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Holistic Service Marketing Strategies and Corporate Objectives of Firms

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HOLISTIC SERVICE MARKETING STRATEGIES AND CORPORATE OBJECTIVES OF FIRMS

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Keywords: *holistic, service, marketing, strategy, customer, satisfaction, profitability.*

1. BACKGROUND

The concept of Holistic service marketing strategy is derived from the word Holism; meaning all, entire or total. It is the idea that all the properties of a given system cannot be determined or explained by its component parts alone. Instead, the system as a whole determines in an important way how the parts behave (Dreyfus, 1984:13). Evidence of holism abounds in different fields of study including marketing. This means

that in holistic service marketing strategy, combined effect of all of the component variables could give more results than when employed singularly. The study is developed against this philosophical background. Holistic strategies could sustain customers' satisfaction and profitability. This study has unveiled its approach of using marketing management in creating customers' satisfaction in banking, power service industry, insurance companies, petrol and gas services delivery. It evolved new concepts that could improve processes and procedures. Marketing management is a marketing mix program designed for holistic marketing strategy implementation (Reiner, 2008). It includes the business strategic plan and marketing process model. The focus of the business strategic planning model is on achieving corporate financial objectives through designing and implementing product, pricing, promotion and place (distribution) programs. Marketing process model is on the formulation of segmentation, targeting, differentiation and positioning strategies designed to create, communicate, and deliver values to the customers to ensure their satisfaction and gain their loyalty, that is achieve marketing objectives.

When business strategic planning model and Marketing process model are formulated and implemented together from a customer, company and competitor vantage point we say it is holistic service marketing strategy model hence could guarantee customers' satisfaction and profitability. Laurence (2008) and Reiner (2008), also supported this view by citing that, powerful forces have radically transformed the modern exchange economy such that department-based strategy alone could no more drive today's business. He said information technology, globalization, deregulation, privatization, heightened competition, industry convergence, consumer resistance, retail transformation, and disintermediation, when combined, are strong enough to topple the conventional marketing strategic formulation used in these industries. This study is informed by the desire to evolve marketing strategy concepts which should be practised in Nigerian service companies to bring viability and meet their corporate objectives.

a) Statement of the Problem

The early 21st century crises in most service companies in Nigeria were size, fraud and failure to achieve corporate financial goals due to poor service delivery. Strategies employed in trying to solve them

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were merger and acquisition in the banking industry. The capital base was increased to N25b and 24 banks first emerged and later 22 banks (Imala, 2005; Adam, 2005). Privatization was employed in power and insurance companies and oil and gas industries were deregulated. From 2005 to 2009, there were the crises of none performing loans given to influential Nigerians and corrupt practices in the banks again; the strategy employed was Economic and financial Crime Commission (FFCC) arrest and prosecution of defaulters (EFCC Report, Punch 2009). The strategies employed in all these cases to resolve the crises were not holistic (strand in nature). Non holistic strategic planning, implemented in strands like the business strategic planning model could not achieve corporate financial objectives through designing and implementing product, pricing, promotion and place (distribution) programs. It could not give the same result when implemented with market process model (Kotler, 2000). It might lead to several dysfunctions in service delivery that could result in customers' dissatisfaction and failure to realize corporate financial goals. This situation has dominated these service industries since their inception leading to banking reforms of 2005, power and insurance industries privatization acts of 2004 and deregulation of oil and gas industry of 2012. Therefore a search for a strategy to resolve the poor realization of corporate objectives became a burning desire beyond 2013. Faced with these challenges, holistic service marketing strategy concepts would provide ways of coping with exposed fraud and mismanagement of resources in the industries as well as hard selling, transactional marketing and poor relationship marketing methods practised which are inconsistent with standard international best practices.

b) *The objectives of the study are to*

1. Establish the impact of interactive/integrated, internal and external marketing strategies on product/service quality, market share, return on owners' investment and customers' loyalty.
2. Establish the relationship between holistic service marketing strategy and customers' satisfaction in Nigerian service industries:
3. Establish the relationship between customers' satisfaction in Nigerian service industries and profitability:
4. Establish the moderating influence of technology on the relationship between holistic service marketing strategy and customers' satisfaction.

c) *Hypotheses*

Hi-1: There are significant relationships between interactive/integrated, internal and external marketing strategies and product/service quality, market share, return on owners' investment and customers' loyalty.

Hi-2: There are significant relationships between holistic service marketing strategy and customers' satisfaction in Nigerian service industries:

Hi-3: There are significant relationships between customers' satisfaction in Nigerian service industries and profitability.

Hi-4: There are moderating influence of technology on the relationship between holistic service marketing strategy and customers' satisfaction.

d) *Moderating (Contextual) Variables are:*

Technological transformation: Application of technology in business operation leading to efficient and effective service delivery.

i. *The predictor variables are:*

the interactive, internal and external variables of holistic marketing defined. The impact of various predictor variables on the operations of the firms are depicted as well as how the contextual variables will contribute to the effectiveness of holistic marketing in the firms' operations. The criterion variables will be the results of holistic marketing effectiveness-products/service quality, market share, return on owners' investment, customers' loyalty and profitability.

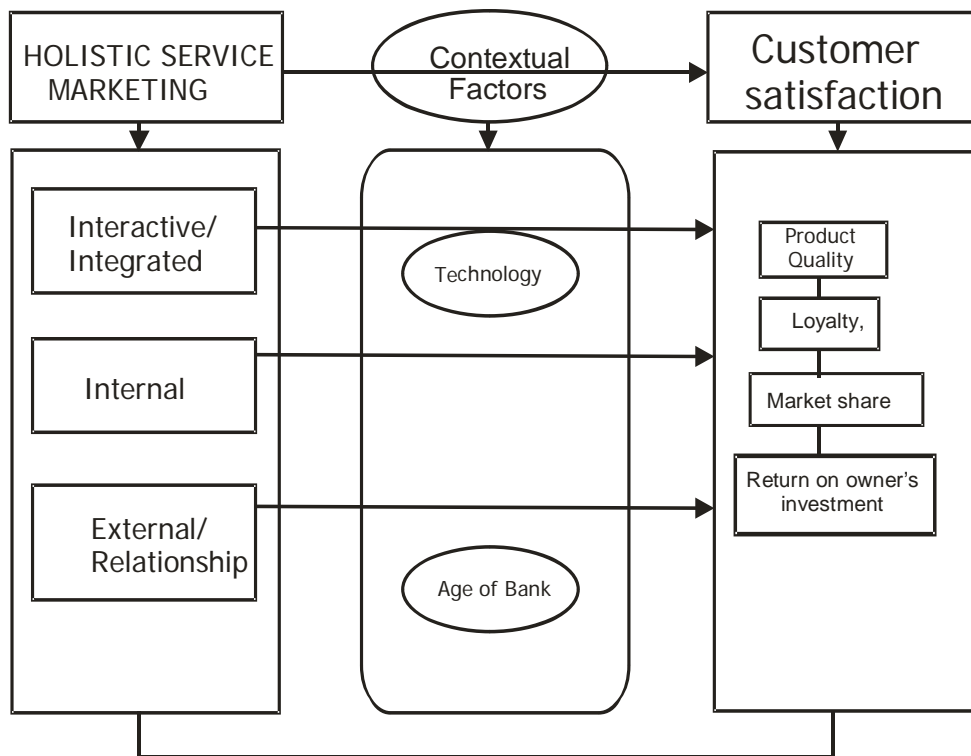


Figure 2 :The impact of various predictor variables on banking operations.

Conceptual Framework of Analysis: The framework of analysis was conceptualized on holistic service marketing strategy and product/service development. For a product/service to satisfy customers it must possess the qualitative competitiveness and this will begin from conception through development and eventually the marketing. Various stages of product development include idea generation, ideas/concept screening, concept/product development and analysis, development of an evaluation system to monitor product performance and product strategy implementation. Product development is followed by a designed holistic service marketing strategy concept that could market the product to the customers (see fig 1). The quality and the brand of the product have far reaching influence on the customer and the type of marketing strategy to be applied. Thus, holistic marketing concept and product/service life cycle model would be adopted as the framework of analysis.

Table 1 : Dysfunctional Ties Observed in the Banks Due to Disparate Marketing between 2005-2009

<i>S/N</i>	<i>Disparate Marketing.</i>	<i>Disparate Service Bundles</i>	<i>Marketing</i>	<i>Dysfunctionalities Service Elements.</i>
1	None-interactive Marketing	Inconvenience		<ul style="list-style-type: none"> - Distance Service Location - long Service Time -Long waiting queues for appointment
		Negative Service Encounters		<ul style="list-style-type: none"> - Lack of: Care, - Politeness, and - Responsiveness
		Poor responses to Services		<ul style="list-style-type: none"> - Negative response - reluctant response - No Prompt response
2	Hard selling	Profiteering		<ul style="list-style-type: none"> - High Price - Deceptive pricing - Arbitrary Increase in pricing - Unfair pricing
		Substandard Core Service Delivery		<ul style="list-style-type: none"> - Poor quality service - Service mistakes - Billing errors - High Service frequency - Service failure
		Unethical Elements		<ul style="list-style-type: none"> - Dishonesty -Cheating - Unsafe relation - Conflicts of interest.
		Organizational Exploitation		<ul style="list-style-type: none"> - Lack of corporate democracy - No team spirit - Poor empowerment - Poor Management Vs employee's relationship.
3	Aggressive Marketing	No Effective Communication		<ul style="list-style-type: none"> Distrust - Lack of Commitment - Undependability - Unreliability
4	Individualistic Marketing	<ul style="list-style-type: none"> - Various Departments of Company - Various strata of Marketers operate without proper supervision 		<ul style="list-style-type: none"> - Engineering/Production department - Marketing department - Human resources department - Finance/Account department -Audit department embark on their own strategies. - Management team - Senior staff team - Junior workers lack team spirit.
5	No external marketing practices	- No Social Responsibility And external linkages.		<ul style="list-style-type: none"> - Welfare - Social amenities - Channels of distribution - Competition - Environment not taken proper care of. Alliance/ partnering, absent.
6	Incoherent Strategic Formulation	<ul style="list-style-type: none"> - Competitive Advantage not identified. - Fund Mismanagement. 		<ul style="list-style-type: none"> - Core Competence lost. - Value choice not made. - Offering delivery uncoordinated.

Source : Nmegbu (2012) PhD Dissertations S/N

Table 2 : Holistic Service Marketing Strategy Bundles Recommended for banks

S/N	HOLISTIC MARKETING	SERVICE BUNDLE	SERVICE ELEMENT
1	Interactive Marketing	Convenience	<ul style="list-style-type: none"> - Service Location - Short Service Time -No waiting for appointment
		Service Encounter	<ul style="list-style-type: none"> - Caring - Politeness - Responsiveness
		Response to Service	<ul style="list-style-type: none"> - Non Negative response -No reluctant response - Prompt response
2	Internal Marketing	Pricing	<ul style="list-style-type: none"> - No high Price -No deceptive pricing -No arbitrary Increase in pricing -No unfair pricing - low pricing - Quality service
		Core Service	<ul style="list-style-type: none"> - No Service mistakes - No billing errors - High Service frequency - No Service failure - honesty
		Ethical Elements	<ul style="list-style-type: none"> -No cheating - No unsafe relation - No conflicts of interest. - Democracy
		Organization Cultural Element	<ul style="list-style-type: none"> - Team spirit - Empowerment - Management Vs employee's relationship.
3	Relationship Marketing	<ul style="list-style-type: none"> -Relationship -Communication 	<ul style="list-style-type: none"> - Trust - Commitment - Dependability - Reliability -No distrust/lack of commitment
4.	Integrated marketing	<ul style="list-style-type: none"> - Various Department of Company - Various strata of Employee 	<ul style="list-style-type: none"> - Engineering/Production department - Marketing department - Human resources department - Finance/Account department -Audit department - Management team - Senior staff team - Junior workers. have team spirit.
5	External Marketing	<ul style="list-style-type: none"> - Social Responsibility - Partners - Alliance 	<ul style="list-style-type: none"> - Welfare - Social amenities - Channels of distribution - Competition - Environment
6	Strategic Formulation	<ul style="list-style-type: none"> - Competitive Advantage - Fund Management Strategy 	<ul style="list-style-type: none"> - Core Competence - Value choice - Offering delivery

Source: Nmegbu (2012), Researcher's Holistic Service Marketing Strategy Model

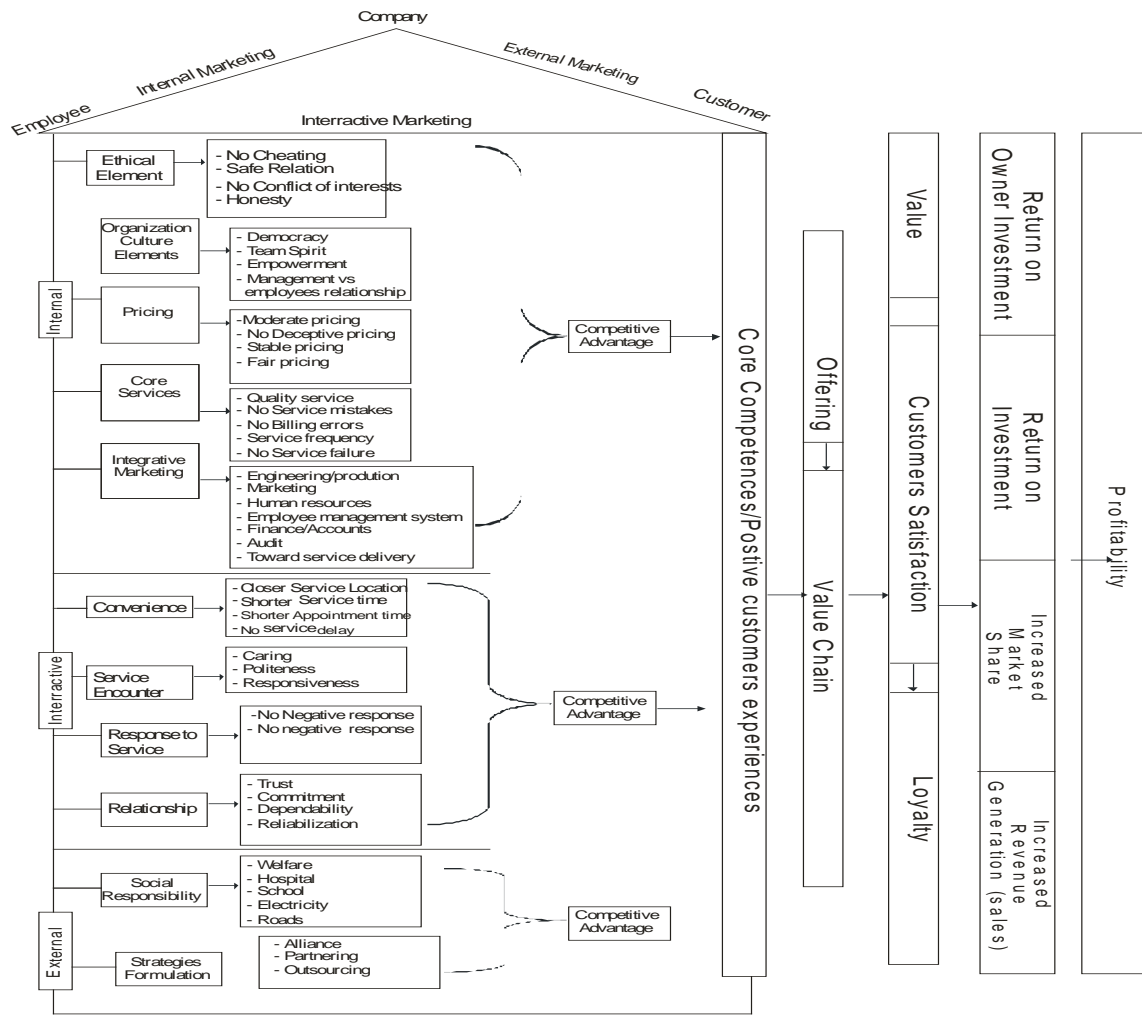


Fig 1: Holistic Power Service Marketing Model

Source : Nmegbu (2012), Researcher's Holistic Service Marketing Strategy Model

e) Definition of Concepts

Service marketing: Keller e'tel (2002), defined service marketing as any act or performance that one party can offer to another that is essentially intangible and does not result in the ownership of anything. Its production may or may not be tied to a physical product.

Manufacturers, distributors and retailers can provide value-added service or simply excellent customer service to differentiate them.

A company's offerings often include some services. The service component can be a minor or a major part of the total offering.

d.Major service with accompanying minor goods and services: The offering consist of a major service along with additional services or supporting goods. For example, airline passengers buy transportation.

The trip includes some tangibles, such as food and drinks, a ticket stub and an airline magazine. The service requires a capital intensive good – an airline - for its realization, but the primary item is a service (Keller e'tel, 2002: 402 – 404).

In this thesis, the pure banking services would be studied hence, services in banking industry would be defined as any act or operation that a bank or an entity can offer to its customers that is essentially intangible and would not result in total ownership of anything.

i. **Holistic Service marketing strategy:** In developing holistic marketing concept, Reiner (2008), citation that powerful forces have radically transformed the modern exchange economy and that Information technology, globalization, deregulation, privatization, heightened competition, industry convergence, consumer resistance, retail transformation, and disintermediation – when combined – are probably strong enough to topple old pyramid of strategic formulations comes must be considered. Therefore effective marketing has a proactive orientation that replaces the hard or even the soft sell methods.

Based on the above premise, Holistic marketing is a strategy which combines all marketing functions in a logical process: recognizing needs, satisfying wants, and meeting demands while consistently delivering on a

unique value proposition. Holistic marketing concept is based on planning and implementing marketing programs, processes, and activities with breadth and interdependence. Marketing strategy which is developed by thinking about the business as a whole uses holistic marketing approaches. This means that every aspect of the business must be carefully considered. The company must think about how a consumer will interact with its products, its advertising materials and everything else.

Holistic marketing is an attempt at synthesizing, and bringing together various marketing efforts and strategies in order to realize organizational goals (Smuts, 1926). James (1984) also defined holistic marketing strategy as an organic and inter-related process that builds on team oriented approaches to achieving organizational goals. In summary, Holistic service marketing strategy is defined as the mobilization of all the organization's resources in a synergic manner to help to shape business, drive it to new levels of success, and retains more clients (Nmegbu, 2012).

- ii. *Customers' Satisfaction* : Customer Value: Over 30 years ago Kotler, (2001) observed that a company's first task is "to create customers." But today customers face a vast array of product and brand choices, prices and supplies. How do customers make their choices? We believe that customers estimate which offer will deliver the most value. Customers maximize value within the bound of search costs and limited knowledge, mobility and income. They form an expectation of value and act on it. Whether or not the offer lives up to the value expectation affects both satisfaction and repurchase probability. The premise is that customers will buy from the firm that they perceive offers the highest customer delivered value.

Customer delivered value is the difference between total customer value and total customer cost. Total customer value is the bundle of benefits customers expect from a given product or service. Total customer cost is the bundle of costs customers expect to incur in evaluating, obtaining, using and disposing of the product or service (Kotler, 2001). In this paper, Customer's value/satisfaction would be defined as the total benefits derivable from service offering which leads to a customer positive experience. Table 2 shows some of the benefits derivable from service offering which leads to a customer positive experience in the banks.

II. LITERATURE REVIEW

It was evident in the background study and the statement of problems that all were not well with service companies because all their efforts do not lead to achieving corporate financial objectives because poor strategies are formulated and implemented. This study has developed holistic model that could bring an end to these crises if pursued vigorously.

a) *What is Holism?*

Holism (from ὅλος holos, a Greek word meaning all, and entire, total) is the idea that all the properties of a given system (physical, biological, chemical, social, economic, mental, linguistic, etc.) cannot be determined or explained by its component parts alone. Instead, the system as a whole determines in an important way how the parts behave (Dreyfus, 1984). Evidence of holism still abounds in different fields of study including history and philosophy.

In History, the term holism was introduced by the South African statesman Jan Smuts in his 1926 book, "Holism and Evolution". Also Smuts defined holism as, "The tendency in nature to form whole that is greater than the sum of the parts through creative evolution." The idea has ancient roots. Examples of holism can be found throughout human history and in diverse socio-cultural contexts, as has been confirmed by many ethnological studies (Wolfram, 1984).

Smuts (1926) presents another revolution that shall dawn upon us. As the facts of the world-view of holism unfold we should see immense changes in our dealings with and understanding of nature. Holism encompasses every aspect of modern technology and requires that we reform our association with nature and make our activities more benign. Smuts made the following observation when he looked at the world unrest in 1926 and the confusion which prevailed in science (Smuts, 1926). The same confusion has revisited our world of socio-economy, political and natural environment today. The next section will treat holism and Service marketing strategy; the reasons why it is a stronger modern strategic tool in service marketing delivery will be highlighted.

i. *Holism and Service Marketing Strategy:*

The ancient definition of holism applies in service marketing strategy too since it is conceptualized by thinking about the business as a whole. This means that every aspect of the business must be carefully considered. The company must think about how a consumer will interact with its products, its advertising materials and everything else. Holistic marketing synthesizes, and brings together various marketing efforts and strategies in order to realize organizational goals. James (1984) also defined holistic marketing strategy as an organic and inter-related process that builds on team oriented approaches to achieve organizational goals. Holism in service marketing strategy helps to shape business, drives it to new levels of success, and retains more clients (Laurence, 2008). The marketing concepts which are holistic and based on comprehensive planning and implementation of marketing programs, processes and activities are:

1. *Interactive Marketing* – Interactive marketing meets needs and exceeds expectations of customers. It

makes the frontline employees to approach customers' problems with understanding and solve them attentively thus encouraging customer relationship management (CRM) such as caring, politeness, responsiveness, honesty and keeping to appointment. Holistic service approaches to marketing realizes the goal of value creation by fostering relationship types of behaviours such as trust, commitment, dependability, reliability etc. It achieves the objective of increasing customers' commitment to the service company through the process of offering better value on a continuous basis at reduced cost.

In Nigerian service firms, none interactive marketing activities such as lack of care, impoliteness, negative responses, reluctant responses, no prompt response, long service time, long waiting queues for appointment etc still subsist; these non-interactive service marketing activities have resulted in substandard core service delivery. Resource advantage and distinctive capability development lead to the creation of superior customer value at a lower cost, hence suppliers, partners and customers will reduce alliances, partnering and choices respectively on their own (Moon 2000).

2. *Internal Marketing* – Internal marketing is concerned with how all employees and other organizational members could work as a team for the realization of goals and objectives of the company. The employees' support and commitment are geared towards the customer (Lancaster and Reynolds, 2004). For effective market strategy and positioning, internal marketing of a firm must be holistic and begin with market orientation. Market orientation is a form of organizational culture where employees work as a team and are committed to continuously create superior customer value, or a sequence of marketing activities that lead to better performance of a company. The internal market orientation concept focuses on coordinated business intelligence generation, dissemination and responsiveness to market information for efficient and effective decisions (Kohli and Jaworski, 1993). The concept is also concerned with issues including organizational culture, innovation, human resource planning and organizational learning and team building (Narver and Slater, 1990). Market orientation traces its origins from the marketing concept. This is because marketing concept is concerned with customer-orientation, competition-orientation, innovation and profit as an incentive for creating satisfied customers as does market orientation too ((Hunt and Morgan, 1996). Market oriented or re-oriented companies perform better than companies that are less market oriented. They focus on adapting their products and services to the needs and expectations of their customers unlike

those who are product oriented and focus on developing a product or service that is then marketed and hopefully sold (Grönroos, 1991).

The Nigerian service industries are generally product oriented. It develops products or services and expect the customers to buy them with or without full knowledge of such products, e.g. internet banking. To achieve customer focus, a firm with a high degree of market orientation cultivates a set of shared values and beliefs about putting the customer first and reaps results in form of a defendable competitive advantage, decreased costs and increased profits (Olayinka, 2008; Desphandé, 1999). Internal marketing strategy begins with market orientation. When internal market orientation is not coordinated and improved, it has consequences to overall business strategy, innovation and competitive advantage (Aburime, 2008).

3. *External Marketing*- External marketing tries to build on mutual satisfaction of long-term relationships and partner relationship management (PRM) such as alliance, merger, collaboration, business partnership etc (Reiner, 2008).
- (a) External Marketing also entails financial accountability and social responsibility. To ensure accountability, an internal Control system has been designed and included in the external marketing strategy to be a means of controlling fraud (Olatunji, 2009). To ensure social responsibility, external marketing strategy uses both a non profit, profit or government organizations.

It has been verified that an effective and efficient internal control system could be the best control measure for preventing and detecting fraud, even in the banking sector. The functions of fraud prevention, detection and control are interwoven, and the three can work together to eliminate fraud and fraudulent tendencies. An Internal control, the strength of every organization, has become of dominant importance today. This is because the control system in any organization is a support for an efficient accounting system. Corruption/fraud has also become an unfortunate trend and staple in Nigeria's international reputation. Any firm with a weak internal control system is dangerously exposed to fraud (Olatunji, 2009). The Research has critically reviewed fraud / corruption syndrome in Nigeria and have suggestions on how to melt them using internal control system. The internal control system is essential to the firms due to the fact that the service sector, must address macro economic insecurity, slow growth in real economic activities, corruption and the risk of fraud now prevalent in banks, power, oil and gas and insurance companies etc. When this is achieved core competence lost due to incoherent strategic formulation will be realised and value choice not made will be achieved; uncoordinated offering delivery in the firms will diminish.

- (b) Social responsibility is also an important external marketing program. It could be carried out by a non profit, profit or government organization to directly resolve a problem or case in the host communities (Kalu, 1996). Banks, power, oil, gas and insurance companies could also practise social responsibility through their legal, ethical, and social words and actions, (Ojo ,1992). A strategic marketing plan is not holistic if these dimensions are not implemented properly. Unfortunately these firms have not shown deep interest to their host communities by getting involved in welfare and provision of social amenities.
- (c) External marketing strategy also means channel of distribution, environment and competition (Oputu-Brume, 1992). "An important proposition in marketing and economics is that consumption depends on availability/distribution. But despite its obvious importance, distribution remains a largely neglected topic in service marketing delivery. The marketing managers of these firms have two fundamental alternatives with respect to distribution strategy: they could either seek to work closely with intermediaries, or assume their functions and push their products or services through the distribution channel; they could seek to establish an authorization with ultimate consumers or clients and therefore pull their product and service through. Push strategies usually emphasize personal selling, while pull strategies tend to emphasize advertising and sales promotion (Afolabi, 2010). Environmental factors, product and market characteristics, company's strengths and weaknesses, and others, affect the selection of a channel of distribution for corporate effectiveness, (competitive-advantage).

Another important issue in holistic marketing concept which is lacking in the firms is that cited by Mihailovich, in Marketing Organization. He said that the modern marketing department evolved from a simple sales department to an organizational structure where marketing personnel work with employees in other disciplines as a team. Inter-departmental team spirit is not strong in most firms. Modern marketing department can be organized in a number of ways to realize a holistic marketing department. Some companies are organized by functional specialization, while others focus on geography and regionalization. Still others emphasize product and brand management or market segment management. Some companies established a matrix organization consisting of both product and market management. Finally, some companies have strong corporate marketing, while others have limited corporate marketing, and still others place marketing only in the divisions.

The fact is that modern marketing organizations are characterized by a strong cooperation and customer focus among the company's departments as follows:

Marketing, research and development, engineering, operations, finance, accounting and Credit department etc. In a holistic sense, the marketing department has to monitor and control marketing activities continuously. Efficiency control focuses on finding ways to increase the efficiency of the sales force, sales promotion, and distribution. Strategic control entails a periodic reassessment of the company and its strategic approach to the marketplace using the tools of the marketing effectiveness and marketing excellence reviewer, as well as the marketing audit and internal control strategies to check fraud (Mihailovich, 2008). In the subsequent sections, we will review the concept of customer satisfaction in Nigerian service firms and in relation to service marketing strategies employed.

b) *Concept of Customer Satisfaction:*

The word satisfaction has a range of meanings to individuals, but it generally seems to be a positive assessment of the service. It could mean contentment, happiness, relief, achieving aims, being happy with outcome and the fact that service delivery did not encounter any hassle. Thus being Happy, could mean excitement, quite contented. It could also mean feeling good or walked out grateful that the service has been satisfactory. The concept of customer satisfaction demonstrates that if experience of the service greatly exceeds the expectations clients had of the service, then satisfaction will be high, and vice versa. Customers' satisfaction is related to expectations. In the service quality literature, perceptions of service delivery are measured separately from customer expectations, and the gap between the two provides a measure of service quality.

Also in expectations and Customer Satisfaction, relief could mean thank God for a service delivery. It also means one could go with a service need and get issues sorted out without being disappointed. Expectations have a central role in influencing satisfaction with services, and these in turn are determined by a very wide range of factors. Lower expectations will result in higher satisfaction ratings for any given level of service quality. For example, poor previous experience with the service or other similar services is likely to result in being easier to pleasantly surprise customers. Negative preconceptions of a service provider could lead to lower expectations, but will also make it harder to achieve high satisfaction ratings, while positive preconceptions and high expectations make positive ratings more likely. Customer satisfaction could mean also achieving aims. This means realizing your aim or goal. Getting what you went for. Being successful in whatever you wanted done. To be unsatisfied is when you are still on the same level as you were before.

It is only when a customer is highly satisfied that he could be loyal to the brand hence could be retained

(Ejiofor, 1977; Lucas, 2005). These days, customers do not adopt one product or company for life. With easy access and global competitiveness, customers are often swayed by advertising and a chance of a better deal. Quality levels and features between competing brands and organizations are often compared before this is done. The thing that separates competitors is their level of service. It is not unusual for customers to switch back and forth between products or organizations simply because of pricing, a bad first impression from the organization or lack of quality service. Happy and satisfied customers behave in a positive manner. They will buy more from the company and give a large share of their fund. Customer satisfaction is derived largely from the quality and reliability of the products and services, level of derived value, Trust and Commitment (Zeithaml and Bitner, 2009).

i. *Perceived Quality of Services or Products* A concept which is very closely related with satisfaction is perceived quality of services or products, and the differences between these have not always been very clearly defined. In an attempt to clarify the distinction between satisfaction and perceived quality of services, Srinivasan (2007) considered that satisfaction requires previous consumption experience and depends on price, whereas quality can be perceived without previous consumption experience and does not normally depend on price. However in circumstances where there is little available information or where quality evaluation is difficult, price can be an indicator of quality. In this sense, Stephanie (2007); Oliver (1999) conceptualized a model of service quality and service satisfaction, and concluded that these constructs are distinct and have different determinants. Service quality has been found to have a profound input on customer satisfaction and loyalty as a whole and is defined as the result of the comparison that customers make between their value expectations about the service and their perception of the way the service has been performing (Nnanna, 2004). Banks in Nigeria have struggled with products quality over years without success. Their ATM installations are to solve the problems of long queues, but the machines break down often resulting in service failures, long waiting queues in the banks, impolite attitudes, no responses etc.

(a) *Level of Derived Value*

Level of derived value is the difference between expectations about the service and the perception of the way the service has been performing. Today, customers are more value oriented in their consumption of services because they have alternative choices. The customers make purchase decisions between competing providers and buy on value; they do not simply buy products. Customers learn to think objectively about value in the

form of preferred attributes, attribute performance, and consequences from using a product in a use situation (Slater, 1997). Bitner and Zeithaml, (2009) confirmed this in their submission that customers evaluate products or services in terms of whether that product or service has met their needs and expectations. It is this met need or expectation that forms the customer's value chain. Several disparate marketing activities are responsible for customer's dissatisfaction and poor derived value in banking, power, oil and gas services in Nigeria. These include poor quality services, service failures, service mistakes and billing errors.

ii. *Courtesy*

In businesses where the underlying products have become commodity-like, quality of service depends heavily on the quality of its personnel. This is well documented in a study by Reichheld (1996) where approximately 40 percent of customers switched organizations because of what they considered to be poor service encounter. Reichheld further argued that nearly three-quarters of the banking customers mentioned courtesy as a prime consideration in choosing a bank. The study also showed that increased use of service quality/sales and professional behaviours (such as formal greetings and courtesy), improved customer satisfaction and reduced customer "flight". Indeed, customer satisfaction has for many years been perceived as key in determining why customers leave or stay with an organisation and courtesy plays a major role. Organisations need to know how to keep their customers, even if they appear to be satisfied. Reichheld (1996) suggests that unsatisfied customers may choose not to defect, because they do not expect to receive better service elsewhere. Additionally, satisfied customers may look for other providers because they believe they might receive better service elsewhere. Banks have long experience of negative encounter and poor responses, therefore the following negative encounters and poor responses to customers' service delivery are still evident in the service companies-lack of care arising from pressure of work, impoliteness due to the same reason, reluctant responses, delayed responses and no responses at all. Although they claim their modern strategies have put things in shape but the truth is unclear judging from customers' complaints records. However, keeping customers is also dependent on a number of other factors. These include a wider range of product choices, greater convenience, better prices, and enhanced income (Storbacka et al, 1994).

iii. *Convenience*

When a company can afford to stay open for longer hours because it charges more than the competitors, it must be excelling on convenience and relatively inferior performance on price. It is good for commercial service firms to focus on the set of

customers who care about the experience of convenience. These customers sometimes come with different needs in different ages and professions- the young, first-time clients, time-strapped urban professionals to elderly retirees. Professor F. X. Frei of Harvard University reinforced this notion in his paper titled, "The four things a service business must get right." He said that some customers cherish convenience and choose Commercial Banks because of its evening and weekend hours without minding price (Frei, 2008). As cited in 2.2.2 above, one of the things responsible for inconveniences encountered by the customers in the service firms, is machine failures which result in long queues with fewer staff attending to them. Demands, requests etc mount up and staff tend to lose their tempers. This appears to be human; but it has remedy if bank operatives have high customer orientation. Therefore one may say that service firms in Nigeria still suffocate their customers in the service queues.

iv. *Satisfactory Pricing*

Good pricing however must be taken into account when shaping the overall satisfaction of the customers towards their service providers. Dissatisfaction usually occurs when the pricing issues are not suitable to the needs of the customers. The response of a customer in this case plays a pivotal role in the overall satisfaction of the service provider. Somoye (2006), Fox and Poje (2002) have explored the relationship between price and customers' satisfaction. They said that the level of satisfaction is always high when the customer is given minimum price and gets maximum usage. But service delivery in the Nigerian banks had manifested hard selling - profiteering using deceptive pricing and arbitrary charges. If a customer is satisfied with the price of the product or service, the loyalty is injected automatically and the customer remains with the current providers for a longer period of time revealing trust in business relationship.

v. *Trust*

Trust has been defined as the willingness to rely on an exchange partner whom one has confidence in his reliability and integrity (Morgan and Hunt, 1996). Aaker (1984) defined trust as the customer's willingness to rely on the ability of the brand to perform its stated function. Trust causes dedication because it reduces the costs of negotiating agreements. It lessens customers' fear of opportunistic behaviour by the service provider. Morgan and Hunt (1996), in social psychology, said trust is considered to consist of two elements: trust in the partner's honesty, and trust in the partner's benevolence. Honesty is the belief that a partner stands by his word, while benevolence is the belief that the partner is interested in the customer's welfare, and will not take actions with negative impact on the customer. Brand trust leads to brand loyalty and

commitment because trust creates exchange relationships that are highly valued.

vi. *Commitment*

Commitment is frequently defined as a desire to maintain a relationship (Deshpande 1999; Morgan and Hunt, 1994). It is a pledge of continuity, and a resistance to change. In a conceptualization and study of employees' commitment to an organization, ALam et al (2006) identified three types of commitment to an organization: affective, continuance and normative. Affective (or emotional) attachment exists when a strongly committed individual is involved in, and enjoys membership in an organization. Affective commitment is defined as a sentimental state of mind that is based on a person sharing, identifying with and internalizing the values of an organization which implies linking an emotional attachment (Morgan and Hunt, 2004). Commitment in a relationship has been positioned as a central factor for customer loyalty (Chaudhuri and Holbrook, 2002) and is a principal factor causing dedication. The Nigerian bank's service delivery lack commitment to their customers and there are trends of aggressive marketing for profit which also manifests unreliability thus a relationship that could ensure customer's satisfaction and sustain true profitability as the fruit is lacking. In the next section, customer's satisfaction in Nigerian banking industry will be discussed.

vii. *Status of Customers' Satisfaction in relation to Technological Deployment*

The Nigerian service industries today are faced with increasing change which is caused on one hand by the recent industrial reforms instituted by the Nigerian Government, and on the other hand by external global/ macro-economic pressures; an outcome of the world wide financial crises (Adeyemi, 2009; Barney, 1991). To succeed in this competitive marketplace, firms must formulate strategies that focus on needs, attitudes, satisfactions and behavioural patterns of the market and apply matching strategies that could bring about satisfactory service delivery. Consumers evaluate a number of criteria when choosing a service provider; these criteria differ across countries, and cannot be generalised. For example, convenience is the principal reason for bank selection in Canada, followed by parental influence with respect to the status of the bank. In contrast, Hong Kong banking customers choose their banks because of convenience, long association, recommendations of friends and relatives, and accessibility to credit facility (Kaynak and Kucukemiroglu, 1992).

1. In Nigeria, information and communications systems are major service firms strategic tool which dramatically impact on performance positively; because it focused on needs, attitudes, satisfactions and behavioural patterns of the market. ICT offers extended

services, diversification of products, entry into new markets, and emphasizes electronic service. The impacts of ICT on service delivery of the Nigerian economy include:

- (i) In the Banks, Automated Clearing Services involves the use of Magnetic Ink Character Reader (MICR) for cheque processing. It is capable of encoding, reading and sorting cheques.
- (ii) Automated Payment Systems: Devices used here include Automatic Teller Machine (ATM), Plastic Cards and Electronic Funds Transfer.
- (iii) Automated Delivery Channels: These include interactive television and the Internet. Electronic Banking has tremendously improved the services of some banks to their customers. Diamond Integrated Banking Services (DIBS) of Diamond Bank Limited and Electronic Smart Card Account (ESCA) of failed All States Bank Limited are products geared towards creating sophistication in the banking sector (Aragba-Akpore, 1998) as quoted by Agboola (2001). He made a comparative analysis between the old and new generation banks and discovered variation in the rate of adoption of the automated devices. Also On-line system has facilitated Internet banking in Nigeria which offers bank customers the flexibility of operating an account in any branch irrespective of which branch the account is domiciled (Ovia, 1997).

ICT systems have increased customer satisfaction in banks than the rest sectors of the economy. Because of this, banks have invested more on IT, have more IT personnel, more installed base for Personal Computers (PCs), Local Area Networks (LANs), and Wide Area Networks (WANs) and a better linkage to the Internet than other sectors of the Nigerian economy just to improve service delivery (Agboola, 2001). Whereas only one bank had ATM in 1998 by 2004, 14 of the Nigerian banks had acquired the technology. EFT also increased from 3 to 14; Smart Cards from 1 to 11; Electronic Home and Office Banking from 3 to 9 and Telephone Banking from 3 to 12 within the same period. The adoption of ICT in banks has improved customer services, facilitated accurate records, provided for Home and Office Banking services, ensured convenient business hour, prompt and fair attention, and enhanced faster services. The adoption of ICT in banks has not only improved the banks' image and led to a wider, faster and more efficient market; it has also made work easier and more interesting, improved the competitive edge of banks, improved relationship with customers and assisted in solving basic operational and planning problems. IT is also directly impacting on customer satisfaction locally in time saving, error rate reduction, enhanced management decision making, and improved speed of service delivery as perceived by the bank workers and

customers. New electronic delivery channels for banking products and services are also available (Sanusi, 2010). The impacts on global business such as for competitive advantage, market segmentations, high revenue and forecasting are also evident. Thus managers cannot ignore Information Systems because they play a critical role in contemporary organisations. Therefore the application of computer based information and communication technology concepts, techniques, policies and implementation strategies to banking services has become a subject of fundamental importance and concerns to all banks managers and indeed a prerequisite for local and global competitiveness.

On Customer Satisfaction and regulations, the impact of E-banking should ordinarily bring difference and arguably lower barriers to entry; opportunities for significant cost reduction; the capacity to rapidly re-engineer business processes; and greater opportunities to sell across the borders. Customers also have the potential benefits of more choice; greater competition and better value for money; more information; better tools to manage and compare information; and faster service. But this is not necessarily so in every bank in Nigeria. There are instances of incoherent formulation of strategies in Nigerian banks, in most cases they appear in strands and on application result in observable weaknesses and failures such that core competences are not visible, value choice not clearly made and sustained and offering delivery becoming uncoordinated. Also internet and e-banking have imposed some limitations on cross departmental team building and the urge to innovate through R and D departments. It has encouraged risk aversion in the Banks, and overcomplicated their product offering using e-banking. As the consequence of this could be confusion of customer in making choice of a right product. Now let us review other dimensions that could be relevant to this section. In power, insurance, oil and gas service companies, the role of ICT, Computer base operations, internet services etc are pervasive.

2. service firms' Orientation:

Concerning firms' market orientation and culture, observable evidences show an external focus combined with focus on stability. The external focus by Nigerian banks often indicates that identifying patterns and trends in the marketplace without focusing on systems, processes and controls to execute organizational strategies; have manifested strategic weakness which amounted to poor orientation. The danger for the bank is that the bank lacked the controls or infrastructure necessary to sustain or manage its growth hence these defects translate to customer dissatisfaction. The focus on stability indicates that the bank has strong systems, structures and processes in place and can operate with machine-like precision,

meaning that it can excel at operations and the impressive execution of a plan (Agboola, 2001). Thus in a stable marketplace, the bank should be able to outperform their competitors, but the case is that once the marketplace starts to change and competitors' pressures emerge, banks begin to have difficult time responding to the changes due to their strict adherence to rules, regulations, and bureaucracy. The bank might become victim of their own success as much time and energy is expended protecting the status quo at the expense of meeting changing customer, product or service requirements in a turbulent market situation. In fact, many banks in Nigeria went bankrupt and were merged in 2005 due to this, and it is still unclear whether this was part of what caused global financial system collapse of the century since banks all over the world operate under similar conditions (Soludo, 2010). If banks in Nigeria should be customer oriented then adaptability dimension is a loophole in successful implementation of bank's strategy, because it is the measure of the market orientation level at the bank. In power industry, it is monopoly; a situation that has presented their service delivery with very unserious commitment. The consequence of poor market orientation is always customers' dissatisfaction.

3. Collaboration

Bank operators have also used collaboration as a cost-reduction and banking efficiency strategy in the nation's banking sector. It has improved service delivery to customers and helped to grow revenue as an economic strategic tool. Economic climate has created a dilemma for bank's need for collaboration in technology application so as to reduce costs and improve efficiency.

For example, banks have collaborations with internet service providers to provide services for the numerous e-banking services rendered to their customers such as ATM, and all electronic services. Unfortunately the number of service failures experienced with ATM is alarming such that the queues that are witnessed could be comparable with previous queues when cards were used. Other ways of achieving customer delight through technology collaboration include, project management capabilities, channel infrastructural availability, core banking application support for banking products and the enterprise-wide Business intelligence capabilities. While technology has enhanced customers' satisfaction in the banking industry today, tomorrow appears better if strategic formulation is holistic (Reichheld, 1990).

III. METHODOLOGY

The research design is quasi-experimental design used in descriptive research. The cross-section sample survey of 400 customers and staff from the

general population of 362080 and 217850 respectively (www.wikipedia.com), was carried out by administering a set of questionnaires. Total population was made up of 22 banks as at the time of this study, 18 electric power companies, 45 insurance companies, 3245 petrol stations and 678 gas plants spread in 36 states of the Federation. The study was carried out in three states of Lagos, Abuja and Rivers states out of 36 states. Formula used in determining the sample size is $n = \frac{N}{1 + N(e)^2}$, (1)

where n is sample size sought, 0.05 is level of significance, N is population size (Taro Yamen's formula for determining the sample size of heterogeneous population), (Baridam, 1999:93). The statistical technique used are the Spearman rank correlation coefficient (r) and partial correlation; the coefficient of correlation was obtained from SPSS 17.0 output Spearman rank. Having completed the tests of the hypotheses and reliability test using various statistical tools mentioned, we present few samples data /analyses only to show what was done to the independent, dependent and moderating variables in general.

a) Samples of Data Presentation

The staff and customers of these firms were used to enable the researcher learn the staff and customers' views concerning the subject matters. Areas covered include: demography of respondents and firms' profiles, descriptive analyses of data, statistical techniques-correlation analyses were used on the data and the results were discussed. The demography of staff who responded (males/females) and firms' profiles show that, 40.5% of the firms' staff who responded to the questionnaires were management staff, 32% were senior staff, 23% were supervisory staff and 23.8% were junior staff and none has less than 5 years of experience. All cadres of the staff responded and no firm was less than 10 years of existence.

b) Reliability Analysis on Items of Variables Using Cronbach's Alpha Test

Reliability tests were conducted on items of the variables; using Cronbach's Alpha test and the result revealed that Interactive/Integrated Marketing Strategy is .732, Internal Marketing Strategy is .715, External/Relationship Marketing Strategy is .736, Technologies is .750, and Service/Product Quality is .704. Also Market Share is .737, Return on Owner's Investment is .840 and Customer Loyalty is .880.

For the purpose of accepting the data generated from the questionnaire, reliability measures were first applied to measure the concepts investigated in the research study. The reliability analysis result indicates that all dimensions of the dependent, independent and contextual variables had Cronbach's alpha value ≥ 0.7 . Thus it can be accepted that the research variable have been validated and are reliable

Table 3.1: The Partial Correlation of Technology on Determinants of Holistic Service Marketing Strategies and Customer Satisfaction

s/n	ITEMS	RESULT
1	Spearman rank correlation coefficient (r)	0.727 ⁺⁺
2	P- Value	0.000
3	Decision Criteria	PV<0.05
4	Decision	Accept Ha-1

Source : Research Data, SPSS Output Version 15.0

Table 3.2: Relationship between Holistic Service Marketing Strategy and Customers' Satisfaction

Control Variable	Index	Holistic Service Marketing Strategies	Customers Satisfaction
Technology	ZPC	0.816	0.535
	CPC	.534	0.231
	DPC	.282	
	Decision	(0.816-0.534 = 0.282 > 0.001	Accept Ha-14

Source : SPSS 17.0 output spearman rank

Table 3.3: The Effects of Holistic Service Marketing Strategy on Customer Satisfaction

Predictor Variable	Index	Customer Satisfaction
Holistic Service	R	.816
Marketing Strategy	P-Value	0.000
	Decision	Accept Ha-1

Source : Research Data, SPSS Output (see appendix M)

c) *Summary of the Findings of Analyses of Data Using Spearman Rank, Partial Correlation Coefficient and multiple regression analyses:*

Having presented sample data of the tests, it is necessary to summarize the findings of the whole research, discuss them and make inferences.

- Interactive/integrative marketing strategy, internal marketing strategy and external/relationship marketing strategy have positively and significantly influenced service/product quality and customers' loyalty.

Internal marketing strategy did not influence market share but interactive and external strategies did.

Also the interactive service marketing strategy did not have any influence on return on owners' investments but Internal marketing strategy and external/relationship marketing strategy did.

- The holistic service marketing strategy had positive and significant relationship with customers' satisfaction in Nigerian service firms.
- It was evident that the moderating influence of technology on the relationship between holistic service marketing strategy and customer satisfaction was positive and significant.
- The customers' satisfaction had positive and significant relationship with profitability in Nigerian service firms.

IV. DISCUSSION OF FINDINGS

The summary of findings have been aggregated from the research results with the aim of arriving at conclusions that will underpin holistic service marketing strategies concepts that could enhance customers' satisfaction and realize corporate objectives of the service firms. They are the following

a) *Interactive Marketing Strategy, Internal Marketing Strategy, and External Service Marketing Strategy influence on Service/Product Quality, Market Share, Return on Owners' Investment and Customers' Loyalty*

1. The marketing concepts which are holistic and based on comprehensive planning and implementation of marketing programs, processes and activities are: interactive marketing, internal marketing and external/relationship marketing strategies. Interactive/integrative marketing strategy has positively and significantly influenced service/product quality, market share and customers' loyalty but did not positively impact on returns on owners' investment according to the research result of multiple regression test between the independent and dependent variables. This is supported by the demographic analysis carried out on the staff and customers' questionnaires using mean method. The analyses revealed that staff prompt communication of errors in account to customers was 4.27, Attitudes of banks' workers to customers was 4.08, response to customers' complaints was 4.10 and practise of conflict of interests was 2.27. The staff grand mean was 3.68 and customers' response grand mean was 3.03 with conflict of interests rated 2.18, it could be said that conflict of interests was low hence Interactive/Integrated Marketing Strategy did not impact positively on the return on owners' investment.

Narver and Slater (1990) posited that Interactive marketing meets needs and exceeds expectations of customers hence they become loyal. It makes the frontline employees to approach customers' problems with understanding and solve them attentively thus encouraging customer relationship management (CRM) such as caring, politeness, responsiveness, honesty and keeping to appointment. These quality services attract and retain customers thus increasing market share.

Interactive service approaches to marketing Nigerian banks did not realize the goal of return on owners' investment by not fostering relationship types of behaviours such as trust, dependability, reliability etc.

2. Internal marketing strategy has positively and significantly influenced service/product quality, return on owners' investment and customers' loyalty but did not positively impact on market share according to multiple regression results. This is supported by the demographic analysis carried out on the questionnaires using mean method. The analyses of the internal marketing strategy show that bank carrying out a number of changes annually is rated 3.87, the bank commits huge amount of money on advertisement annually is 3.76, banks practise corporate democracy (3.96) and

banks' proactive service reduces the frequency of service mistakes per annum (3.60) are less than the grand mean 4.04. The bank investment on market R and D of products annually (4.16), team spirit in banks (4.76), delegation of duty and empowerment to perform is encouraged in banks (4.6) are greater than the grand mean value 4.04, it could be said that items with values less than 4.04 are responsible for the internal strategy failure to impact on market shares while those higher than 4.04 contributed to the improved service quality, customers' loyalty and return on owners' investment.

For effective market strategy and positioning, internal marketing of a firm must be holistic and begin with market orientation. Market orientation is a form of organizational culture where employees work as a team, are committed to continuously create superior customer value through marketing activities that lead to better performance of a company. The internal market orientation concept uses market information for efficient and effective decisions that guarantee value added services/products. The concept is also concerned with organizational culture, innovation, human resource planning and organizational learning and team building. These are geared to satisfy the customers by rendering quality services that attract customers' loyalty hence positively impacting on return on owners' investment. Banks carrying out few number of innovative changes, low amount of money on advertisement annually, poor practise of corporate democracy and non proactive service increased service failures on ATM as well as internet services. These could be responsible for internal strategy not impacting positively on market share.

3. External/relationship marketing strategy has positively and significantly influenced service/product quality, market share, return on owners' investment and customers' loyalty according to multiple regression test result carried out. This is supported by the demographic analysis carried out on the questionnaires using mean method. The analyses revealed that partnership with the government agencies has mean value (4.35), banks sponsor some development project for the government is 4.25 and the bank partnership with other firms mean value is 4.54. Furthermore the firms invest on banks' equity annually is (4.08), these equity increases capital base of bank is (4.24) and the impact of environments (regulatory /policy making agencies) on the implementation of bank strategies is encourage is (3.40). This implies that the mean values of firms invest on banks' equity annually (4.08 and the impact of environments (regulatory /policy making agencies) on the implementation of bank strategies (3.40) are less than the grand mean 4.18 hence their impacts are

less. However, external/relationship marketing strategy has positively and significantly influenced service/product quality, market share, return on owners' investment and customers' loyalty

Olatunji (2009); Reiner (2008) said that external marketing tries to build on mutual satisfaction of long-term relationships and partner relationship management (PRM) such as alliance, merger, collaboration, business partnership etc.

External marketing strategy also involves the monitoring/improvement of channel of distribution of products/services, formulation of strategy that could check the negative impacts of environment and competition on marketing programs (Oputu-Brume, 1992). Therefore their submission support the research finding that external/relationship marketing strategy could influence product/service quality market share, return on owners' investment and customers' loyalty significantly; when applied in the service firms.

b) The effects of holistic service marketing strategy on customers' satisfaction

The Multiple regression test of hypothesis carried out revealed that $R = 0.816 + +$ (table 3.3). This implies that there is a strong association between the dependent variable and the explanatory variable. The coefficient of determination $r^2 = 0.666$. This shows that 66.6% variation in customers' satisfaction is accounted for by variation in holistic service marketing strategy. The remaining 33.4% is explained by other variables not included in the model. The f calculated of 44.038 had a corresponding significant f -value $= 0.000 < 0.05$. Also t -cal = 6.636 and significant value = 0.000. Holistic service marketing strategy therefore, had significant influence on customers' satisfaction ($PV < 0.05$). H_a-2 is accepted, hence we restate that: There are positive effects of Holistic Service Marketing Strategy on Customer Satisfaction.

Smuts (1926), says that "marketing strategy which is developed by thinking about the business as a whole uses a holistic marketing approach". This means that every aspect of the business must be carefully considered. The company must think about how a consumer will interact with its products, its advertising materials and everything else. Smuts (1926), therefore defined holistic marketing as an attempt at synthesizing, an attempt at bringing together various marketing efforts and, strategies in order to realize organizational goals. James (1984) also defined holistic marketing strategy as an organic and inter-related process that builds on team oriented approaches to achieving organizational goals.

Holistic service marketing strategy mobilizes all the organization's resources in a synergic manner to help to shape business, drive it to new levels of success, and retain more customers. The marketing concepts which are holistic and based on comprehensive planning and implementation of marketing programs, processes and

activities are: Interactive, internal and external moderated by technology.

c) Moderating influence of technology on the relationship between holistic service marketing strategy and customer satisfaction in Nigerian service firms

It was evident that the moderating influence of technology on the relationship between holistic service marketing strategy and customer satisfaction was positive and significant. This is supported by the demographic analysis carried out on the questionnaires using mean method. The analyses revealed that quality control machines and equipment mean value is 3.58, acquisition of software applications annually is 4.17, these applications are always available to aid management/staffs take decisions faster is 4.07, encouragement of risk aversion by internet in the industry has 4.16 mean value; the internet service provider performance is 4.37. The grand mean value is 4.07. These mean values show that technology application in the firms is effective, except quality control machines and equipment mean value which is less than the grand mean value.

The role of technology is central in the holistic service marketing strategy concept; its moderating influence between holistic service marketing strategy and customer satisfaction is pervasive in firms' customers' value chain as cited earlier by Ugwu et al (1999). Stephanie (2007) also agreed with the items which were used in measuring technology by listing the technologies banks employ today as computer, internet, E-banking, power supply systems and ICT. Their study agrees with this research finding. They further said that Information and communications systems are major service firms' strategic tool which has dramatic positive impact on their performance; because it focused on needs, attitudes, satisfactions and behavioural patterns of the market. IT is also directly impacting on customer satisfaction locally in time saving, error rate reduction, enhanced management decision making, and improved speed of service delivery as perceived by the bank and insurance workers and customers interviewed. Thus managers cannot ignore Information Systems because they play a critical role in contemporary banking, power, insurance oil and gas companies. On Customer Satisfaction and regulations, the impact of E-banking should ordinarily bring difference and arguably lower barriers to entry; opportunities for significant cost reduction; the capacity to rapidly re-engineer business processes; and greater opportunities to sell across the borders. Customers also have the potential benefits of more choice; greater competition and better value for money; more information; better tools to manage and compare information; and faster service. Thus from the foregoing discussion, the application of technology as service firms' strategic tool has increased customers' satisfaction. Finally Olaleke (2000), Osuagwu (201),

Olaleke (2003) and Oladipo (2003), further cited that without innovation in technology, young banks would have relied on traditional ways of doing business in Nigeria; traditional products/services, traditional distribution channels, and usually at a premium.

d) *The Relationship between Holistic Service Marketing Strategy, customers' satisfaction and profitability*

From the data presentation/analyses of the results of the hypotheses tested, there are linear relationships between holistic service marketing strategy and customers' satisfaction. The word satisfaction has a range of meanings to individuals, but generally it is applied as positive assessment of the service. It could mean contentment, happiness, relief, achieving aims, being happy with outcome and the fact that service delivery did not encounter any hassle. Thus being Happy, could mean excitement, quite contented. It could also mean feeling good or walked out grateful that the service has been satisfactory. The concept of customer satisfaction demonstrates that if experience of the service greatly exceeds the expectations clients had of the service, then satisfaction will be high, and vice versa. In the service quality literature, perceptions of service delivery are measured separately from customer expectations, and the gap between the two provides a measure of service quality.

Customers' satisfaction is related to profitability. It is only when a customer is highly satisfied that he could be loyal to the brand hence could be retained (Ejiofor, 1977; Lucas, 2005). Quality levels and features between competing brands and organizations are often compared before this is done. The thing that separates competitors is their level of service. It is not unusual for customers to switch back and forth between products or organizations simply because of pricing, a bad first impression from the organization or lack of quality service. Happy and satisfied customers behave in a positive manner. They will buy more from the company and give a large share of their fund thus increasing market share and return on owners' investment due to high profitability. Customer satisfaction is derived largely from the quality and reliability of the products and services, level of derived value, Trust and Commitment (Zeithaml and Bitner, 2009).

V. CONCLUSIONS

Having analyzed and interpreted the hypotheses which led to the findings, the study therefore makes the following conclusions based on the findings:

(1) Interactive/integrative marketing strategy has positively and significantly influenced service/product quality, market share and customers' loyalty but did not positively impact on returns on owners' investment according to the research result of multiple regression test between the independent and dependent variables.

(2) Internal marketing strategy has positively and significantly influenced service/product quality, return on owners' investment and customers' loyalty but did not positively impact on market share according to multiple regression results.

(3) External/relationship marketing strategy has positively and significantly influenced service/product quality, market share, return on owners' investment and customers' loyalty according to multiple regression test result carried out

(4) There are positive effects of Holistic Service Marketing Strategy on Customers' Satisfaction.

(5) It was evident that the moderating influence of technology on the relationship between holistic service marketing strategy and customer satisfaction was positive and significant.

(6) It is only when a customer is highly satisfied that he could be loyal to the brand hence could be retained to buy more.

a) *The Implications of the findings*

Interactive/integrative marketing strategy and internal marketing strategy have not positively and significantly impacted on returns on owners' investment and market share respectively. Weak impact on Market share and return on owners' investment could mean that the customers were not satisfied hence failure to realize corporate financial objectives in the Nigerian service firms. On the other hand, external/relationship marketing strategy positively and significantly impacted on returns on owners' investment and market share which the rest two variables of holistic marketing strategy did not. Holistic service marketing strategy variables work in synergy with each other, hence external/relationship marketing strategy joined effort with Interactive/integrative and internal marketing strategies to produce positive impact on return on owners' investment and market share. Therefore holistic marketing strategies are able to add these values to the customers' value chains to satisfy them. Its concepts are based on comprehensive planning and implementation of marketing programs, processes and activities which can create customers' satisfaction and usher in quality services that could increase market share, customers' loyalty and return on owners' investment with technology moderating.

VI. RECOMMENDATIONS

Holistic strategy essentially builds mutual relationship with customers, both internally and externally. Also it focuses on customer relationship management and partners' relationship management. As stated by many firms' managers interviewed, holistic service marketing concepts are being explored continuously in their companies as a strategic tool to take Nigerian service firms to another height. This

research has provided new directions on what could be done to bring about greater efficiency in service delivery and sustainability of corporate objectives.

Based on the findings, the recommendation has been put forward to aid strategic and policy initiatives in the service/product firms globally.

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