire. Dutch questionnaire was analysed using Google Forms and Finnish survey analysed by Microsoft Excel. By the received results from questionnaires and interviews, analysis was implemented from which possible development aspects and ideas are available for banks for further use.

Research was implemented as mixed method research, using both qualitative and quantitative methods. Questionnaires were sent by email and social media in the Netherlands, and manually in paper in offices of Ilmajoki and Kurikka in Finland. Questionnaire received 46 responses in Finland and 36 in the Netherlands.

Results showed that customers of the banks were mostly satisfied on services and stated concerns of the future of banking. Some development ideas were pointed out from the questionnaires, in Finland multiplying ATM's and increasing personal service in the Netherlands.

Keywords: Oma Säästöpankki Oyj, Rabobank Group, customer survey, banking services, customer service, customer satisfaction, future of banking services

SEINÄJOEN AMMATTIKORKEAKOULU

## Opinnäytetyön tiivistelmä

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Opinnäytetyöni on tehty yhteistyössä Oma Säästöpankki Oyj Ilmajoen ja Kurikan konttoreiden kanssa Suomessa sekä Rabobank Reusel ja Bergeijk konttoreiden kanssa Alankomaissa.

Opinnäytetyöni tarkoituksena on tutkia asiakaskyselyn kautta mahdollisia yhteneväisyyksiä ja eroavaisuuksia OmaSp ja Rabobankin konttoreiden välillä. Tutkimuksessa asiakkailta tiedustellaan perustietoja, palvelujen käyttöä, asiakastyytyväisyyttä sekä näkemyksiä pankkialan tulevaisuudesta.

Opinnäytetyö sisältää teoreettisen ja empiirisen osan. Tutkimukseen liittyvät asiakokonaisuudet käsitellään teoriaosuudessa ja itse tutkimus tuloksineen käsitellään empiirisessä osassa. Tutkimusmenetelmänä käytettiin sekä määrällistä että laadullista tutkimusta, joka toteutettiin Alankomaissa verkkokyselynä ja Suomessa fyysisenä kyselynä. Alankomaiden kyselyssä toteuttamiseen ja analysoimiseen käytettiin Google Forms- järjestelmää. Suomen kysely toteutettiin paperilla ja vastaukset analysoitiin Microsoft Excel- ohjelmistolla. Vastausten perusteella muodostettiin mahdollisia kehityskohteita ja –ideoita pankkien hyödynnettäväksi tulevaisuudessa.

Kyselylomakkeet jaettiin Alankomaissa sähköpostitse tai sosiaalisen median kautta Rabobankin asiakkaille, Suomessa manuaalisesti paperilla Ilmajoen ja Kurikan konttoreissa. Kyselyyn vastasi 46 OmaSp asiakasta ja 35 Rabobankin asiakasta.

Tutkimustulosten perusteella selvisi, että pankkien asiakkaat olivat suurimmaksi osaksi tyytyväisiä palveluihin, ja osoittivat huolensa palvelujen tulevaisuudesta. Kyselystä ilmeni myös muutamia kehitysideoita, kuten nostoautomaattien lisääminen Suomessa ja henkilökohtaisen palvelun lisääminen Alankomaissa.

Asiasanat: Oma Säästöpankki Oyj, Rabobank Group, asiakaskysely, pankkipalvelut, asiakaspalvelu, asiakastyytyväisyys, pankkipalvelujen tulevaisuus

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## **Terms and Abbreviations**

**ATM** Cash withdraw tool, "Automatic Teller Machine"

**Bank** An institution offering services specialized on finance

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## Special Symbols

**&** Ampersand sign, representing conjunction “and”

**€** Currency sign for the Euro

# 1 INTRODUCTION

Through the era of digitalization and technology banks are decreasing offices, increasing technology development and encouraging customers for managing finance themselves through apps and online banks. Reasons behind this development are e.g. Generation of technology, new competitors or financial crisis. Banks are companies among others, who exist to serve customers and make profit. For example, Nordea in Finland, closing offices and centralizing all open offices to the capital region and cheering customers to self-serve personal finance through online, is causing mainly dissatisfaction and panic among customers. Especially in Finland changes and diminution of cash in Sweden are causing panic towards banking development and changes.

Customer service often face damage, when offices are closed, and customers are left without service, only with self-service online. Customer service quality decreases in mind of customer and satisfaction level decreases with it. Today seems that customer principles on banking future are collapsing. Companies founded for customer service rely on trust and regular satisfaction measurement, that implements the success of company – how customers are served and are they satisfied to service.

The survey is a unique research about discovering within Finland and the Netherlands customer satisfaction, services and opinions about future of banking, which has rapidly changed over the past few years. Customer opinions are always interesting to hear, however now in the middle of development and changes it is even more interesting. Passion to finance and banking brings more of a personal interest for the research. Working on a thesis that includes research, running a survey in two countries and cooperating with two bank groups with different nationalities requires good preparation, time management, communication skills and social skills. Research skills will be implemented in theory by aiming for professional but still clear writing. Proceeding with thesis will improve skills and after completing, project management skills will be fulfilled.

## 1.1 Purposes

The purpose of my thesis is to research customer service, satisfaction and viewpoints of banking in the future, beheld by customers of Oma Säästöpankki Oyj and Rabobank Group. Primary data for the research is collected through two questionnaires implemented in two cycles: One in the Netherlands for customers of Rabobank, one in Finland for customers of Oma Säästöpankki Oyj. Analysis is based on the results of questionnaires, in which the researcher can interpret possible correlations and diversities. The analysis is combined with empirical study to find a deeper insight for improving understanding towards customers, their needs and thoughts in mean to offer improvement ideas for both cooperative partners.

The objective of the thesis is via mixed method research to inquire how customers find service in bank, how satisfied they are and what are their beliefs about future of banking and cash money are. In addition to the goal is to intend if there are similarities or differences between customers of Oma Säästöpankki Oyj and Rabobank Group.

The research questions are:

- How customers review bank services and what services they use?
- How customers define their satisfaction to the bank?
- What are the future beliefs of banking industry and cash money?

Thesis is manufactured in cooperation with Oma Säästöpankki Oyj (Finland) and Rabobank Group (Netherlands), generating valuable information about their current stage of customer service, insight into customer beliefs and produce point of reference for contemplating bank operations.

## 1.2 Previous studies

Theseus.fi – online page permits easy viewing of previous theses and studies. By using words “banking”, “customer satisfaction” and “questionnaire“ in search, database offers several researches in Finnish and in English. However, similar thesis project was not found from the database, where two companies from different continents are set against each other. Multiple questionnaires were available, but then again, each one focusing only to one specific company or point of view. Oma Säästöpankki Oyj has been cooperation with several students before me, however none of the previous students did thesis in international level. Rabobank still has not been in cooperation with students of Finnish universities of Applied Sciences hitherto.

The previous researches found concerning banking, customer satisfaction or implementing a survey gave great perspective for my thesis, how the structure could be and what could I consider. Nevertheless, when the previous studies found focus only on one aspect of my theory or empirical part of thesis, not much information is valuable in this case. I formed the principal idea of the thesis through viewing previous studies about banking, forming that way the base for my thesis idea.

## 1.3 Structure and limitations

Empirical part of the thesis is a research about service, customer satisfaction and future viewpoints of banking in Finland and the Netherlands. The research method in this thesis is using both qualitative and quantitative research.

In the first chapter, introduction, target companies are represented with objectives and limitations of the thesis. The research, questionnaire, had some limitations set for data collection: Target group excluded bank staff to ensure higher reliability to responses and a few questions were customized to fit for the customers of both banks. Theoretical part in chapter two consist of customer service, service in bank, customer relation and quality of service. In addition, how customer service can be measured. Chapter three represents customer satisfaction, customer loyalty and

how satisfaction can be measured. Chapter four consist of evolution of banking, future of cash money and threats in banking industry. Empirical part in chapter five reviews qualitative and quantitative research, implementation of questionnaires and reliability and validity. Chapter six represents the results of questionnaires and chapter seven concludes the entire thesis.

Questionnaires consisted limitations: questions of distance from bank and slogan functioning in real life were specified in both countries. The first one was about distance to a bank, which are geographically impossible to ask identically in these countries due to size of a country and overall distances. The second question was about how well the slogan of a bank is working in real life, which needed to be modified due to different bank and the researcher wanted to write it into the question to ease responses. Sample size compared with customer number of the banks, reveals that results are not directly generalizable. Also, topic sensitivity limits 100% honesty in the results. Data collection process completed in two cycles and via paper and online survey may cause differences in results.

#### **1.4 Case Companies**

The following chapter is representing Oma Säästöpankki Oyj and Rabobank Group. The researcher had a contact person in Oma Säästöpankki Oyj, with whom thesis agreement was arranged. In the Netherlands, Rabobank Group was the only bank showing interest on cooperating with a Finnish student.

### 1.4.1 Oma Säästöpankki Oyj – Ilmajoki & Kurikka, Finland



Picture 1: Logo of Oma Säästöpankki Oyj. (OmaSp 2.10.2018)

Oma Säästöpankki Oyj (OmaSp) was founded in 2009, when two savings banks in Kuortane and Töysä consolidated as one bank. Head quarter of OmaSp locates in Seinäjoki, Finland. Bank profitability is over 2,7 billion €. OmaSp has 276 employees in over 40 locations around Finland, providing services to over 135,000 customers. (OmaSp Puolivuosisikatsaus 2018, 7).

Central feature of OmaSp's competitive strategy is to stand out by consumer experience and service (OmaSp Puolivuosisikatsaus 2018, 32). Slogan of the bank, "Lähellä ja Läsnä" appears in Finnish that the bank is close and present for their customers. According to OmaSp, by providing customers services more closely and evenly, profitability is created. Competitive advantage is found from the personal service provided to customers, both face-to-face and online (Oma Säästöpankki Toiminta-ajatus & strategia 2018).

*"Satisfied customers are the foundation for success of our bank"*

Pasi Sydänlammi, (OmaSp Puolivuosisikatsaus 2018, 5).

OmaSp provides retail banking services for customers and companies from everyday banking services to more complicated forms of service, e.g. legal assistance and investment advisor. Everyday banking services OmaSp offering are cashier services in which customers can ask help, withdraw cash or deposit it, manage loan

matters or e.g. check up with investments and savings. More complicated services often require an appointment in the bank.

Rarely new and innovative bank enlarged their operations during 2017 by investing offices by opening them in two locations and three new service stations around Finland (Oma Säästöpankki Annual report 2017, 4). Nevertheless, the history of previous savings banks reaches decades back. The bank is succeeding, from 2009 till 2018 five saving banks and one local cooperative bank attached to OmaSp. In 2014, OmaSp got the honor of being the biggest savings bank in Finland. Best service-research 12/2017 of OmaSp proved customer satisfaction on overall services with 4,4/5\* points (Oma Säästöpankki Annual Report 2017, 14).

#### 1.4.2 Rabobank Group – Reusel & Bergeijk, the Netherlands



Picture 2: Logo of Rabobank Group (Brands of the World 2.10.2018)

International financial services offering Rabobank Group provides several types of services: retail banking, wholesale banking, asset management, leasing and real estate services. Retail and wholesale banking, food and agriculture are Rabobank's international aspects and all-finance services in the Netherlands that Rabobank is focused on (Rabobank 2018). Rabobank offer great amount of services to customers, from daily banking to negotiations. Rabobank no longer handle cash in bank but in ATM's, when development of electronic services is thriving past cash. Rabobank offers among normal banking services training for customers to learn how to use new electronic services and by this reducing resistance of changes (Van de Heijden 2018).

Rabobank employs around 43,810 employees internationally in 44 countries for serving around 10,000,000 customers in total. The Rabobank Group incorporates with local Rabobank offices but also many subsidiaries around the world. Rabobank has 102 local Rabobank's and 1,967 ATMs to serve customers with all-finance matters in the Netherlands (Rabobank Annual report 2017, 9-10). According to Annual Report 2017 (Annual report 2017, 15), Rabobank Group is the leading customer-oriented cooperative bank in the Netherlands with 8,5 million customers in private finances and net profit 2,674 million €. The intellectual capital of 120 years and the trust of farmers fits in the mission and vision of the corporation – to grow a better world together. Rabobank has 3,5 million users in mobile banking. When total amount of private customers is 8,5 million around 41,7% of all customers uses mobile banking (Rabobank Annual Report 2017, 11).

Mission of Rabobank Group is defined in their slogan, "Growing a better world together" (Rabobank Mission & Strategy 2017). Rabobank Group is committed making a difference as customer-driven, cooperative bank in the Netherlands and among this being a leading corporation in Food and Agriculture in the world (Rabobank Annual Report 2017, 12). Rabobank Group has founded two strategic focus areas for achieving the goal, Banking for the Netherlands and Banking for Food. Aiming to being customer-driven bank in all-finances in the NL and decreasing the starving in the world is an ambitious goal even for Rabobank Group.

## 2 CUSTOMER SERVICE

Theoretical framework begins with representation of customer service and influencing features of it. In addition, what customer service is in a bank and what is being a customer.

### 2.1 Customer service in a nutshell

Customer service is a collection of small customer experiences. It does not include only speaking or doing, it includes also feelings and surrounding events and environment. For successful experience for a customer organization needs to go through planning, strategies and a lot of other things (Entrepreneur Europe 2018).

Ylikoski (2000, 17 -28) claimed customer service as tradable and intangible asset offering consumer tangible assets or increase of value. Customer service is described incorporeal and come into being during service moment between customer service representative and consumer. Service is created and consumed nearly simultaneously, and it cannot be stored. However, the influence of the service can be stored. Rissanen (2005, 18) agrees and argues that in customer service there is always two opponents, provider and user of service, but defining customer service is otherwise problematic. Service is however explained as interplay between service provider and service user, when service user is seeking for higher value or satisfying their needs.

Rissanen (2005, 19) continues, that customers have multiple ways to experience and understand the quality of service and remember the moment of service. Specific service is often chosen by surprising grounds, which keeps the customer coming back. Ylikoski (2000, 103) states marketing being the best way to stay in customer's mind and influence decision-making already in the customers mind and increase possibilities to become the chosen service provider.

Creating the optimal customer service for a company requires more than just right customer service representatives: it requires development, analyzing and diagnosis

if the current procedures meet the strategy and needs of the customer. In this case, Oma Säästöpankki Oyj and Rabobank Group need to evaluate their working through feedback from customers and monitor the functioning if it is going towards the right way (Harris 2014, 6-8).

Basis for good customer service is recognizing into which segment a customer belongs in. Objective in customer service is to sort out customer needs and offer preferred services. During communication it is crucial to discreetly discover customer profile and customize services to meet the needs (Ylikoski, Järvinen & Rosti 2006, 28). Grönroos (1988, 11-13) however express that good customer service is often attached to quality of service rather than customer segmentation. Good service is high-quality communication with customer as result from creating customer experience in which one feels appreciated and cared for. Good customer service is a result of succeeded communication between customer servant and a customer (Ylikoski, Järvinen & Rosti 2006, 54). Quality of customer service is directly attached to satisfaction, in which customer's rate satisfaction based on their own experiences and functioning of service set against towards their own appreciated values (Ylikoski 2000, 118).

## **2.2 Service in bank**

Customers strive to a bank to store, save, loan or even invest financial assets. This is the first image coming to mind when thinking about a bank. On top of all these, banks generate credit. Our economy has evolved around money and credit, so banks are very central factors. Ylikoski (2000, 17-20) affirms customer awaiting professionalism and good level of service to trust personal finance in hands of others. Customer awaits reliability, advice and knowledge from a customer servant. In banking, customer service is the focal factor influencing customer satisfaction.

The meaning of a bank has changed over the years. Bank used to be a place to store or loan assets as its simplicity. Today's banking industry is challenging, since not many banks still maintains offices and opening-hours to meet customers like before and requirements for services are increasing daily. Now visiting in a bank

can happen through many ways, by traditional bank office but also e.g. by mobile app or online bank. Modern banking goes progressively towards digitalization, from which some banks like Nordea has decided to rationalize services by centralizing them close bigger cities. As Tuorila (2002, 11-13) declares, when personal service is no longer valid competitive advantage, must be invested to other expedients. Ylikoski (2000, 151) argues that features influencing customer satisfaction are pursued from the service when intending to influence to level of satisfaction. Harris (2014, 29-30) states increased amount of information online and use of internet reduces questions from customers when the information is for them available online. Increased amount of self-service possibilities in bank increase customer abilities to manage finance. However, in situation of a problem, customers contact the bank to reach out professional person for help.

### 2.3 Service quality

As Grönroos (1988, 11-13) argued in previous chapter, customer service is directly related to customer satisfaction through quality of service. According to Ylikoski, Järvinen & Rosti (2006, 65), quality of service is directly related with customer comparing expectations and experiences of service. American Society of Quality ASQ gives quality a customer-oriented definition:

*“Quality is the totality of features and characteristics of a product or service that bear on its ability to satisfy stated or implied needs”* (Kotler & Keller 2016, 155)

Previous service experiences stay in customer’s mind and subconsciously influence expectations they wish to meet and/or cross with customer service. Personal features such as age and personality influences on what customer expectations on service, but these personal features impact also on what they find as good service. Samuel (1999, 382) implies quality being a task of fulfilment set by customer, based on their direct and indirect obligations are satisfied.

Quality is driven by customer expectations of service. Customer approves adequate level of service but hoped level a combination of beliefs. Level between these two

levels is defined as level of good service (Ylikoski 2000, 66). Rissanen (2005, 55) defines customer being the supervisor of service quality. For this reason, service quality shall be pored over customer standpoint. Ylikoski (2006, 56) declares customer being able to understand the service quality and satisfaction during and after service in a bank. Rissanen (2005, 114) continues service quality is directly related to result and profitability: downfalls and uplifts are visible in both. Caring about customer increases quality and profitability, and often it is mutual. Kotler & Keller (2016, 157) argues service quality, customer satisfaction and profitability of company being connected one another. Say, high quality impacts on satisfaction by increasing it which gives company opportunity to e.g. increase prices or other way result a better profit.

Quality of service has features, soft and hard features. Soft features are emotion based and hard features are more objective, for instance trust and honesty (Ylikoski 2000, 68). High-quality service influences positively to customer satisfaction, keeping customers pleased and as a customer. Say, satisfied customers in general remain as customers, loan and invest assets on only one company. Wilson, Zeithaml, Bitner & Gremler (2012, 78-79) argues quality of service in finance being greatest influencer to customer opinion about services and directly to customer satisfaction.

Customers collect information before, during and after service in e.g. banking. By these criteria, customers can categorize the information about service quality and form an opinion or evaluation of the quality in their minds.

## **2.4 Customer relation and CRM**

Customers consider reliability, accessibility and meeting the needs as important features of customer relationship – each one influencing to the overall experience and to satisfaction (Levesque & McDougall 1996, 12-17). Pyyhtiä (Pyyhtiä 2009, 12) states that customer relation is cooperation with service provider. Relationship develops all the time to better or worse, there is no identical confluence with a customer. Ylikoski (2000, 34) argues that foundation fulfilment of the house of customer needs is customer orientation – the base of operations. All organizations are not

customer oriented, even on financial industry. However, both OmaSp and Rabobank are customer centered banks.

For a service provider (for a bank) customer is so important, that they are thought as a part of the core of company. By setting customer close to the core, they are on a focal area of attention and that how thought of all the time. Customers however are not thought as assets; customer orientation creates special kind of value for them. This value is so remarkable for a service industry company even it means investments and future that it is difficult to define. It however can be measured, for instance through customer satisfaction survey (Pyyhtiä 2009, 13-14).

“Where is a customer, there is a relationship” (Anderson & Kerr 2002, 123)

Bergström & Leppänen (2009, 461) declares Customer relationship Management (CRM) being leadership of customer relationships. It is central section of a company, in which goals are set, strategies and customers are chosen, and customer marketing prepared. Oksanen (2010, 21-23) argues CRM can be a process, a concept, system strategy or even an approach. CRM is multi-dimensioned concept, in which customer relationship to a company is dealt with somehow.

CRM is based on detailed customer information and analysis of them from which the information can be used to segment new potential customers and one-to-one marketing. Each segment has its own strategy and objectives. Following planning and objectives is execution and monitoring, from which new data is collected and analyzed. This is repeated regular basis and used in development of CRM (Bergström & Leppänen 2009, 463). CRM is customer loyalty enlarging by managing detailed individual customer information (Kotler & Keller 2016, 166). Anderson & Kerr (2002, 2) however argues CRM moreover being an approach for crating, keeping and enlarging relationships with customers. CRM is on its most effective when it involves all company areas of business. Having a plan from CRM is crucial to a company, to create understanding of a customer and customer relationship while following the operating guideline of a company (Anderson & Kerr 2002, 2-3). According to Webster (Anderson & Kerr 2002, 3) CRM is a perspective for a company thinking and managing customer relationships. Both literature sources agree, that

CRM is indispensable for company, and it requires to touch all business areas not only one to work effectively and optimally for a company.

## **2.5 Measuring customer service**

Organization has several possibilities to research and measure service, which is the quality of service. Referring to Queensland Government (2018), researching features and level of service could be measured through having an infiltrator testing staff as mystery shopper or proceeding customer feedback. Both methods are working and enables organization to see if they meet expectations and if not, develop them. Measuring customer service is often mixed up with customer satisfaction, by which measured also states the level of customer service (Korpaeus 2018).

Bergström & Leppänen (2009, 190) articulates studying customer expectations for service anticipation is an important step for a company who wants to ensure high quality of service. Expectations are impacted by many factors, such as experiences, opinions of the service and overall reputation of the company. Service must be evaluated along customers to find out what are true values for customer. For instance, insurance industry, quick availability for customer in emergency must exist, anywhere anytime.

## 3 CUSTOMER SATISFACTION

### 3.1 Satisfaction

Isoviita & Lahtinen (1994, 11) states customer satisfaction being a competitive advantage, in which the most important elements are caring and trust between customer and service provider. Customer satisfaction is a relevant source of information for company to find out if service fulfill the needs of consumers. Customers await good service and seek for service to receive professional knowledge and opinion. Kotler & Keller (2016, 153) defines customer satisfaction as an emotion based on comparison between service expectations and outcome, the emotion being often a pleasure or disappointment. Dissatisfaction is met when expectations fail to meet the outcome, and satisfaction when expectations meet and/or cross expectations.

According to Pöllänen & Rope (1994, 30) there are three types of service expectations: ideal expectations, pre-expectations and minimum expectations. Ideal expectations define customer's wishes and hopes towards service or product, like quality-price relationship or quality of customer service based on their own values. Pre-expectations are like ideal expectations, but without personal values influence. Reputation and opinions however influence pre-expectations. Minimum expectations describe the least level that customer awaits from quality of service or product, influenced by personal affairs and company and situation related affairs (Pöllänen & Rope, 30-37). Customer satisfaction formulates often from expectations: meeting the expectations or crossing them causes positive satisfaction, but not meeting the expectations causes' dissatisfaction towards the service. When reaching for optimal level of customer satisfaction one can influence both expectations and experience of the service. Strategy of organization must be built so that it follows the strategy but still provides the best possible result for the company through customer satisfaction (Ylikoski, Järvinen & Rosti 2006, 55).

Customers value different things, some may value short distance to a bank and some may value opening hours or online banking. Ylikoski, Järvinen & Rosti (2006, 55) describes customers rating satisfaction based on the services they value the

most. In finance, competitive advantage among others can be increased through giving more value to a customer or decreasing their effort on earning the value. Kotler & Keller (2016, 153) argues however, that increasing customer satisfaction and customer value does not always mean lowering prices or giving more in change of assets, it may consider also investments into research and development or improvement elsewhere in the business.



Figure 1. Relationships of service, quality and satisfaction.

In service industry, customer satisfaction is formed through experiences from service. Customer service quality is the foundation of why customer satisfaction is measured. Satisfaction is held as a meter for quality of customer service, contentment of customers towards service. Customer service is measured by customer's rate of satisfaction (Ylikoski 2000, 33).

### 3.2 Customer loyalty

Customer loyalty can be defined as being satisfied to a service provider and maintaining as customer – satisfied customers are not necessarily attracted to competing

service providers which often leads to customer loyalty (Isoviita & Lahtinen 1994, 12).

However high satisfaction a company has, it does not always directly correspond to customer loyalty. Satisfaction is not the only reason why customers stay loyal to service provider. Customer relation is cost-effective to a company when profits from customer exceed over costs. Customer satisfaction in a long term has a great influence on business, not only to profit or customer loyalty but also to motivation and satisfaction of employees. (Rissanen 2005, 58-59). Kotler & Keller (2016, 165) outlines companies being able to influence customer loyalty e.g. creating programs like special memberships for customers. In banking, for instance, Osuuspankki in Finland has an owner-customer membership program called “Omistajajäsenyys” which costs a 100€ for a customer and gives specific benefits in exchange.

Bergström & Leppänen (2009, 488) specified by following buying behavior of customer, company can detect state of customer loyalty. Customer loyalty is divided in two segment, hard and soft loyal. Companies can try to increase customer loyalty by creating customer targeted programs, like memberships. However, loyalty in service industry can be a selected decision or learnt habit.

Rendering to Leinback-Reyhle in (2016), customer loyalty has changed from what is used to be. Changing service provider today does not require much of a mistake, since changing company is very easy. Isoviita & Lahtinen (1994, 11) defines stages of customer loyalty as a path, from which the customer develops from non-potential customer to a loyal recommender of the company.



Figure 2. Process of customer loyalty. (Isoviita & Lahtinen 1994, 11)

### 3.3 Measuring satisfaction

Many service providers, such as banks, are in regular basis measuring how well they success in customer service, identifying situation and creating developments (Kotler & Keller 2016, 155). High-quality of service makes an impression to a customer, which directly influences customer satisfaction. Quality however is customer's image of the level of success in service of an organization. Quality of service is observed and analyzed by customer to which reason customer is only who can tell if the service is good or bad. Often colloquially quality of service and satisfaction are held as synonyms, since quality has direct influence on satisfaction (Ylikoski, Järvinen & Rosti 2006, 55).

According to Kotler & Keller (2016, 155) high satisfaction aka completely satisfied customers are no correspondent on loyalty: Loyalty is not implemented through pure satisfaction, even some customers may stay loyal by satisfaction. For instance, XEROX research proved on scale 1-5 only "5 - completely satisfied" customers were six times more willing to purchase products from the company than "4 - very satisfied" customers. Ylikoski, Järvinen & Rosti (2006, 56) states however that satisfaction is a result of many smaller experiences gone through by a customer. Each customer is an individual experiencing situation personally and define how services fit their needs. Caring for customer is never for nothing, being cared and appreciated will appear a way or another. Even, when service is non-touchable (Ylikoski, Järvinen & Rosti 2006, 57).

Kotler defines three possible and effective monitoring ways to follow satisfaction:

1. Periodic surveys
2. Mystery shoppers
3. Customer loss rate

However, all three ways differ each other. Periodic survey is the most operative, when mystery shoppers see only what customer see, not what they think. Customer loss rate can be monitored when customers are lost, contacted inquiring reasons for not being a customer anymore (Kotler & Keller 2016, 155). Bergström &

Leppänen (2009, 484) expounds that customer satisfaction is observed with spontaneous feedback, satisfaction researches or by amount of recommendations, contradicting with Kotler's explanation earlier. Spontaneous feedback consists from thanks and complaints, development areas and wishes of customers. In this case, company has several feedback channels in use. Satisfaction research completion is similar with Kotler's definition, collecting feedback from specified target group within set structure.

Rissanen (2006, 59) revealed an equation of customer satisfaction:

$$\text{Customer satisfaction} = \frac{\text{Experienced quality of service}}{\text{Needs and expectations of a customer}}$$

In this case, OmaSp and Rabobank's customer satisfaction would be measured by the researcher through customer questionnaire. OmaSp is using their caring of customer as one main aspects of their vision which happens to be one of the most effective influencers of satisfaction, ensuring as much possibilities as possible and having better possibilities to stand out from competitors and keeping life-long customers.

## 4 FUTURE OF BANKING INDUSTRY

Banking industry has gone through major changes during the past few years all over Europe when development of technology and financial difficulties influences on economic level and offices are shut down. Banks are in increasing amounts changing towards more digitalized economy, switching from cashier services to service online. A customer is becoming more and more bankers themselves, when personal finance is easily managed with apps and online banks. However, how does digitalization influence customers? What are outlooks of the future from customer point of view, where will we be? Will we have bank offices, or are we moving towards entirely digitalized finance? This chapter is about opening out the future outlooks.

### 4.1 Development of banking

When thinking of a bank in the past, a picture of a bank with wealthy customers in fancy clothes pops up into a mind in black and white. Right? However, the picture is no longer like that. When some time ago customers went to bank, it seems that banks are coming for customer. Or at least trying to.

According to Fungáková, Toivanen & Tölö (2015), development of banking has been dramatic since internet, when access was invented and granted use for business. Slowly but steady digitalization quickened to proper systems in banks. However, from that day development has been even quicker, today granting customers own access to accounts and personal finance management. Today, known traditional banks with long history are surrounded by thoughts of being too traditional, digitally behind when comparing to new brand challengers. Digital giants like Apple and Facebook have customers and capital, but no banking services – at least yet. For instance, Apple could begin to provide banking services for their current customers and challenge traditional banks with competition of customers. Apple could possibly provide something different and unique to customers that other finance providers cannot (Skinner 2018).

Marous (2018) believes banks becoming alike Google or Amazon in the future, collecting information and by that growing smarter with interaction with customer. Service will change more real-time and easily accessible by smart phones. The future for banking will be growing with co-working technology companies to provide customers an entire digital experience rather than just customer service or mobile banking. Meola (2016) compliments millennials being the generation taking economy towards digitalization with high speed, also in banking. Digital-only banks hold competitive advantage towards traditional banks, since they are not attached to any structure neither history. So far digital-only banks have faced difficulties when customers hesitate to leave their own banks and by that these banks have not been a great threat to traditional banks. Competition in banking industry is thriving banks for change, development of technology and forcing banks to reshape structure and policies. (PWC 2014, 10) Recently increasing number of mobile apps and possibilities for customer itself managing finances has revealed. Smart phones and digitalization causing both possibilities and challenges for banks to keep up with customer requirements and offering choices.

Banking industry has always been one of the most willing industries to adapt with technological developments to make business more efficient. Today, it seems the technological development is thriving so fast that banking industry is really struggling to keep up (World Finance 2018). However, banking industry is changing, and banks are required to build operations surrounding customer, simplifying and by structural change reducing costs. Keeping up with the world and customers requires also innovativeness and adaptability – banking differently than before (PWC 2014, 40-41).

## **4.2 Future of cash money**

Even though currently there are countless amount of cash money in the world, the future of cash seems uncertain. New innovations like Bitcoins appeals to people and draws attention more to cryptocurrencies. Adding to this mobile wallets, credit and debit and other apps and electronic money, assets are rather a number than pile of money in a safe (Jenkins 2018).

Even banks are becoming in increasing amounts more cashless. Cecilia Skingsley from Sweden's central banks argued in an interview (Jenkins 2018), if the current trends keep blooming alike today, within 12 years the very last bank note will be handed back to Riksbank. European Central Bank decided to pull out 500€ notes from normal market to prevent criminal use. Even dominating market influencer China's population has stated making more than 80% of purchases cashless (Jenkins 2018). Popper, Gates and Almkhatar (2017) however believes cash money staying as valid payment method, at least in the near future. However, in long term, cash money is losing the battle against electronic payment methods like MobilePay or PayPal. Debit card payments are the most popular in Norway (96%) and Netherlands (94%), credit payments however in Israel (75%) and Canada (73%). Mobile payments not far behind, in Kenya (55%) and Uganda (35%)

Herrala (2016) announced in an article how cash money is disappearing more rapidly than thought. Bank of Finland defined in the article that if the current trends continue flourishing and mobile payments increase the same speed as so far, payments in cash are nearly tenuous. During the past 10 years in Finland banks participating to money service has dropped close to a half what it was in 2005. It is a sign of digitalization and customers changing to electronic payment methods rather than continuing with cash money. Bank of Finland has also a belief that cash will disappear 15 years earlier than thought, if digitalization keeps developing.

According to researchers Andersson & Hedman in (2017), Sweden is going to be the first country in the world discard cash as a method of payment. Currently Sweden has the lowest amount of cash money on the move, so change to cashless society is not going to be too rapid. According to article, 71% of payments in 2017 has been done by PIN-cards. By 24 March 2023 using cash in payments becomes unprofitable. By the article about Sweden becoming cashless within a decade, belief about cashless future is increasing – perhaps not in close future, but later. Phillips (2017), affirms ATM's going to survive not only now, but also in the future despite rumors of cash. And if ATM's are going to survive, so is cash. Companies are starting to reshape their "traditional" banking industries to meet customers quickly changing needs. Companies becoming smarter, more easily obtainable and customizing

their services for customers are reshaping the entire banking industry from what it was known of.

### **4.3 Threats now and in the future**

Since world economy pivot are banks, changes in banks has a greater influence on economies than many may think. Arrival of internet changed aka traditional banking greatly without reminding how it has developed ever since: nowadays banks are able to create and analyze customer profiles and predict some aspects from the future with technology. A claim of Europe being over-banked creates extra pressure on European banks, like Oma Säästöpankki Oyj and Rabobank Group. Today, customers can manage finance not only through online bank, but by mobile apps (World Finance 2018).

Competition is not thriving only between banks, but between banks and technology players. When company structure differs, banks are not able to offer so light solutions to only one problem like the competitors due to their company structure (World Finance 2018). Rissanen (2005, 57) that combination of modern technology and human elements of customer service will be a challenge in finance to keep customer satisfaction, quality of service and values growing without losing touch of security. Rissanen highlights the importance of a customer, thinking customer first is the most relevant feature of customer service.

According to Maola (2016) states high growth of mobile banking being a possible threat for banking industry in the future. Rapid development among technical industry may cause challenges due to current banking apps. Online payment provides are causing competition among traditional banks, since they need to speed up with changes and stand out among rural competition. Freixas (Beck 2011, 67-71) argues the global economic crisis faced in late 2007 has still a great influence on economies and European banking systems, now and in the future. Corporate structure is causing risk-taking into account of shareholders, managers and board of directors. Competitors, like Android Pay or PayPal are causing grey hair on the head of bankers.

Also, smaller online-based smart financial providers are increasing and intensifying their operations on banking markets.

Bank of Finland published a statement of finance stability in 2017. In the statement Bank of Finland is concerned about household indebtedness and centralization of banks. Banking and insurance industry in Finland have focused on a few bigger company and banking system in Nordic countries is changing. Finance companies are intended to change subsidiaries into new branches in the industry. When banks become influencers in Nordic countries, technological problems are easier to spread out from country to another. This weakens the operating in the eyes of customer. Isotalus (2017) also notes methods of payment changing more real-time and more invisible, in which assets are easier to get lost or misused. Helenius (2018) reminds, that during evolution of technology banks should not forget risk management: now when everything becomes easily available and banks are based on trust, they should not forget to create safe systems just in case.

Fungáčová, Tolvanen & Tölö (2015) states in their analysis that bank industry is facing challenges to keep up with technology development, meeting the customer's needs and keeping up with competition. Banks face many challenges, like urbanization, low interest rates and competition outside banking sector.

No matter company structure, banks seems to adapt to today's situation and finding a way through threats and difficulties to continue operation as a bank. PWC (2014, 2-5) believes banking in the future appearing distant than how it appears today. In a survey that PWC completed as a part of them analyze, seems that in Europe non-traditional players in banking industry are found over 50% margin as a threat. (PWC 2014, 6)

Top 3 challenges for European banking industry are regulatory compliance (40%), attracting new customers (33%) and loss of trust (31%). However, top 3 investment priorities in Europe are enhancing customer service (56%), regulatory compliance (36%) and implementing new technology (27%). For success, banks need to have a clear vision about proceeding with business in the rapidly changing environment.

Cyber risk remains in the close future as a threat, since robbery through technology and internet has increased (Knudson 2017).

All threats in banking industry cannot be defined, however thriving development of digitalization, customer demands and responding to them and keeping up with competition are challenges today – and in the future.

## 5 RESEARCH METHOD & IMPLEMENTATION

The last part before results embraces research. This chapter includes the following categories:

1. Quantitative and Qualitative research
2. Research method and material
3. Questionnaires
4. Implementation
5. Reliability and validity

### 5.1 Quantitative and Qualitative research

**Quantitative** research as known as statistical research implements numerous measurable variables. The meaning of quantitative research is to solve questions related with variable amounts and percentages. In quantitative research sample sizes are bigger and results are more easily analyzed through statistics. Research is implemented through a questionnaire in which shortness and unambiguity ameliorates the congruent responses. Quantitative research results are often observed through statistical graphs and figures (Mäntyneva, Heinonen & Wrangé 2008, 31-33). Quantitative research method implements in this thesis through general questions in the questionnaire. Responses in the questionnaire could be yes – no or scale 1-5.

In this research quantitative questions are represented throughout general information, service and satisfaction questions. All structured questions include answer selection, however the questions are various types of structured questions.

**Qualitative** research implements interpretation, understanding and giving a further meaning to researched variables. Research is more flexible, questions are for solving new perspectives. Sample size is smaller, since reached results have a bigger

meaning and analyzing them is more time consuming. Instead of providing percentages, analyze provides story-like results. Qualitative research is implemented through interview, in which the researcher may easier achieve suitable results (Mäntyneva, Heinonen & Wrange 2008 31-33).

Participants in the research questionnaires were asked questions about satisfaction and future of banking industry in form of open questions. Open questions investigated customer opinions and beliefs about the future, how services have changed and how they are going to change. Also, what is the future of cash money, will it remain as valid payment method.

## **5.2 Research method and material**

The goal of both questionnaires was to research how bank customer's rate customer service, how satisfied the customers are and what are their beliefs about the future of banking. Questionnaire in the Netherlands was sent by e-mail and social media to customers of Rabobank and in Finland, questionnaire was delivered into OmaSp offices in Ilmajoki and Kurikka by paper with a possibility to fill survey online. In Finland, all 46 results were delivered in paper. The results from both questionnaires enables OmaSp and Rabobank to reach better insight on customer's thoughts and beliefs, and in addition to have another European bank as parable of point.

Saunders & Lewis (2012, 116) defines survey research being the most popular research method in business. Survey research includes a questionnaire with standardized questions. This research implements a survey: two questionnaires with structured and open-end questions, qualified as embedded mixed method research. Collins & Hussey (2009, 5) classifies researches into four types: exploratory, descriptive, analytical and predictive study. This thesis is mixed descriptive and exploratory research, in which previous studies are unobtainable, research cannot be compared to any previous research. In this research classification, objective is to gain insights and familiarity for further studies.

In this case, embedded mixed method research was used to create higher understanding and better insight to responses of customers from two different banks. Embedded design in mixed method research implements a research that search answers for multiple questions with different types of data (Saunders, Lewis & Thornhill 2012, 168). The questionnaires consist of quantitative and qualitative questions, from which qualitative questions are supporting the quantitative questions. In this case, questionnaire includes open questions that requires qualitative answer.

Empirical part consists of primary data, theoretical part secondary data. Theory is based on academic literature sources. Primary data was collected as self-administered questionnaire, as a survey method in which the questionnaire is completed by the respondent himself (Chisnall 2001, 45-46). In the Netherlands, electronically administered internet-mediated questionnaire was tested as better reaching option than by person collectable in bank completed questionnaire, that was implementation method in Finland. All data was collected through the questionnaire and statistically analyzed by Google forms and Excel. Qualitative and quantitative data are supporting one another, the line between them is a fading one.

### **5.3 Questionnaires**

In this research, used survey method was a questionnaire, because implementation was clearer, and respondents were easier to reach. In business and management, survey is one of the most popular research methods and most economical way to do research. Questionnaires enables easier possibility to comparison in results than other research methods. Through questionnaire relationships between variables and reasons to opinions are straightforward to analyze (Saunders, Lewis & Thornhill 2012, 176-177). The researcher selected self-administered questionnaire to reach more customers than with interviewer-administered questionnaire, even with a risk of collecting less responses (Saunders, Lewis & Thornhill 2012, 419-420).

The questionnaire was made in cooperation with the office manager Päivi Haapolahti from Oma Säästöpankki Oyj and thesis supervisor Miia Koski to serve the purpose of the thesis the best way possible. Questionnaires were reviewed several

times before implementation, for testing possible faults and errors. The questionnaires are available in Appendix 1 & 2.

The questionnaires were divided into parts:

1. General information
2. Customer service
3. Customer satisfaction
4. Future outlooks

The first part is for conducting basic information of customer, as age and gender, to create “a typical customer” of bank. The second part consist questions about services and the third part about satisfaction to a bank. The fourth part consist open-end questions about future outlooks of banking from customer perspective.

In the Netherlands, questionnaire was conducted as an online survey for customers of Rabobank Group and analyzed with Google Forms. It is an online tool for creating and analyzing online surveys. It can be used by anyone through a Gmail account. (Google, 2018). In Finland, questionnaire was implemented in Oma Säästöpankki offices in Ilmajoki and Kurikka. It was analyzed with Microsoft Excel, in which manually typing data can be analyzed easily.

In Finland questionnaire was translated in Finnish, in the Netherlands in Dutch and English version was all the time available. Translation of questions into other language required a lot of attention, to reach the ultimate level of understanding correctly. The researcher received help from native Dutch-speakers and for translating questionnaire into Finnish, help was not required. Translating work required a great amount of time, for ensuring mistakes would not be caused by mistakes in translations.

### 5.3.1 Structured questions

In questionnaires, structured questions offer selection of answers for survey participant. This makes analyzing easier than with open questions. Selection of answers should be limited, which eases also the respondents understanding and forming opinion (Ghauri & Gronhaug 2005, 128-129).

Variable types of structured questions enable ask a question multiple way. Structured, closed questions are divided into types: list questions, category questions, rating questions, quantity questions and matrix questions (Saunders, Lewis & Thornhill 2012, 432-440).

In the questionnaire, two questions used Likert's scale, in which participant can state opinion in scale of 1 to 5. In this case, extremities were "very good" or "very easy" to "very bad" and "very hard". This scale question researches, if the respondent agrees or disagree for the statement defined in the question. With series of statements, the order of rate should be maintained identical, and if not identical, the rating order should remain the same. (Saunders, Lewis & Thornhill 2012, 436)

Structured questions were not only via Likert's scale, questions were mostly segment scale variables. Those variables cannot be put in order by a feature, they can either be notified as similar or different. (Heikkilä 2014)

### 5.3.2 Open questions

For receiving better insight on customer opinions or searching reasons, open questions are used. In these questions, answer selection is not available, only asking a question into which respondent will answer by their own opinions. Great variety of open question types exist, which can be e.g. targeted towards a specific direction. An example question could be "How does the slogan of your local bank work in reality?" (Ghauri & Gronhaug 2005, 129-131). When awaiting detailed and informative opinioned responses in questionnaire, open questions a good choice. (Saunders, Lewis & Thronhill 2012, 432)

Alike with structured questions, clarity in open questions is important. Often open questions require more time and effort than structured questions, which is why a questionnaire should not consist only of open questions. (Saunders & Lewis 2012, 143-144) In this research open questions were researching satisfaction with one question and future of banking with four open questions. Open questions bring variation to questionnaire and deeper insight on results than structured questions.

In open questions related to changes in banking and future of banking industry the participants were asked the following questions:

- What do you think, how services in bank has changed during the past 5 years?
- What do you think, how the future of banking looks like and how services are going to change?
- What services you wish your bank to remain in the future and for what reason?
- What do you think, is cash money going to remain as payment method in your country in the future? Why, why not?

#### **5.4 Implementation**

Heikkilä (2014) defines sample being a part of a reference population that is often randomly selected for a research. Results are reliable, if a sample has similar features in results than the reference population. In sampling, usually each variable in the reference population has even chance to become selected.

Research implementation requires clear purpose and objectives beforehand. Using general information –questions in the beginning of questionnaire, customer interest is awakened while noticing easiness of the survey. Strategically leaving harder and more sensitive and opinioned questions gives questionnaire a good flow, in which receiving deeper results is more likely (Collins & Hussey 2009, 192-193). Clear and short questions ease respondent to answer with own opinion, not influenced by the question. Too complicated questions harden the response and often influence on the response itself by complicating thoughts of respondent. Before implementing,

testing is crucial. After testing, by received feedback the researcher can make such changes into questionnaire that clarifies the questions (Saunders, Lewis & Thornhill 2012, 450).

The research was implemented through a questionnaire of 20 questions for bank customers and interviews with contact persons from the bank. Empirical data was collected in the Netherlands on March 2018 and in Finland May 2018. Both questionnaires had a week response collection time. Research was implemented via questionnaires, into which customers of OmaSp in Finland and customers of Rabobank in the Netherlands were able to response. The researcher was not able to reach customer data and contact customers, due to privacy policies and resources. Testing of questionnaire proved, that filling the survey took about 5-7 minutes, which was sensible amount of time depending on the respondent. Questionnaires were implemented rendering to chapter 5.1 mixed method research.

Questionnaires were implemented as self-selected sampling from all customers from Rabobank in Bergeijk and Reusel, and a sample from customers of OmaSp in Ilmajoki and Kurikka. In self-selection sampling, research is advertised and participants (sample) will be the ones who are willing to take part in the research (Saunders, Lewis & Thornhill 2012, 241). Questionnaires were instigated in two cycles: First part in the Netherlands by an online questionnaire. Online questionnaire was believed to reach better results than traditional questionnaire, implemented through researcher's social network. Second part in Finland via paper questionnaire, available in the offices of Ilmajoki and Kurikka with a gift-card attractant of 25€. Contact information was attached to the questionnaire paper itself, but all lottery ticket parts were removed from the papers after the lottery was completed to ensure the anonymous responses. Both questionnaires were advertised to pay attention and receive participants by their own will.

## **5.5 Reliability & validity**

Saunders, Lewis & Thornhill (2012, 373) states, that reliable results are collected with a questionnaire that could be re-implemented with similar results. Reliability in

short, that questions could be asked again. Large sample size and mostly congruent results increases the reliability of a research (Collins & Hussey 2009, 62). Collins & Hussey (2009, 64) also stated research reliability of a study can be trustworthy is the reimplementation of research provides identical outcome. Raimond (1993, 55) notes researcher must query if study results and conclusions match with the research itself to proof reliability. Conducting the identical research questionnaire in similar conditions would provide similar results that makes the research reliable.

According to Saunders, Lewis & Thornhill (2012, 372), validity is the measurement for the researcher, if the questions are collecting the right data to solve the research problem. Validity is about how relevant is the study, according to Collins & Hussey (2009, 65). The questions in research questionnaire were measured with care to ensure validity and reliability of the research. According to Heikkilä (2014), response rate should be high to reach validity in research, from which can be stated that validity has suffered from too low response rate. Reliability of the research however in this case should not have been suffered.

For ensuring reliability of research, accuracy and criticality have been priorities the entire time of research. Results from the questionnaire in Finland were entered to Microsoft Excel-program directly for minimizing errors, results from the Netherlands were analyzed via Google Forms. Already during the planning of questionnaires, the questions were designed through theory to be as easy as possible to analyze as level of reliability. Questions were tested with several persons and checked by the thesis supervisor to ensure clarity of questions. The sample size for this research was sufficient, however for generalization of results there were insufficiently responses.

Majority of repliers had understood the questions similarly. However, a few questions were misunderstood according to the response. Due to this, responses from the specific question are not 100% valid and the research is not entirely reliable. For future research and reaching maximum validity and reliability in chapter 7.1. The online survey in the Netherlands reached to 35 replies in total, out sent 72 emails.

In Finland, from 100 printed questionnaires 47 replies. This makes numbers as response rate in Finland 47% and 48,6% in the Netherlands. There was no set response rate.

Research carried out well service, customers of OmaSp and Rabobank's satisfaction and future viewpoints of the future of banking and cash money. Nevertheless, the research measured what it was meant to measure.

## 6 RESEARCH RESULTS

The primary data was collected in two cycles: In the Netherlands, the questionnaire was collected 13 March – 20 March 2018 by online questionnaire and in Finland, the questionnaire was implemented 21 May – 25 May 2018 in offices of Ilmajoki and Kurikka. Responses for the questionnaire was collected 35 from the Netherlands and 46 from Finland, in total of 81 responses. In total response rate 36%.

The researcher made graphs from structured questions to ease understanding. From the open questions all responses were written down and analyzed, from which the most common themes were structured to a table to bring out the themes and most concerns that consumers of these banks had. The table specifies from which bank the answer came, to ease understanding differences and similarities. Results were analysed with Google Forms and Microsoft Excel –programs. All open responses can be viewed from Appendix 3.

### 6.1 General information

General questions in the beginning of the questionnaires were to research general information of repliers and try to solve, what is “a typical” customer of Oma Säästöpankki Oyj and Rabobank Group. By solving this, it is easier to presume marketing.

Research received 81 responses and response rate was 36%. From the interviewed the majority in Finland were over 65 years old when in the Netherlands most respondents were under 25 years old. Results may have swayed by implementation method, when in Finland questionnaire was in paper and in the Netherlands, it was online. Also, lottery of gift cards in Finland may have attracted over 65 years old more than other age group, whom seem to be fewer active visitors in Oma Säästöpankki. In figure 3 is represented age distribution.

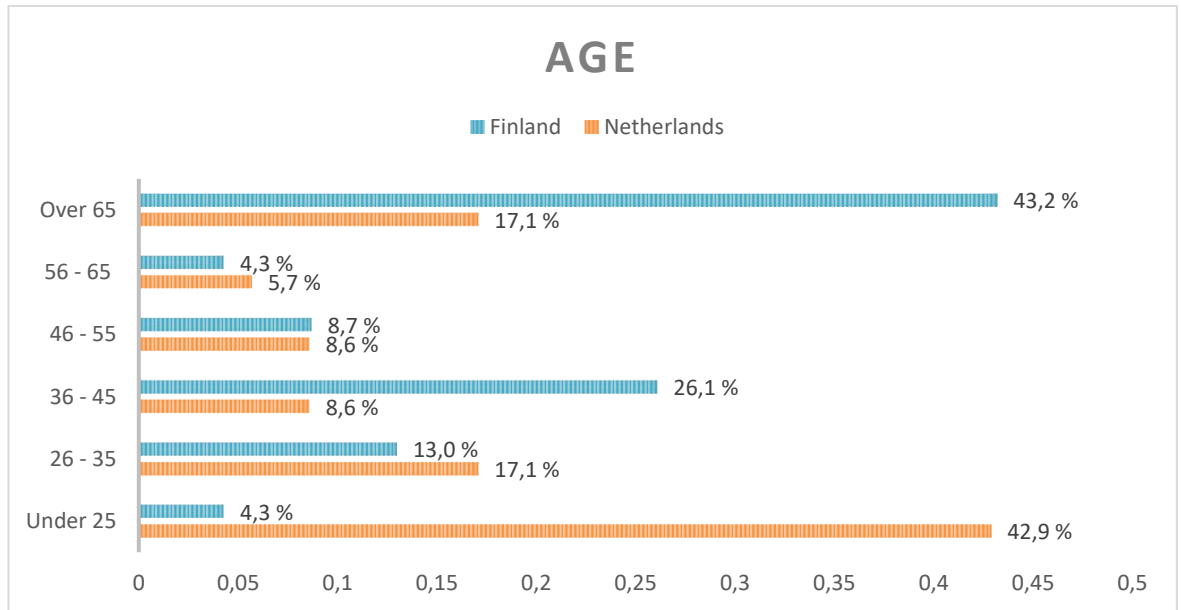


Figure 3. Questionnaire defendants age.

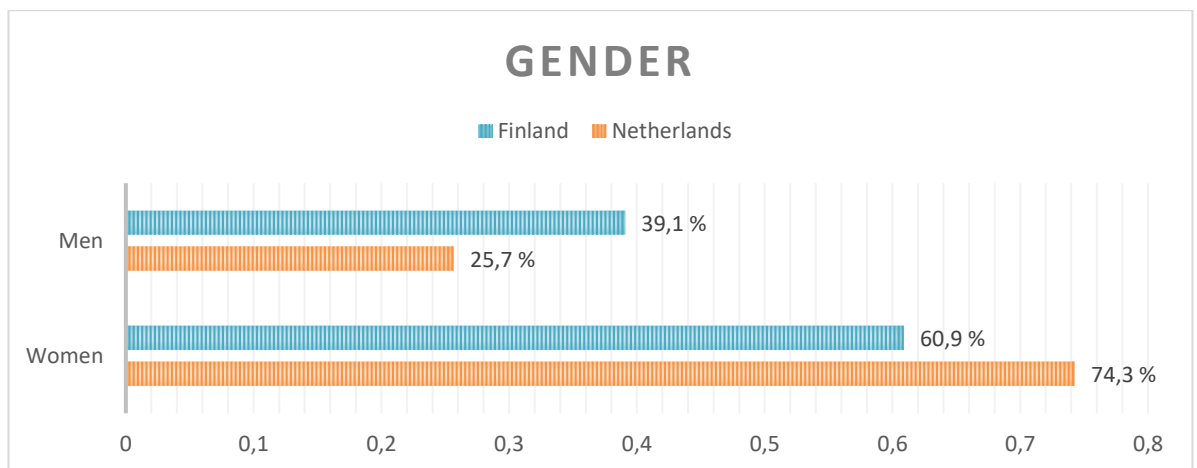


Figure 4. Questionnaire defendant's gender.

Secondly background information considered the respondent's gender, which can be seen in figure 4. In the Netherlands, 26% were men and 74% were women. In Finland, 61% were women and 39% were men.

In Finland participants were mostly married, unmarried or in cohabitation. Preponderance of Dutch repliers were either married or unmarried. The rest of repliers were widowed or preferred not to say. From figure 5 can be stated, that from both questionnaires majority of respondents are either married or unmarried.

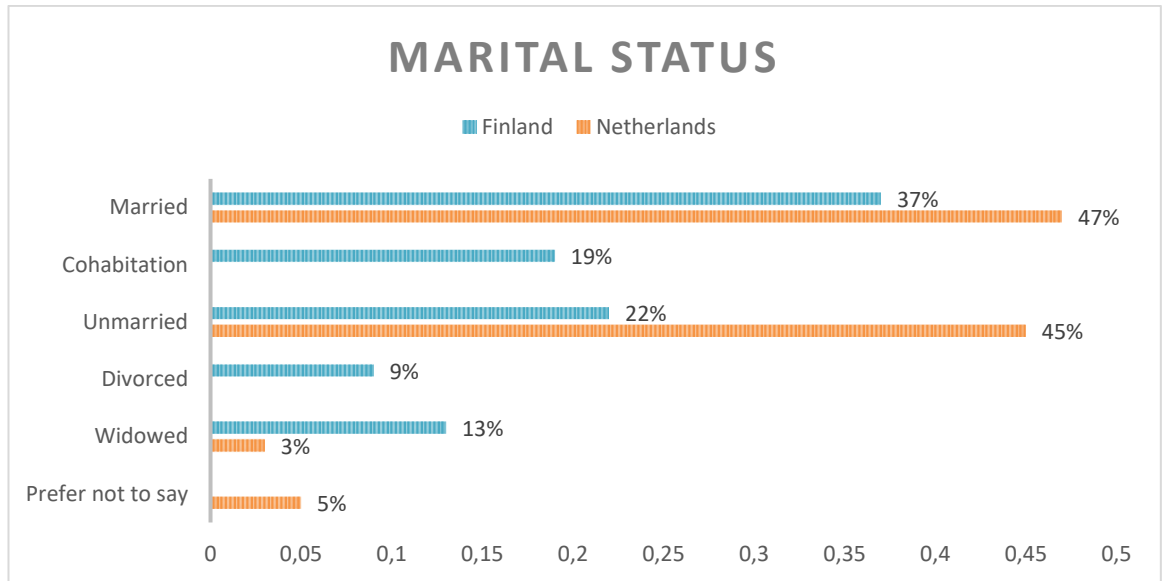


Figure 5. Questionnaire defendant's marital status.

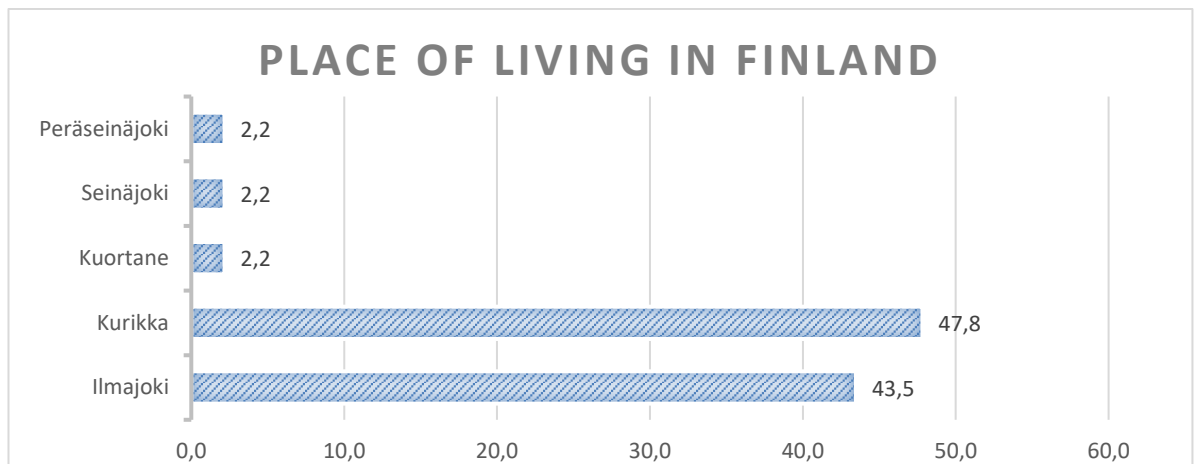


Figure 6. Questionnaire defendants place of living in Finland.

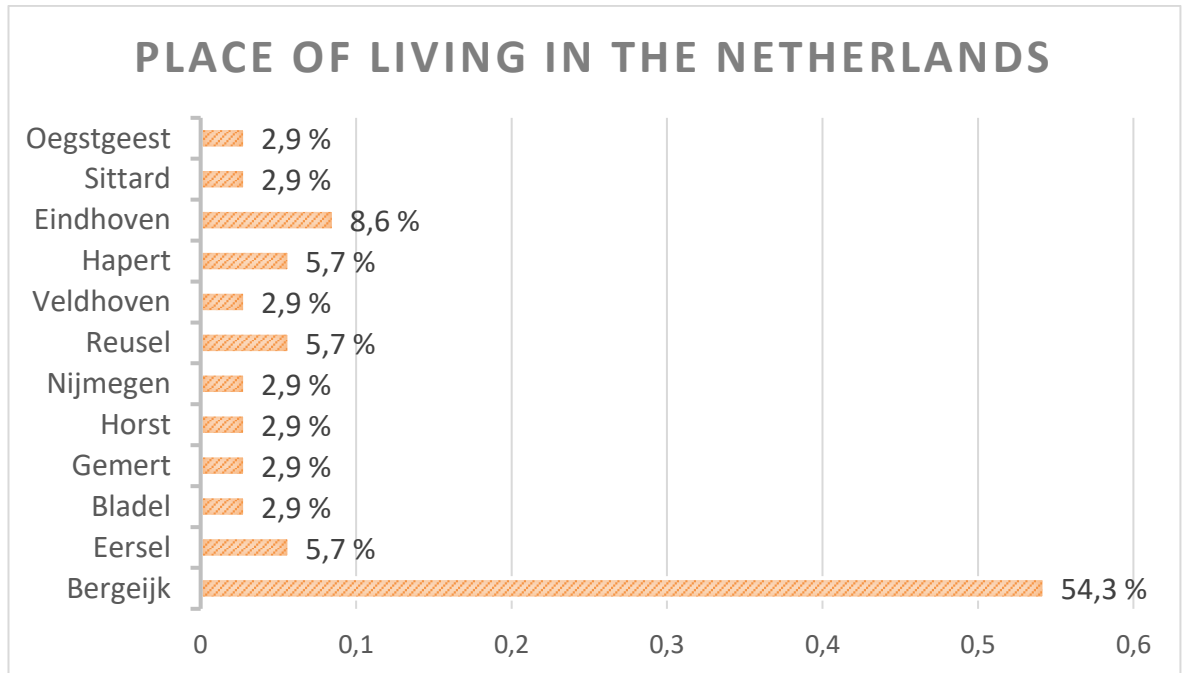


Figure 7. Questionnaire defendants place of living in the Netherlands.

Then, participants place of living in Figures 6 and 7. In Finland, 48% was living in Ilmajoki and 44% was living in Kurikka. Other places were Kuortane, Peräseinäjoki and Seinäjoki. In the Netherlands, majority 54% was living in Bergeijk. Other places had more and less respondents. Place of living was mostly directly in correlation with location of the local bank, which in most cases was the closest bank of the place of living. Figures 8 and 9 implements local banks of respondents from which similarities of place of living can be notified.

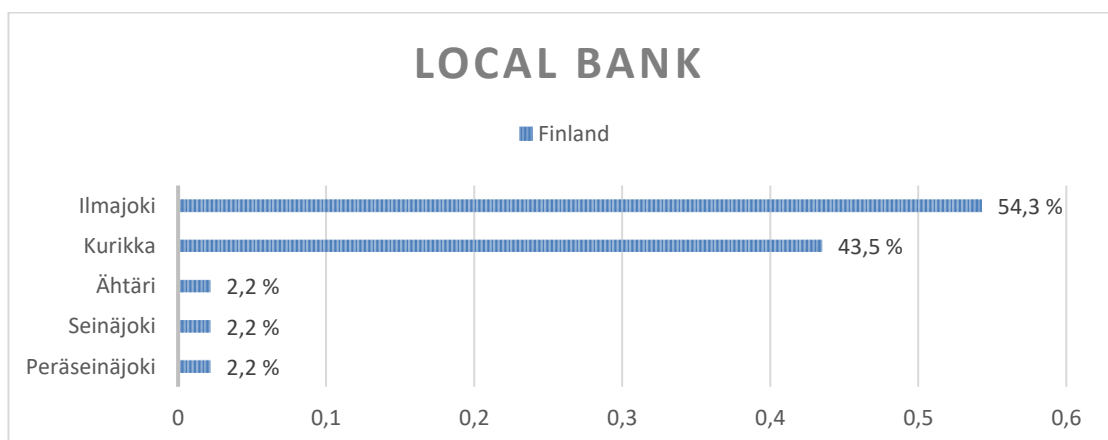


Figure 8. Questionnaire defendant's local bank in Finland.

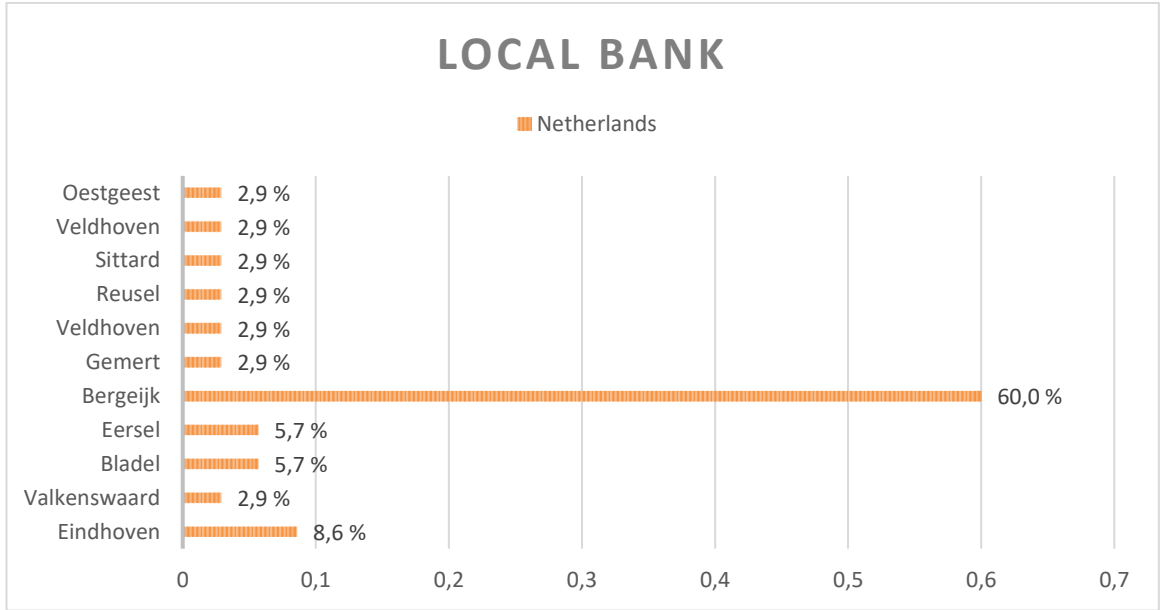


Figure 9. Questionnaire defendant's local bank in the Netherlands

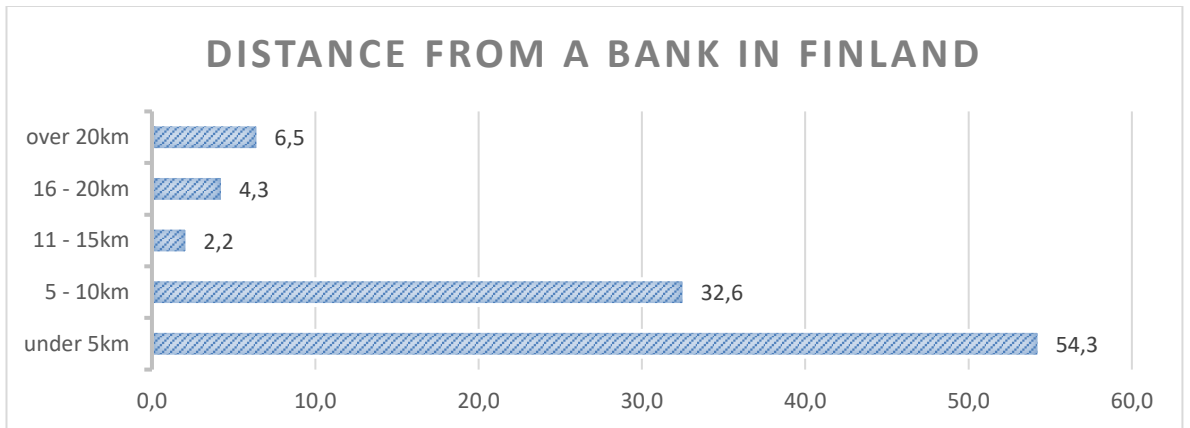


Figure 10. Questionnaire defendants' distance from bank in Finland.

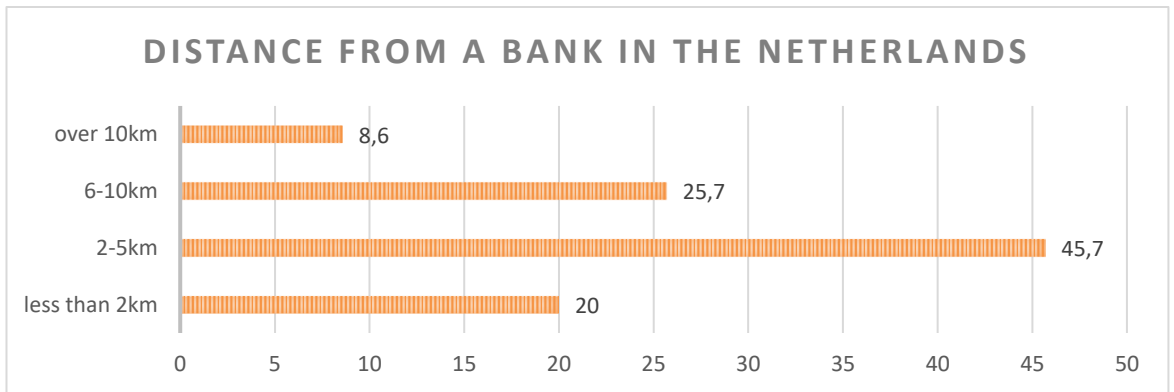


Figure 11. Questionnaire defendants' distance from a bank in the Netherlands.

Finnish repliers are living quite close to the bank (Figures 10 & 11), greater part of repliers living either under 5 kilometers away or 5-10 kilometers away. About 13% of Finnish repliers were living more than 10 kilometers away from bank. Dutch repliers were living quite close to the bank. 26% were living within normal Finnish distance from a bank, 6-10 kilometers away. 20% were living less than 2 kilometers away, while 9% over 10 kilometers away.

In figure 12 is clearly seen, that all participants from the Netherlands visit less than once a week in bank. Nevertheless, in Finland, majority visit also less than once a week in bank. Every 6<sup>th</sup> in Finland visit bank 1-2 times a week and a few 3-4 times a week.

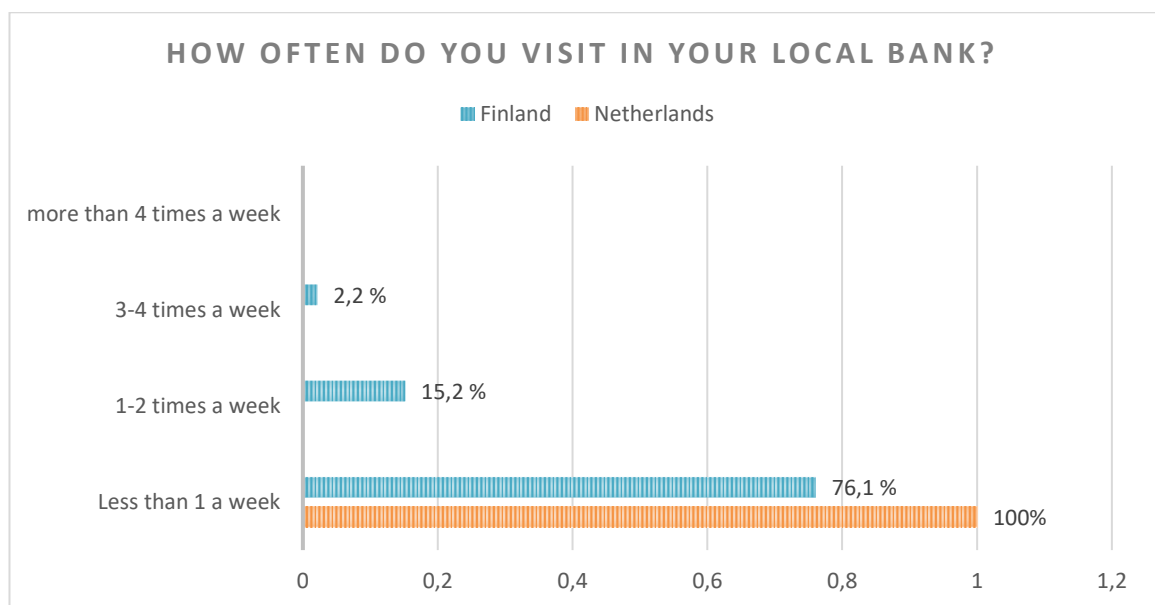


Figure 12. Questionnaire defendants visiting in bank.

## 6.2 Customer service and services of the bank

In the research one aspect wanted to find out was that what kind of services the customers use, are they satisfied, how easy is the visiting in bank and how they find the future of banking.

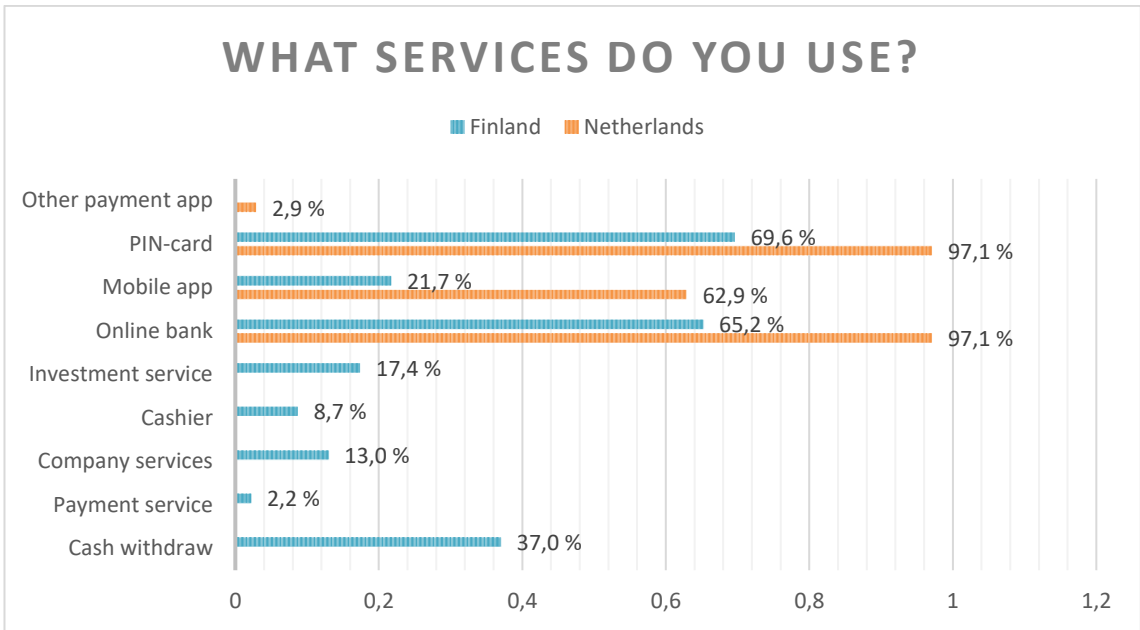


Figure 13. Questionnaire defendants used services.

Question about used services caused dispersion among repliers, which was assumable from the very beginning. What is easy to notice here, participants in the Netherlands are using only electronic payment methods and self-service methods, like mobile application. In Finland, participants are still frequently using customer service in bank rather than managing all itself.

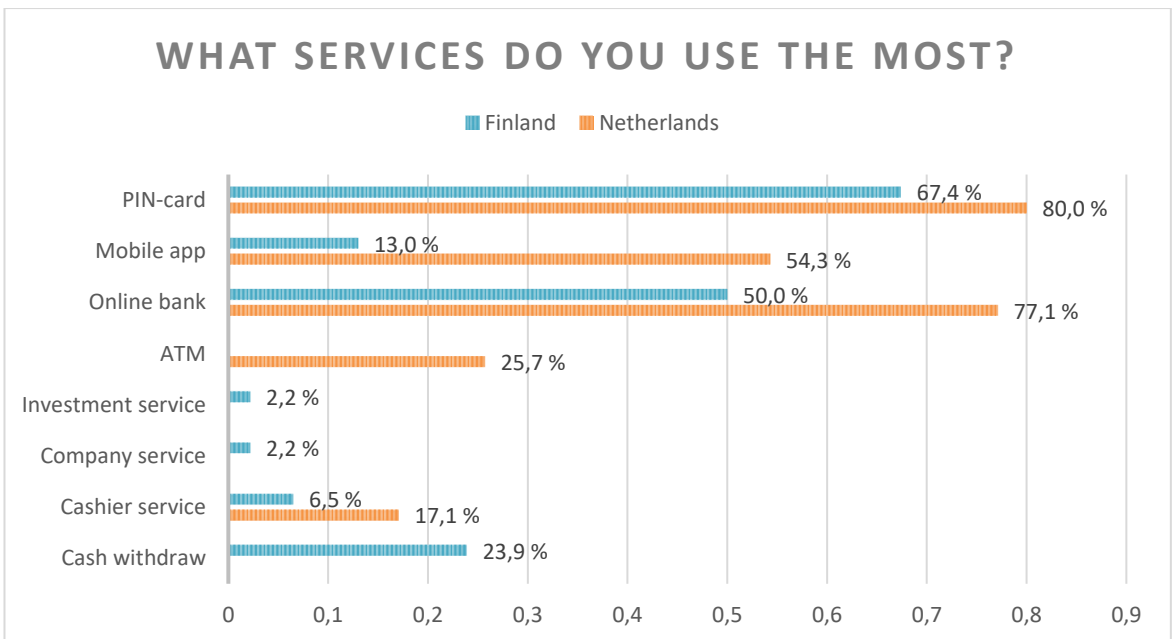


Figure 14. Questionnaire defendants the most used services.

Continuing with services, but this question caused some problems. Seems that customers did not understand question “What services do you use the most?” in figure 14, since here Dutch customers are using also ATM and cashier services that they did not reveal in the previous question “what services do you use?” in figure 13.

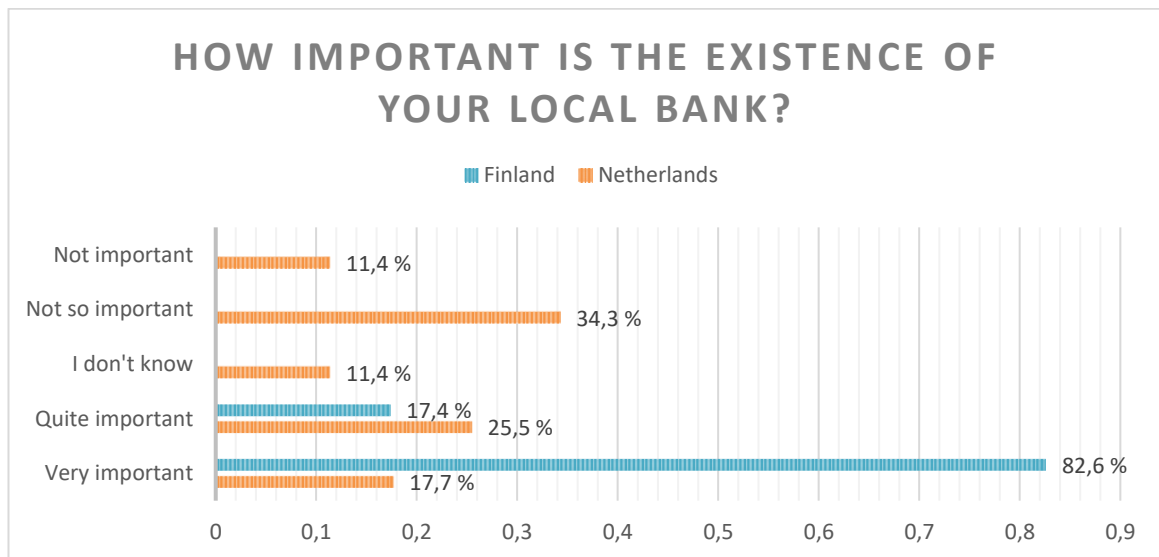


Figure 15. Questionnaire defendant's importance of bank.

Importance of existing bank offices was very interesting. In Finland, 17% held bank existence quite important and 83% very important. Dutch repliers seemed to disagree, when 18% held bank very important, 26% quite important. For about 46% of Dutch repliers bank existence had no greater importance.

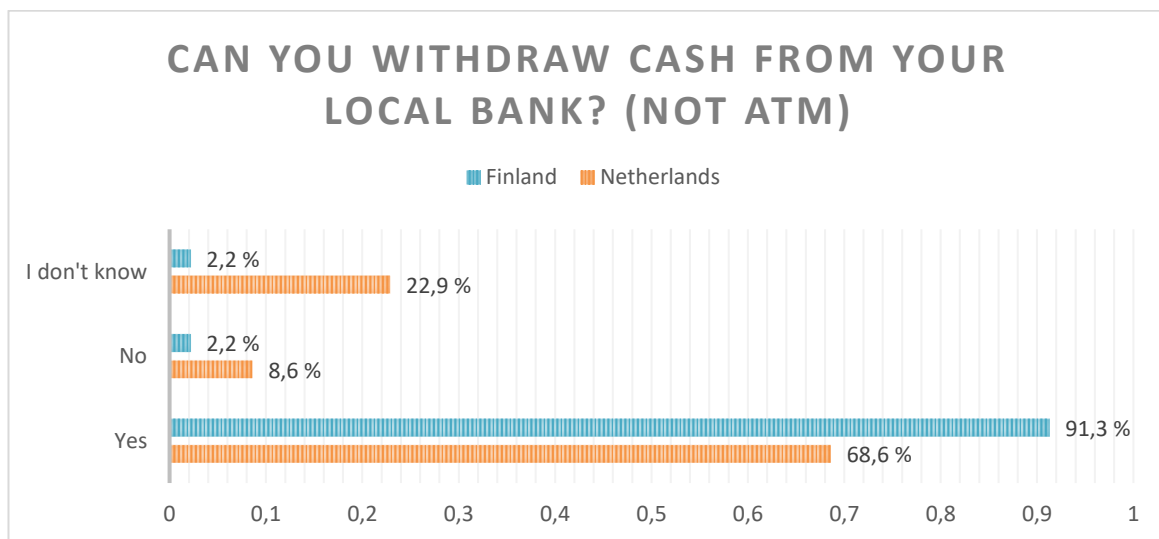


Figure 16. Questionnaire defendant's knowledge of money withdraw.

Withdrawing cash money (Figure 16) from bank seemed to be clear to OmaSp customers: most of the customers agreed with 91%. Rabobank customers 23% did not know, 9% disagreed and 69% agreed.

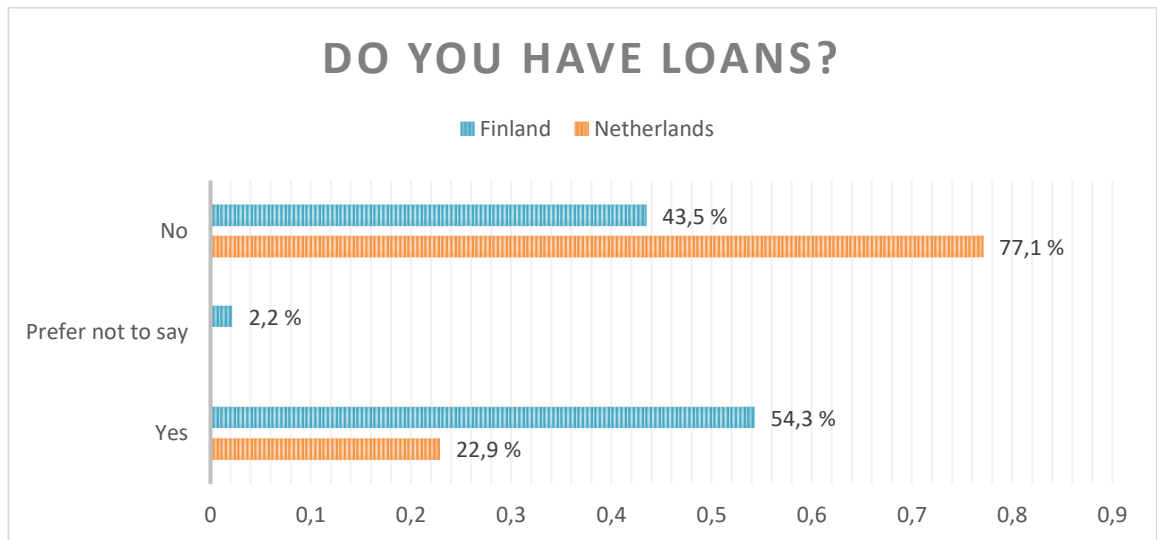


Figure 17. Questionnaire defendant's loans.

In Finland, with tiny margin majority (54%) stated having loans (figure 17). 2% did not prefer to say, and 44% did not have loan. In the Netherlands, it was another way around: majority stated not having loans with 77%, 23% stating having loans.

### 6.3 Satisfaction

The following research questions concerned customer satisfaction on their bank. Figure 18 implements direct satisfaction, rated on scale 1 to 5. Based on the question and results, 87% in Finland find visiting in bank very easy and 9% quite easy. 4% has no opinion. In the Netherlands, 23% finds visiting in their bank very easy, 57% quite easy and 17% neutral. However, 3% from Rabobank's customers found it quite difficult to visit in their bank.

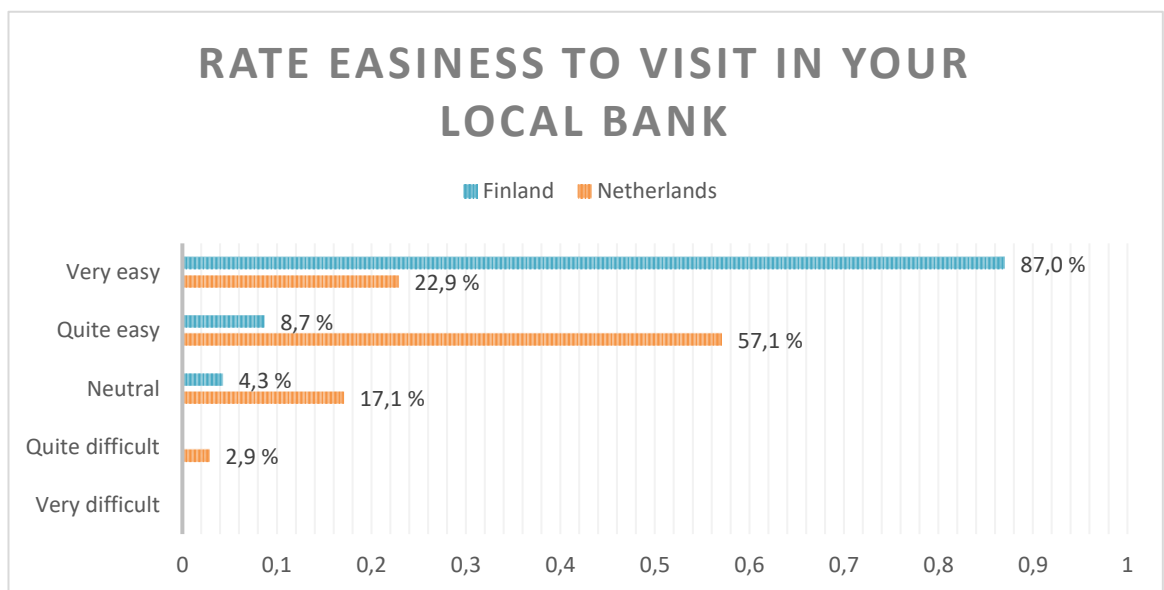


Figure 18. Questionnaire defendant's rating of customer service.

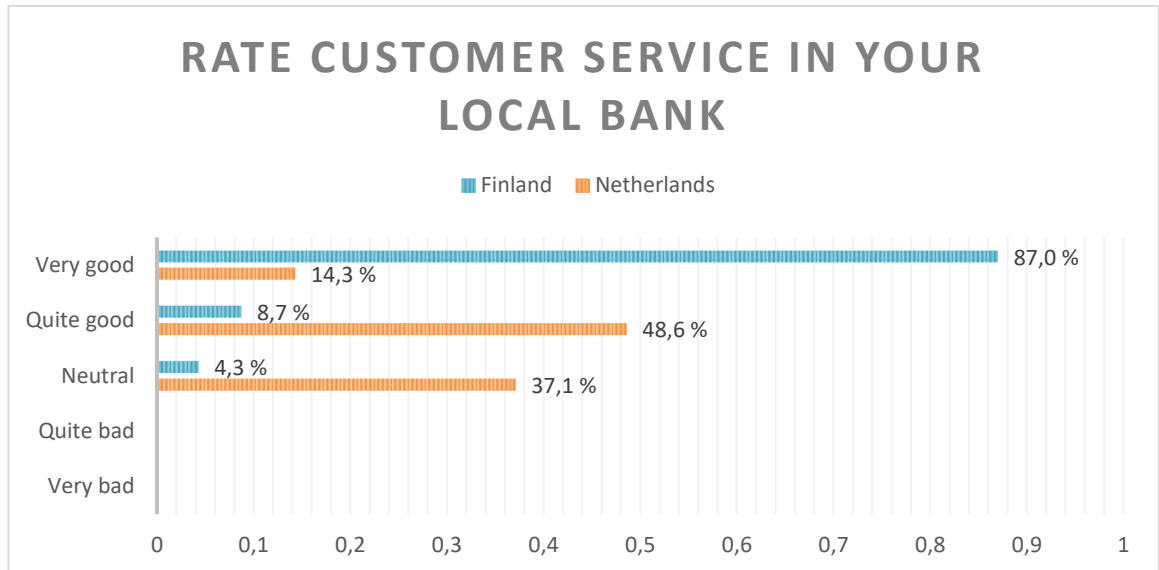


Figure 19. Questionnaire defendants' rating of easiness to visit in bank.

Figure 19 presents customer satisfaction on services in their bank. In Finland 87% states services very good, 9% quite good and 4% neutral. In the Netherlands, 14% rated customer service as very good, 49% quite good and 37% as neutral.

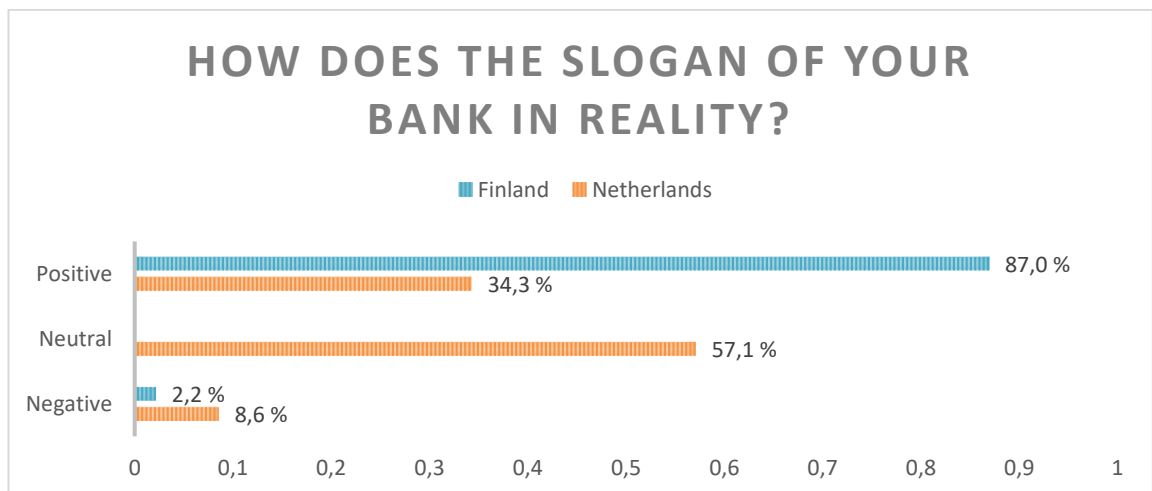


Figure 20. Questionnaire defendants' opinion about slogan working.

From the results in figure 20, 87% of OmaSp customers find the slogan working "very well", "good", "10+" or "just right, close and present. Could not be said any better". 2% disagreed and stated slogan working "just now and then" in real life. Results for Rabobank had a bit more dispersion, when neutral responses "I don't

know” had majority of 57%. However, a third found the slogan working “well” and “good”.

#### **6.4 Future viewpoints**

Participants were asked four open questions about changes in banking and the future of banking services. The questions were:

- What do you think, how services in bank has changed during the past 5 years?
- What do you think, how the future of banking looks like and how services are going to change?
- What services you wish your bank to remain in the future and for what reason?
- What do you think, is cash money going to remain as payment method in your country in the future? Why, why not?

Participants found changes in banking during the past five years gone more digitalized. In Finland, results proved customers faith on OmaSp, “Overall service has gone downwards, but luckily OmaSp understands the importance of service” and “In general worse, OmaSp to better”. In the Netherlands, service quality has seen going downwards, “Internet banking is further expanding, so more self-management” and having less personal service available for customers “Less personal service and more via the internet”. In other words, customers have noticed changes happening generally more towards digitalized, but customers in OmaSp notified also services changing to better direction. Respondents also hoped for less technical and limited services. Developments in services were notified e.g. via mobile applications.

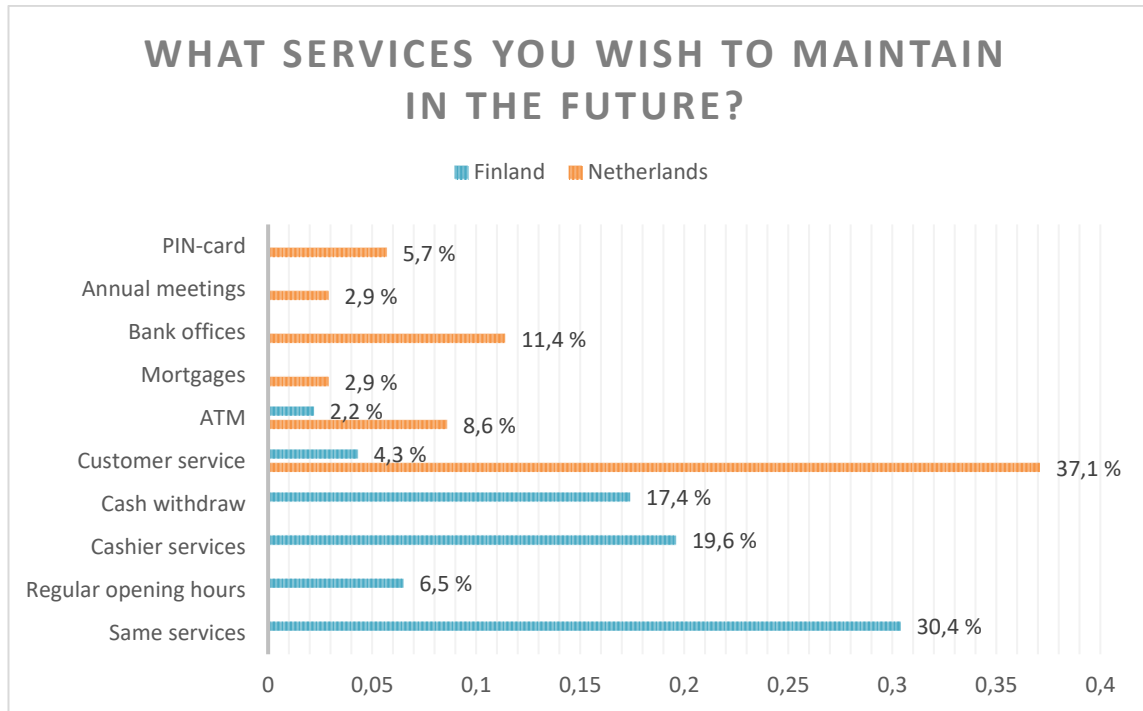


Figure 21. Questionnaire defendants' hopes for service maintenance.

Service maintenance (figure 21) was directly related with the previous question about beliefs of future banking and to what direction they will change. Finnish customers were hoping to maintain “same good service”, “Personal face-to-face service”, “Cash withdraw from bank” and “Regular opening-hours”. Dutch customers had same theme as Finnish customers, “Good customer service”, “Physical offices”, “Personal service” and “Contact with customer service” to be maintained even if they are not visiting in bank as often as Finnish people. In general, customers of both banks were hoping personal customer service and offices to remain the same and hoping not too many changes in the close future. In Finland remaining cash money and possibility for withdraw and/or deposit in bank was very common theme. Regular opening hours, cashier services and personal services were hoped to maintain. In the Netherlands, personal service, offices and current services were hoped to remain.

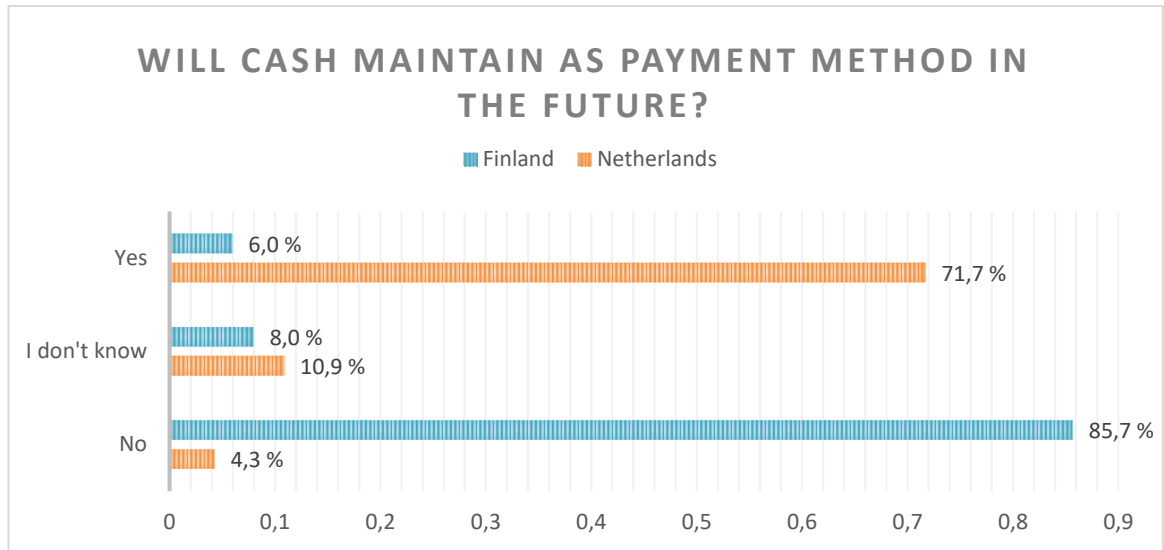


Figure 22. Questionnaire defendants' opinion about future of cash.

Cash money is relevant object in Oma Säästöpankki Oyj's customer visitations, since cash withdraw is still possible from cashier services. Customers of OmaSp were strongly thinking that cash money will maintain as relevant payment method. Customers stated their hopes (figure 22) within the responses by stating "decreasing, but maintaining", "I need it daily", "Yes, because forgery of cards" and "Yes it will, due to grey economy". From responses of Finnish customers hope was easy to see, people were eagerly hoping cash maintenance as payment method alongside electronic methods. Statements in Finland were defined with the basic need for cash, with older people not keeping up with electronic payment methods, risk of robbery and cash need on flea markets. Rabobank customers disagreed with OmaSp customers, strongly believing cash money disappearing in the future. Some repliers were thinking cash staying "maybe" or "possibly", some said "yes it will" or "not totally disappearing but decreasing". However, bulk of Rabobank's repliers stated strongly cash money disappearing from selection of payment methods.

## 6.5 Result conclusions

From the general information can be stated a typical customer of OmaSp being over 65 years old woman, married or unmarried, living less than 10 kilometers away from the bank and visiting once or less in the bank in a week. However, in Rabobank's

case typical participant is under 25 years' old woman, married or unmarried, living nearby the bank and visiting less than once a week in the bank. Both questionnaires executed similarities in gender and marital status of participants, when majority were women and either married or unmarried. Differences were at age of customers. Place of living, distance from a bank and location of local bank seemed to have a connection in both countries: the place of living defined local bank being the closest one or within the same area where customers were living in. Distance from local bank had similarities in responses. In Finland, OmaSp offices in Ilmajoki and Kurikka were the most common local banks, when in the Netherlands Rabobank in Bergeijk proved to be the most common local bank.

Question about regularity of bank visits was included in questionnaire to research whether active participants on research were regularly visiting in bank or not. Participants in the Netherlands were not regular weekly visitors in bank, while in Finland participants visit more often in bank than in the Netherlands. Even though closely all respondents were living close to their local bank, it had no influence on visitation amounts of bank. Visiting in a bank can consist many reasons, e.g. loans can be one. Finnish customers had more loans than Dutch customers, which may be directly related to age criteria and visitation activity. Visitation regularity had however no influence on service level: customers from both banks were satisfied to the services. Overall, bank services are found as very good or quite good. OmaSp customers find visiting in their local bank very easy when for Rabobank customers, visiting in bank is rather very easy or quite easy. In Finland cash withdraw is still possible and among customers of OmaSp popular, however in the Netherlands, customers of Rabobank were misleadingly in thought of cash withdraw being possible from bank services.

According to the results, customers between OmaSp and Rabobank had similarities and differences in responses. Digitalization and development of electronic services has grown faster adaptation in the Netherlands than in Finland. Rabobank customers prefer using self-service option more than OmaSp customers. From the research was clear, that in Finland customers are using more conventional services and are

more satisfied to services than customers in the Netherlands. The most used services –question was in correlation with the previous question about used services. However, this question caused an error which luckily had no worse influence on the entire research. The most used services were electronic services in both countries. Even with an error, from the results was possibility to state that Rabobank customers use more electronic services than customers of OmaSp. However, influence on implementation method and that how age of participants was unknown.

The same phenomena influence on importance of bank: bank existence had vaster difference, when OmaSp customers held bank as quite or very important and mainstream of Rabobank customers held it not so important. In the Netherlands responses had more disparity than among customers of OmaSp, who were surprisingly consensus. The question of loans implemented the sensitivity of talking financial topics in public, one response in Finland preferring not to reveal whether having a loan or not. From this, talking about finance is more sensitive matter in Finland than in the Netherlands. In Finland having a loan was more common than in the Netherlands, which may have got an influence from the implementation method.

Majority of the research participants had a great selection of services in use, however in the Netherlands customers of Rabobank were more able to use electronic services than in Finland. Even with a small error in question, the most used services in both countries were electronic services (PIN-card, online bank and mobile app). For customers of OmaSp bank existence was more important than Rabobank's customers. Knowledge of cash money withdraw from bank (not from ATM) was better in Finland than in the Netherlands, when almost all customers of OmaSp were aware of the service. In the Netherlands cash withdraw caused an error, when majority of Rabobank customers stated cash withdraw from bank being possible. Errors in thesis could have been caused by e.g. customer ignorance of services.

Reaching optimal satisfaction banks are required for measuring functioning and develop via digitalization. Banks have been offering new forms of services like mobile apps which were quickly adapted in the Netherlands, but unfortunately in Finland customers have seem to shun them. Quick adaptation in the Netherlands has been supported with Rabobank's training sessions for customer, in which customers are

freely welcome to learn using new services under the guidance of bank staff. Research participants in Finland however rated customer service better than in the Netherlands. Similarly, respondents in Finland found visiting in bank easier than participants in the Netherlands. Slogan functioning was stated rather well in Oma Säästöpankki, however in Rabobank neutrality of the majority may have sprung from uncertainty of the slogan.

Changes in banking services were seen moving towards digitalized. Overall banking was seen going downwards, however customers of OmaSp think service level has increased. In the Netherlands digitalization was the most common change, however customers of Rabobank have seen customer service changing also less personal and service moving online. Questions about the future of services brought up customer concerns about decreasing level of customer service and increasing customer responsibility on managing finance themselves. Mutual themes of closing offices, decreasing personal service and disappearance of cash money were visible. However, these things being concerning or not, varied between results in Finland and in the Netherlands. Customers in Finland were thinking banks are going to desert offices, decrease cash and centralize service, leaving customers living further away in sparsely populated area managing all finance issues themselves. Some respondents were neutral, conveying their hopes of services in this question. Some were more positive, believing services will maintain and OmaSp will always take care of the customers like today. However, participant in the Netherlands were concerned of losing personal service, offices and certain of cash disappearing in the future. “Meer online, minder locaties” implements well, how Rabobank customers thoughts on what direction banking would change in the future. “Meer online”, “Mobile app” and “Meer digital, meer winst gericht, bureaucratisch” were implementing beliefs on digital development continuation.

Many services were hoped to maintain, directly related with question of changes in services. Commonly personal service was hoped for. In Rabobank, on top of that, offices, electronic services, ATM's and annual meetings were mostly hoped to remain. In OmaSp, among customer service, cash withdraw, cashier services and regular opening hours were hoped to remain, as its current stage. Future of cash

had diversity of opinions: Customers of Rabobank were certain about the disappearance of cash, when customers of OmaSp argued for cash remaining as payment method. Overall, future of banking services caused arguments and fear, when the most participants stated probability increase of electronic services, decrease of personal services and offices and the future of cash money.

on the customer responses of OmaSp, future of bank services remains as today with cash money, in Finland possibly developing towards better. In the Netherlands though, operating remains probably the same, however cash money is going to disappear, and more technological services are increased. In both, personal customer service is available, and offices are open with regular opening hours. Common themes of concern were visible throughout the entire survey, which illustrates the speed of change in finance industry: Development is welcome, whether the speed could be reduced.

Development ideas were received in questionnaires. In Finland, OmaSp was requested to get an ATM into the wall of bank in Ilmajoki. Respondents in surveys yearn more personal service. Personal customer service was the most important service in both banks that participants wished for maintaining in the future. In the Netherlands, participants wished for offices to retain as now, personal meetings being available and ATM's staying at their place. In Finland, however, same services were wished to sustain. Cash withdraw from bank, cashier services and regular opening hours were the most important services to uphold.

## 7 CONCLUSIONS

The purpose of this thesis research was to discover how customer service and satisfaction were viewed by customers of Oma Säästöpankki Oyj and Rabobank, and how they saw the future of banking.

The research questions of the thesis were:

- How customers review bank services and what services they use?
- How customers define their satisfaction to the bank?
- What are the future beliefs of banking industry and cash money?

Theoretical part of the thesis consisted customer service, satisfaction and future outlooks. With satisfied customers banks success, however into future views influencing is impossible to anyone. Banks are customer-centered companies, in which importance of customer satisfaction must not be surpassed. Customer satisfaction influences on e.g. number of customers, reputation of bank and into business itself. Customer satisfaction consists of both positive and/or negative experiences and prejudices that determines customer relationship. By managing CRM well, satisfaction maintains, and customers remain as customers.

The empirical part of the thesis consisted of embedded mixed method research, in which two questionnaires were implemented as a primary data collection method. Target group were customers of OmaSp and Rabobank. Results of the questionnaires were clarified with figures. Results from open questions are listed in appendix 3, from which the most relevant were brought into the analysis. General information questions were not relevant for forming a customer profile, moreover defining a typical customer for both banks.

Mixed method research fit well into the topic, since research questions were not only based on theory and previous studies, but on customer opinions. The research implementation went accordingly with the plan. Themes of the research were based on theoretical part of thesis. The research had a clear connection with the theory, since aspects of customer service, satisfaction and future beliefs were brought out.

Also, aspects about use of cash money, its availability and maintenance of it were visible themes. Based on theory and results of the research it was easy to build conclusions from which the banks may find important information to implement into their performance in the future.

As conclusion can be resolved that differences between Oma Säästöpankki Oyj and Rabobank Group exist – in each segment of the research.

### **7.1 Data analysis and suggestions for further research**

Presumably open question caused imperfections, however misunderstandings in structured questions were not assumed. All results were taken into the research, due to losing a major part of results if all imperfect and misunderstood were removed from the study. Open questions are often causing imperfections in researches, however the researcher was willing to take the risk to receive deeper insight on customer opinions. In the questionnaire, a few questions were misunderstood, which had direct influence on validity of research. Additionally, focusing on one aspect or adding more questions concerning customer satisfaction could give a further insight why customers are satisfied. The research could be implemented through interviews, which is more time consuming, but the researcher would be able to reach further information when meeting customers face to face. Testing the questionnaires beforehand facilitated, however misunderstandings were still received. By changing questionnaires to interviews these faults could have avoided better, unfortunately due to resources and privacy policies in banks it was not possible in this research. Implementation method caused diversion at least on age of the respondents, in which results could be similar if the implementation method was the same. However, online survey was better to implement in the Netherlands, and in Finland surveying by paper was a greater possibility to receive results. The research could also specify to one aspect instead of three in two countries.

The research received in total of 81 responses, from which 46 were from Finland and 35 from the Netherlands. If the implementation method would have been online survey in both countries with a prize, the researcher believes amount of results

would have been greater. However, in this case, implementing questionnaires similarly was not possible. For the next research, implementing both questionnaires in Webropol or Google Forms would also ease the analyzing process.

## **7.2 Self-evaluation**

Thinking of this ambitious research may seem complicated and overwhelming subject, but I think this type of research should be done more. There are countless amount of companies operating for similar target market in European countries that would be easy to contact and research. I think the research was useful for both banks, for giving better insight of customer opinions and beliefs of the future. This type of research has not been made previously, which made it more interesting and valid even with imperfections.

Thesis process proceeded well in frame of time schedule. During the research I learnt many things of prioritization, finance and proper research. Building the questionnaire enabled use of skills: creativity, time management, networking, business and finance knowledge. Research could have been better, however being unique research with no previous studies, features of development were presumed.

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## **APPENDICES**

APPENDIX 1. Questionnaire in Oma Säästöpankki Oyj

APPENDIX 2. Questionnaire in Rabobank Group

APPENDIX 3. Open questions results

## APPENDIX 1. Questionnaire in Finland, in paper

## ASIAKASKYSELY

Yhteistyössä Oma Säästöpankki Oyj Ilmajoki & Kurikka kanssa, kysely on osa Jasmiina Yliluoman opinnäyte-työtä Seinäjoen Ammattikorkeakoulussa. Kysely toteutetaan 21. – 25.5.2018.

Osallistu arvontaan täyttämällä lopussa yhteystietosi, tietoja käytetään vain arvonnassa voittajan tavoittami- seen. Tutkimustulokset käsitellään anonyymisti, tietoja ei luovuteta ulkopuolisille.

**Ikä:**

- Alle 20 vuotta       21 – 25       26 – 35       36 – 45  
 46 – 55       56 – 65       Yli 65 vuotta

**Sukupuoli:**

- Nainen       Mies       Muu       En halua sanoa

**Asuinpaikka:** \_\_\_\_\_

**Siviilisääty:**

- Naimaton       Naimisissa       Eronnut       Leski  
 Avoliitossa       En halua sanoa       Muu, mikä? \_\_\_\_\_

**Paikallispankinne sijaitsee:**

- Ilmajoki       Kurikka       Muu, mikä? \_\_\_\_\_

**Kuinka usein vieraillette paikallispankissanne?**

- Alle 1 kerran viikossa       1-2 kertaa viikossa  
 3-4 kertaa viikossa       Enemmän kuin 4 kertaa viikossa

**Mitä pankkipalveluja käytätte?**

- Maksukortti       OmaSP -mobiili       Sijoituspalvelut       Otto / Talletus  
 Verkkopankki       Yrityspalvelut       Muu, mikä? \_\_\_\_\_

**Mitä palveluja käytätte eniten? Valitkaa enintään kolme vastausvaihtoehtoa.**

- Maksukortti       OmaSP -mobiili       Sijoituspalvelut       Otto / Talletus  
 Verkkopankki       Yrityspalvelut       Muu, mikä? \_\_\_\_\_

**Kuinka tärkeä paikallispankinne olemassaolo on teille?**

- Erittäin tärkeä       Melko tärkeä       En osaa sanoa       Ei niin tärkeä  
 Ei ollenkaan tärkeä

**Kuinka kaukana paikallispankinne sijaitsee kotoanne?**

- alle 5km       5 – 10km       11 – 15km       16 – 20km  
 yli 20km

**Voitteko nostaa käteistä rahaa pankistanne? (Ei nostoautomaatti)**

- Kyllä       Ei       En osaa sanoa

**Onko teillä lainoja pankissanne?**

Kyllä  Ei  En halua sanoa

**Millaiseksi koette asiakaspalvelun asteikolla 1 – 5? (5= erinomainen, 1= huono)**

5  4  3  2  1

**Kuinka helppoa pankissanne on vierailta? (5= erittäin helppoa, 1= ei ollenkaan helppoa)**

5  4  3  2  1

**Miten ajattelette Oma Säästöpankki Oyj:n tunnuslauseen ”Lähellä ja Läsä” toimivan pankissanne?**

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**Miten näette pankkipalvelujen muuttuneen viimeisen 5 vuoden aikana?**

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**Mitä ajattelette pankkipalvelujen tulevaisuudesta, kuinka ne mielestänne tulevat muuttumaan?**

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**Mitä palveluja toivotte Oma Säästöpankki Oyj:n säilyttävän tulevaisuudessa ja miksi?**

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**Mitä ajattelette, tuleeko käteinen raha pysymään maksuvälineenä? Miksi, miksi ei?**

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**Kommentteja kyselyyn liittyen:**

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**Nimi:**

**Puhelinnumero:**

## APPENDIX 2. Questionnaire in the Netherlands, in Google Forms

**Rabobank: Klantonderzoek**

Deze klantenenquête maakt deel uit van een proefschrift van Jasmiina Yliluoma: onderzoek en vergelijking van bankdiensten tussen Nederland en Finland. De enquête is anoniem en de antwoorden zullen deel uitmaken van een groter geheel, niet afzonderlijk gepubliceerd. Dank u voor uw deelname!

\*Pakollinen

**1. 1. Leeftijd \***

*Merkitse vain yksi soikio.*

- Onder 25
- 26 - 35
- 36 - 45
- 46 - 55
- 56 - 65
- boven de 65

**2. 2. Geslacht \***

*Merkitse vain yksi soikio.*

- Vrouw
- Man
- Anders

**3. 3. Woonplaats \***

\_\_\_\_\_

**4. 4. Burgerlijke staat \***

*Merkitse vain yksi soikio.*

- Getrouwd
- Alleenstaand
- Weduwe/ Weduwnaar
- Gescheiden
- Ik wil het niet zeggen

**5. 5. Waar is uw lokale bank? \***

*Merkitse vain yksi soikio.*

- Bergeijk
- Eersel
- Bladel
- Valkenswaard
- Muu: \_\_\_\_\_

**6. 6. Hoe vaak bezoekt u uw lokale bank? \***

*Merkitse vain yksi soikio.*

- Minder dan 1 keer per week  
 2 - 3 keer per week  
 Meer dan 3 keer per week

**7. 7. Welke diensten hebt u in gebruik? \***

*Valitse kaikki sopivat vaihtoehdot.*

- PIN  
 Online bankieren  
 Mobiele applicatie  
 Muu: \_\_\_\_\_

**8. 8. Welke diensten gebruikt u het meest? Kies er maximum 3. \***

*Valitse kaikki sopivat vaihtoehdot.*

- PIN  
 Mobiele applicatie  
 Online bankieren  
 Geldautomaat  
 Kassadiensten  
 Klantenservice

**9. 9. Hoe belangrijk is het bestaan van uw lokale bank voor u? \***

*Merkitse vain yksi soikio.*

- Erg belangrijk  
 Vrij belangrijk  
 Ik weet het niet  
 Niet erg belangrijk  
 Helemaal niet belangrijk

**10. 10. Hoe ver weg is uw lokale bank? \***

*Merkitse vain yksi soikio.*

- Minder dan 2 kilometer  
 2 - 5 kilometer  
 6 - 10 kilometer  
 Meer dan 10 kilometer

**11. 11. Is het mogelijk om geld op te nemen bij uw lokale bank? Geen geldautomaat**

*Merkitse vain yksi soikio.*

- Ja  
 Nee  
 Ik weet het niet

**12. Hebt u leningen? \****Merkitse vain yksi soikio.*

- Ja
- Nee
- Ik wil het niet zeggen

**13. Wat is het niveau van klantenservice? \****Merkitse vain yksi soikio.*

1	2	3	4	5		
Slecht	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Uitstekend

**14. Hoe gemakkelijk is het om uw lokale bank te bezoeken? \****Merkitse vain yksi soikio.*

1	2	3	4	5		
Erg moeilijk	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Erg makkelijk

**15. Welke bankdiensten zijn voor u de afgelopen 5 jaar veranderd? \***


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**16. Hoe denkt u dat de slogan van Rabobank "Growing a better world together" in het echte leven werkt? \***


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**17. Hoe en in welke richting denkt u dat de bankdiensten in de toekomst zullen veranderen? \***


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**18. Welke diensten wenst u te handhaven in uw lokale bank? \***


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**19. 19. Denkt u dat contant geld in de toekomst relevante betaalmethode blijft? \***

*Merkitse vain yksi soikio.*

- Ja
- Nee
- Misschien
- Muu: \_\_\_\_\_

**20. 20. Andere opmerkingen**

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## APPENDIX 3. Open questions

How does the slogan work in reality?	
FINLAND	NETHERLANDS
hyvin	Goed
10+	Niet goed
erittäin hyvin	Goed
kyllä toimii	Goed
läsnä, ystävällisyys	Ik weet het niet
toimii erinomaisesti -> nimen voisi muuttaa kurikan säästöpankki	Ik weet het niet
ok	Ik weet het niet
pitää paikkansa	Goed
toimii	Goed
osuva! Kiva kun on kahviautomaattikin	Goed
toimii oikein hyvin- Pankkiin saa yhteyden aina kun tarvitsee	Niet goed
hyvin toimii ja asiakaspalvelu loistavaa	Goed
toimii hyvin, koska palvelua saa myös etänä	Ik weet het niet
erittäin hyvin	Goed
erittäin hyvin	Ik weet het niet
toimii	Ik weet het niet
hyvin toimii	Ik weet het niet
toimii erittäin hyvin	Ik weet het niet
pitää paikkansa	Niet goed
sopii teidän pankin toimintatapaan oikein hyvin	Goed
lähellä ja läsnä	Ik weet het niet
todella hyvä	Ik weet het niet
hyvin	Ik weet het niet
erittäin hyvin	Goed
joo	Ik weet het niet
hyvin	Goed
toimii hyvin	Ik weet het niet
toimii hyvin	Ik weet het niet
hyvin kiitos	Ik weet het niet
hyvä	Ik weet het niet
hyvä	Ik weet het niet
hyvä	Goed
hyvin	Ik weet het niet
aivan oikea LÄHELLÄ JA LÄSNÄ. Eipä voi paremmin sanoa	Ik weet het niet
erittäin hyvin	Ik weet het niet
hyvin	
toimii silloin tällöin	
hyvin toimii	
toimii juuri niin	
totta	
totta	

How banking services has changed the past five years?	
FINLAND	NETHERLANDS
huonompaan suuntaan	Geen
keskittynyt	Poo
esim. mobiilisovellukset	Online bankieren
hyvään suuntaan	De mobiele app
jonkin verran	K
rajusti, mm. nordea sulkenut ovensa joka palvellut aikoinaan asiakkaita	Meer online betalingen
yleisesti huonontuneen, omasp parantunut	Niets
	Heb geen computer. Alles loopt via mijn zoon. Dit is erg wennen. laat ook elke maand 1 afschrift opsturen
parempaan suuntaan	Niks
parantuneen	Beleggingen
kallistunu tietty	Andere reader
verkossa voi hoitaa asioita yhä enemmän	Internetbankieren is verder uitgebreid dus meer zelf regelen
monet muut pankit vähentävät aukioloja ja konttoreita lakkautettu	Steeds minder persoonlijk contact en meer via internet
en osaa sanoa	Mobiele applicatie
yleisesti ottaen "palvelu" on mennyt alaspäin, onneksi omasp ymmärtää palvelun tärkeyden	Gezamenlijke rekening
osa pankeista (=niiden palvelut) on menneet alaspäin kuin lehmän häntä :(	Mobiel bankieren
en osaa sanoa	Mobiel bankieren. Veelal digitale post ipv papier. Geld storten is moeilijk en kost geld.
enemmän hoidetaan vain netissä	Mobiel makkelijker bereikbaar
kaikki toimii nykyään verkossa	Geld storten helaas niet gratis
liian koneellista	Internet bankieren
vaihdoin teille nordeasta vuodenvaihteen paikkeilla	Geen
huonoon suuntaan, ei henkilökahtaista palvelua	Geld storten
hyvään suuntaan	Contactloos betalen, amper rente
olen vasta uusi asiakas, niin en osaa sanoa	Verandering rendem reader
kassapalveluja ei saisi rajoittaa	Geen
ikäntyneen kannalta muutokset ovat vaikeita ja hitaita omaksua	Geen
ei ainakaan huonompaan	Geen
omaspssä paremmaksi	

What do you think of banking in the future, how are they going to change?	
FINLAND	NETHERLANDS
aina vähemmän henkilökuntaa	Geen idee
asiakasvetoiseksi (itsepalvelu)	Hh
edelleen automaattisemmaksi	Minder persoonlijk contact met de bank
näin on hyvä kaikki asiat toimii mainiosti	Makkelijker betalen
ei tietoa	Locale banken verdwijnen
se on arvoitus	K
en osaa sanoa	Meer service
en tiedä	Er zal nog veel meer digitaal gaan worden
palvelemmiksi	Meer online minder locaties
robotit hoitaa työt ja pankit pois!	Alles moet via de computer
varmasti yhä enemmän asioiden hoito tehdään verkossa	Minder kantoren en veel zelf regelen
toivottavasti konttorit ja asiakaspalvelu pysyy	Ik denk negatief omdat ze dadelijk te weinig locaties open willen gaan houden waardoor ik niet snel bij een bank ben.
mobiili ja verkkopalvelut lisääntyvät	geen idee
toivottavasti eivät jatkuvasti digitalisempaan suuntaan, ja että kaikki pitää tehdä itse	Steeds onpersoonlijker en afstandelijker
yhä enemmän palvelut siirtyvät asiakkaiden itsensä hoidettavaksi, pankkinkonttorit vähenevät?	Nog meer via internet
ei mitenkään	Niet
toivottavasti ei mene niin pitkälle ettei saa henk.koht. Asiakasapalvelua vaan kaikki hoidetaan netissä	Mobiel bankieren
kts. Edellinen kohta	Giraal geld moet meer beveiligd en kost dus geld, en weinig rente diensten. De diensten zullen veelal in de cloud plaatsvinden. Lokale bankgebouwen staan straks leeg
tuntuu menevän kortti ja tietokonepalveluun	Mobieler nog toegankelijker
toiminta sähköistyy edelleen	Zal wel minder persoonlijk worden. Zou jammer zijn.
toivon, että oma säästöpankki säilyttää paikkansa	Niets
toivottavasti ei paljoa	Meer digitaal, Meer winst gericht, bureaucratisch
kaikki menee nettiin, vanhuksille vaikeaa	Géén idee
vaikeutuvat	Nvt
en osaa sanoa	Denk dat er straks geen lokale bank is. Alles gaat via internet
toivottavasti ei muutu kovin paljon, henkilökohtaista palvelua	Naar online
nettipalvelu lisääntyy	Verder van huis om te pinnen.
luultavimmin siirtyy yhä enemmän nettiin	I have less money
siirtyvät enemmän koko ajan verkkoon	Mobiel app
	Geen idee
	Geen idee

What services you wish to maintain in your bank?	
FINLAND	NETHERLANDS
että saa rahaa suoraan pankista	Geen idee
mahdollisuus "tiskipalveluun" kaikilla ei ole nettiä sellaisia, että ikäihmisetkin pystyvät käyttämään niitä, koska kaikilla ei ole tätä nykyautomaattia samaa hyvää palvelua	-2
palvelu, ihmisläheisyys	Hh
samat palvelut mitkä nytkin	Pinautomaat
rahan noston käteisenä, kaikilla ei ole korttia eikä konetta	K
kaikki	Persoonlijke service
vähintään tämän palvelutason	1 aanspreekpunt voor evt. Problemen. En ze je dan verder kunnen helpen. Evt digitaal
tilitiedot ja nostot	Contact met de medewerkers
konttoripalvelut	Voor de gemeente eersel en bergeijk 1 aanspreekpunt waar je nog zo binnen kan lopen met evt. Vragen
juurikin palvelutiski ja asiakaspalvelu ilman varauksia, hyvät laina ym- palvelut	Pinnen
henkilökohtainen face-to-face tapaamisen mahdollisuus. On tärkeä, että asiat voidaan keskustella läpi ilman väärinkäsitysten mahdollisuutta.	Pin en advies
käteisen nostaminen ja tallentaminen. Henkilökohtainen palvelu.	Locatie en geld opname zowel via geldautomaat en binnen opnemen bij balie
ehdottomasti käteisen rahan saatavuus, tarvitsen koko ajan	nvt
käteinen	Persoonlijk te woord staan en de goede bereikbaarheid
henk.koht. Asiakaspalvelua ja kassapalvelua on parempi hoitaa jotakin asioita henkilön kanssa kuin kylmää nettiä	Persoonlijk contact
rahaa saa pankista	Geen
sais maksaa laskut ja rahaa käteisenä	Service
pysyköön tällaisena	Persoonlijk contact bij vragen, hypotheek, leningen, sparen etc
säännölliset aukioloajat	Goede klantenservice
helpompi asioida paikanpäällä	Gesprek met een medewerker.
samat..	Niets
kaikki mitä on	Fysiek kantoor
kassapalvelut	Geldopnames en storten
kassapalvelut ovat tärkeitä	Service en ondersteuning bij vragen
että tiskiltä voi nostaa käteistä	Pinnen, en dat je een persoon te spreken krijgt, mocht het nodig zijn.
jotta saa rahaa pankista	Service and pin and storting
että palvelis asiakkaita samalla lailla kuin nytkin	Geen
että voi mennä pankkiin niin kuin tähänkin asti	Persoonlijk advies
auki - aina	jaarlijks gesprek over mijn financieel positie
otto-palvelu, tiskin palvelut	Hypotheek
käteisnosto	voorlopig pinautomaat
kaikki nykyiset palvelut	De mogelijkheid tot telefonisch contact
paikalliskonttori tarvittaessa asiointia varten	Geen idee
asiakaspalvelu	Geen idee
ottoautomaatti	

Will cash maintain as valid payment method? Why, why not?	
FINLAND	NETHERLANDS
ehkä ei	Nee
ehkä kyllä tai ei	Misschien
luulisin ja toivoisin, vertaan taas ikäihmisiin	Het zal nooit weggaan, maar wel minder worden
toivon mukaan kyllä	Nee
(ei onnistu) kaikkien kanssa	Nee
en osaa sanoa, kun nytkin osa maksaa jo	Nee
Mobilepaylla mistä en itse ymmärrä	Nee
en osaa sanoa	Nee
kyllä pysyy	Nee
tuloo	Nee
tulee säilymään	Nee
kyllä varmasti jonkin verran. Tähän vaikuttaa varmasti korttien väärennysongelmat.	Nee
vähenee, mutta pysyy muiden rinnalla, edelleen kätevä maksutapa monissa tilanteissa	Nee
riippuu kannettavien korttimaksupäätteiden ja mobiilimaksupalveluiden lisääntymisestä/hinnasta. Saattaa olla, että käteinen jää pois jos kaikilla on nämä palvelut saatavilla helposti ja halvalla.	Nee
KYLLÄ! Pienet markkinat, myyjäiset yms. Käyttävät varmasti jatkossakin käteistä	Nee
tulee pysymään, aina tulee olemaan tarvetta käteiselle rahalle (myyjäiset, kirpparit yms)	Nee
se on selkeää	Nee
no toivottavasti pysyy, että pysyy paremmin kartalla että on rahaa tilillä	Nee
toivottavasti	Nee
kyllä käteistä tarvitaan	Ja
toivon säilyvän edelleen, koska tarvitsen käteistä päivittäin	Nee
tulee säilymään	Nee
toivoittavasti. Jossain paikoissa luotettavampaa käyttää käteistä	Ja
kyllä tulee, harmaan talouden takia	Nee
toivottavasti	Nee
pysyy maksuvälineenä	Misschien
toivottavasti pysyy. Toki nuoret ovat jo omaksuneet nämä uudet maksutavat ilman käteistä	Nee
luulen, ettei ainakaan pitkään aikaan lähde pois	Nee
kyllä	Nee
kyllä	Nee
voi kun pysyis	Nee
tulee ainaki omasp	Nee
toivottavasti käteinen pysyy	Nee
ei varmaankaan, silti toivon ettei sen saanti loppuisi	Nee
tuskin pysyy	Nee
epäilen, mutta toivottavasti pysyy	Nee
vaikea sanoa	
kyllä pysyy	
katoaa, korttimaksaminen/mobiili kätevämpää	
toivottavasti tulee	
pakko - vanhuksat! Ei osaa/muista kuinka korttia tms käytetään.	