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Loyalty by Corporate Banking Customers

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Abstract: We develop a model to analyse the relations between perceived service quality, customer satisfaction, loyalty and intention to increase utilization of banking services by medium/large corporate banking customers.
We suggest that perceived service quality will have a positive indirect effect on bank loyalty via customer satisfaction; perceived service quality will have a positive effect on bank loyalty; customer satisfaction will have a direct positive effect on bank loyalty; and bank loyalty will have a direct positive effect on intention to increase utilization of banking services.
After validation of the measurement scales, the hypotheses are contrasted through Structural Equation Modelling (SEM).

Keywords: Perceived service quality, customer satisfaction, bank loyalty, medium/large corporate banking customer.

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1. INTRODUCTION

Corporate banking is traditionally considered a complex function since it involves relationships between corporate firms and financial institutions (Athanassopoulos and Labroukos, 1999).

Some studies have reported differences between the nature of the relationship between a bank and its business customers depending on the size of the companies (Butler and Durkin, 1998). As companies grow, their financial needs increase in complexity, as does their bargaining power in the bank-customer relationship (Moriarty et al., 1983).

For banks, the medium/large corporate market segment offers the possibility of high, volume-rated margins, and it is therefore important to win lead bank status, as this ensures the largest slice of the corporate banking business. However, the larger the corporate segment, the greater the number of banks used (Tyler and Stanley, 1999). This means stiff competition between banks in this segment of medium/large companies and the major challenge for banks to provide high standards of service quality to ensure customer loyalty.

Many investigations have analysed the relations between smaller companies and their banks, but there has been a relative lack of research studying the determinants of banking loyalty by medium/large corporate customers.

This study explores the relationships between perceived service quality, customer satisfaction, loyalty and intention to increase utilization of banking services by medium/large corporate banking customers.

This research paper is structured as follows: firstly, we conduct an analysis of the relevant literature considering the variables included in the model; secondly, we formulate the hypotheses, and then we explain the processes of data collection and measurement validation. Finally, we present the results and conclusions of this study and suggest possibilities for future research.

2. LITERATURE REVIEW

2.1The concept of loyalty

In the past, many authors have investigated the drivers of customer loyalty, as loyal customers in both consumer and business markets are more likely to engage in repeat purchases from a supplier or increase their "share" of purchases from a particular supplier. They may also provide referrals of business to suppliers or engage in word of mouth promotion (Lam and Burton, 2006). Customer loyalty can lower costs and/or increase profitability, as the cost of recruiting a new customer is said to be five times more than the cost of retaining an existing customer (Barsky, 1994).

In consumer research conducted in the 1960s and 1970s, customer loyalty was approached predominantly from a behavioural perspective.

Behavioural definitions were based on the amount of purchases for a particular brand (Bass, 1974; Tranberg and Hansen, 1986). Jacoby and Chesnut (1978) observed that in some studies the focus was on interpreting patterns of repeat purchasing in primarily panel data as a manifestation of loyalty.

In a later study conducted by Gremler and Brown (1996) the consumer's disposition to re-buy was an essential element of loyalty, while Jones and Sasser (1995) argued that share of wallet was the key indicator of loyalty and also stated that "the ultimate measure of loyalty is share of purchases in the category".

Critics of behavioural definitions point out that no explanations of the choices made by consumers are sought by this limited definition of loyalty. Behavioural measures simply estimate frequencies with no examination of the reasons for purchases or the factors that may influence choices (Dick and Basu, 1994).

To overcome the limitations of behavioural definitions, many researchers have defined loyalty by including attitudinal measures (Day, 1969). Attitude denotes the degree to which a customer's disposition towards a service is favourably inclined (Azjen and Fishbein, 1980).This is reflected in the willingness to recommend a service provider to other consumers or the commitment to repatronize a preferred service provider (Gremler and Brown, 1996; Jain et al., 1987; Pritchard, 1991). Based on a favourable attitude towards a service provider, customers may develop preference loyalty (Ruyter et al., 1997).

This approach also sees a loyal customer as attached to a brand, and when their positive beliefs are reinforced, these customers are said to buy a brand more often (Riley et al., 1997).

In addition to attitude, it has been argued that loyalty may also be based on cognition (Lee and Zeiss, 1980; Oliver, 1996). Berger and Mitchell (1989) showed that the degree to which consumers are exposed to advertising increases

the ability and confidence to process information, providing more opportunity for product-related elaboration resulting in product commitment.
In the study conducted by Ganesh et al. (2000), loyalty had two factors: active loyalty (word of mouth and intention to use) and passive loyalty (not switching even under less positive conditions).
Other authors have considered loyalty as a process rather than an outcome; Oliver (1997), for example, distinguishes between four stages of loyalty: cognitive, affective, conative and action loyalty.
Dick and Basu (1994) have developed a framework for customer loyalty that combines both attitudinal and behavioural measures. These authors proposed that loyalty is determined by a combination of repeat purchase levels and relative attitude. Relative attitude was determined by attitude strength and attitudinal differentiation.
Ruyter et al. (1997) also posit that service loyalty is a multi-dimensional construct consisting of the following three dimensions: preference loyalty, price indifference loyalty and dissatisfaction response.

2.2The concept of bank loyalty

Meidan (1996) argued that the degree of loyalty in banking can be gauged by “tracking customer accounts over a defined time period and noting the degree of continuity in its patronage”.
Bloemer et al. (1998) also defined bank loyalty as the biased (i.e. non-random) behavioural response (i.e. revisit), expressed over a period of time by some decision-making unit with respect to one bank out of a set of banks, which is a psychological function (decision-making and evaluative process resulting in brand commitment).
Many other researchers have analysed the drivers of bank loyalty. Table 1 summarizes certain studies on the determinants of bank loyalty.
Loyalty by corporate customers has been relatively neglected in investigations, and most of them analyse small- and medium-sized bank customers.
Lam and Burton (2006) investigated SME banking loyalty through a qualitative study made in Hong Kong, and found that this market is characterized by high levels of disloyalty. They also found that perceived service quality and the length of business relationship appear to have strong associations with loyalty behaviour in terms of a customer’s willingness to continue to use a bank and to recommend the bank to others.
The same authors (Lam, Lo and Burton, 2005) in a later study on banking loyalty found that perceived service quality in the form of efficiency of service delivery appears to be an important driver for SME banking loyalty.
The results also indicate that pricing of a loan facility has a strong impact on customer loyalty and that the relationship in the form of “guanxi” appears to have a significant negative impact on SME likelihood of switching banks.

Building "guanxi" requires continuous social interactions (Tong and Yong, 1998), and thus bank managers may benefit from social interaction with the SME decision-makers.
Turbull and Gibbs (1989) focused an empirical study on the banking behaviour of large corporate customers in South Africa, investigating the selection of banks and bank services, and the most important factors in selection were found to be quality of service, quality of staff, the nature of relationships with managers, and price of services. Further, although most responding companies had split banking arrangements, strong loyalty existed between organizations and their lead commercial banks.
Tyler and Stanley (1999) also investigated the large corporate expectations of service delivery from their banks, and identified some elements of operational quality: reliability, assurance, empathy, responsiveness and proactivity.
Athanassopoulos and Labroukos (1999) examined corporate behaviour towards financial services with a sample of the largest and most profitable Greek companies, and found that some firms prefer to collaborate with the same bank for all their products, while others are not tied to one supplier and prefer a more open relationship.

Table 1. Determinants of bank loyalty

AUTHOR	DETERMINANTS OF BANK LOYALTY	OBSERVATIONS
Gremler (1995)	Satisfaction, switching costs and interpersonal bonds.	Satisfaction, switching costs and interpersonal bonds are positively related to loyalty. Satisfaction is the most significant.
Bloemer et al. (1998)	Image, perceived service quality and satisfaction.	Image is indirectly related to bank loyalty via perceived quality. Service quality is both directly and indirectly related to bank loyalty via satisfaction. The latter has a direct effect on bank loyalty.
Castelo (1999)	Disconfirmation of expectations.	Service quality and satisfaction had no statistical significance in determining service loyalty.
Caruana (2002)	Service quality and customer satisfaction.	The results indicate that customer satisfaction does play a mediating role in the effect of service quality on service loyalty.
Lee and Cunningham (2001)	Perceived service quality and transaction/switching costs.	It develops potential determinants of service loyalty based on service quality, transaction costs and switching costs literature.
Ball et al. (2003)	Customer satisfaction, communication and trust.	Loyalty is explained less than expected by trust and more by communication, at least in the banking sector. The

		relationship between image and loyalty, although important, is mainly indirect and mediated through satisfaction and trust.
Veloutsou et al. (2004)	Satisfaction, perceived quality and image.	Image has a positive impact on perceived quality and satisfaction.
Beerli, Martin y Quintana (2004)	Satisfaction and personal switching costs.	This paper shows that the degree of elaboration in the bank selection process does not have a moderating influence on the causal relationships between satisfaction/switching costs and customer loyalty.
Baumann et al. (2004)	Customer attitudes, satisfaction, perceived service quality, customer's environment and competing offers.	This study develops different models for satisfied and dissatisfied customers.
Pont and McQuilken (2004)	Customer satisfaction.	Satisfaction was found to have a significant impact on three dimensions: loyalty, paying more and external response.

2.3Determinants of bank loyalty

The corporate banking segment deserves attention because it is more valuable and more complex than the more frequently examined retail banking segment, especially in terms of frequency, value of transactions and frequency of multiple banking relationships (Tyler and Stanley, 1999).

2.3.1Perceived service quality

Perceived service quality influences the customer's intentions to buy a specific brand or the portfolio of products and brands provided by a given organization. Evidence suggests that perceived service quality influences consumer behaviour and intention. It is well known that evaluative judgments of service quality could significantly influence service loyalty and bank loyalty (Veloutsou et al., 2004).
Ruyter et al. (1998) also found a positive relationship between perceived service quality and preference loyalty and price indifference loyalty.
Bahia and Nantel (2000) proposed alternative models of perceived service quality in traditional banks.

Few were the studies that analysed the relations between the largest companies and their banks, but Tyler and Stanley (1999) investigated the expectations of the largest companies regarding the quality of the service provided by their banks and found elements of operational quality: reliability, assurance (technical knowledge of bank structure), empathy (understanding customer needs, trust), responsiveness and proactivity.
Velotsou et al. (2004) also found that perceived service quality has a positive association with customer loyalty, being defined as a function of expected quality (generated from market communication, image, word of mouth and customer needs) and experienced quality (generated from functional and technical quality).
One factor that may have an impact on business banking loyalty is the extent of interpersonal relationships between the bank's key personnel and the decision-maker at the company. The personal relationship can contribute to building lasting B2B relationships that make customers perceive the service as differentiated from other service providers (Berry, 1995).

Gremler and Brown (1998) also suggested that two of the antecedents of service loyalty were impersonal bonds (as non-personal linkages or obligations that are formed between customers and the provider over the course of the relationship, and argue that such bonds may be characterized in terms of switching costs and staying benefits), and interpersonal bonds defined as the degree to which customers perceive having a personal, sociable relationship with service provider employees, including customer feelings of familiarity, comfort, friendship, and trust.
Corporate customers are mostly concerned about interactions, information exchange, and they expect transaction-specific services from banks (Tyler and Stanley, 1999).
This supports Gronroo's (1990) study, whereby the interpersonal bonds between customers and employees that develop from ongoing interactions in the service encounter will affect a customer's future buying behaviour.
Thunman (1992) suggests that five types of bonds can inform the various aspects of the bank-customer relationship:

1) Technical bonds are all such connections that employ computerized and technical systems (e.g. cash-management terminals);
2) Knowledge bonds include ownership ties, interlocking directorates, long-term contracts;
3) Knowledge bonds represent mutual knowledge on each other and on financial instruments and markets;
4) Social bonds pertain to the human side of banking with personal contacts, liking and trust;
5) Economic bonds describe the price and volume dimension in the transactions between bank and customer.

In many investigations, reliability was an important construct to determine perceived service quality.
Parasuraman (1985) defined reliability as the company's ability to perform the service right first time and honour its promises.
For Tyler and Stanley (1999), this construct has four principal aspects - minimal mistakes, efficient mistake handling, not needing to chase and consistent service between all bank contacts.
Product variety has also been described as a driver of perceived service quality; it concerns the variety of products and services provided by the bank and their importance to the needs of the company.
In a study conducted by Veloutsou et al. (2004), perceived quality was determined by quality tangibles, quality personal interaction and employees, and quality offer.
Based on the analysis of these previous studies, we proposed a five-item scale to measure the construct of perceived service quality for corporate banking customers (see Table 2).

2.3.2Customer satisfaction

Customer satisfaction has frequently been suggested as the leading determinant of loyalty (Anderson and Fornell, 1994; Lam and Burton, 2005) and it has been argued that satisfaction is the overall evaluation of the organization based upon all experiences with that particular organization (Anderson et al., 1990).
For instance, levels of satisfaction have been positively related to repeat purchase behaviour (Labarbera and Mazursky, 1983).
Levels of satisfaction have been positively associated with customer loyalty in the form of share of wallet and business-to-business setting (Keiningham and Perkins-Munn, 2003).
Satisfaction has also been the most important variable for the explanation of loyalty in the ECSI-revisited model of Ball el al. (2003) and in the ESCI initial model.

2.3.3. Intention to increase utilization of banking services

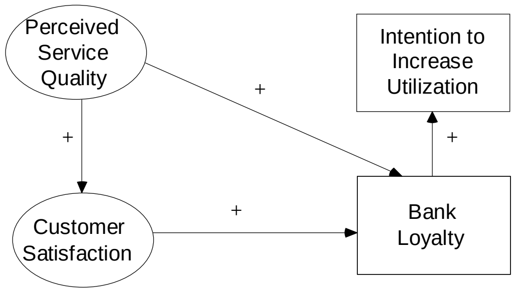
A major goal of banking strategy is often to increase share of wallet, so it is important to analyse future buying behaviour by the corporate segment.
In a study conducted by Lam and Burton (2005), many interviewees mentioned that they were likely to increase the extent of usage of their main bank services in the near future, due to satisfaction and/or length of relationship with the bank, but they recognized that it was risky to use only one bank's services.

Based on the literature above, we propose the following hypotheses:

H1: perceived service quality will have an indirect positive effect on bank loyalty via customer satisfaction;
H2: perceived service quality will have a positive effect on bank loyalty;
H3: customer satisfaction will have a direct positive effect on bank loyalty;
H4: bank loyalty will have a positive direct effect on intention to increase utilization of bank services.

Figure 1 summarizes the research hypotheses and shows the proposed conceptual model to be estimated:

Figure 1. Proposed conceptual model



3. METHODOLOGY

Although most of the constructs have been used previously in many studies in other countries, the degree to which both the constructs and the concepts are transferable to Portugal was not known.
Therefore, prior to the final study, we conducted interviews with the financial managers of five medium/large-sized companies. The responses were helpful to form suitable questions for corporate customers of Portuguese banks.
All the constructs in this study were investigated using a Likert-type seven-point scale (1= Strongly Agree, 7= Strongly Disagree).
Some of the items were adapted from previous research, while others were specifically designed for this study (see Table 2). The questionnaires were sent and received between August 2007 and May 2008.

Table 2. The study measures

CONSTRUCT	SURVEY MEASURES	VARIABLES	SOURCE
Intention to increase utilization of bank services	I intend to increase the utilization of this bank in the future	Intention	Developed for this study
Customer satisfaction	I am satisfied with the bank overall The bank meets my expectations in servicing my request	CS1 CS2	Partly adapted from Baumann et al. (2004) and Veloutsou et al. (2004)
Bank loyalty	We will probably still be working with this bank in the future	Loyalty	Developed for this study
Perceived service quality	The physical branch of the bank is functional and comfortable I have a good relation with the business manager of the bank The bank offers products and services according to the needs of the company The bank assures their services with a minimum of errors I value that the bank quickly resolves existing errors	PSQ1 PSQ2 PSQ3 PSQ4 PSQ5	Partly adapted from Veloutsou et al. (2004), Tyler and Stanley (1999) and Servqual

The questionnaires were sent to the personal e-mails of the financial managers of the companies and in some cases to the general e-mail of the company.
Out of the 220 questionnaires sent, 70 valid questionnaires were finally returned, thus yielding a 32% response rate.
With the data, we estimated a Structural Equation Model using AMOS 16.0 and we also proved the consistency and validity of the constructs.
Confirmatory factor analysis allowed for a scale evaluation and model depuration, and we also explored certain descriptive statistics.

4. FINDINGS

4.1Preliminary analysis

Table 3 presents the main characteristics of the respondents, and Figure 2 identifies the banks most used by companies as their first choice. We can also conclude that the larger the company, the greater the number of banks used, as discussed by Tyler and Stanley (1999) (see Table 4).
Although most of the responding companies use the services of four or more banks, strong loyalty existed between organizations and their lead commercial bank, as discussed in the previous study conducted by Turbull and Gibbs (1989). The data showed that 73% of the companies have been working with their lead bank for more than 10 years.
We also carried out a factor exploratory analysis (principal components with varimax rotation) for the latent variables. The factorial loadings were required to be higher than 0.5 points and have a significant total explained variance.
The Cronbach Alpha indicator was used to access the initial reliability of the scales, considering a minimum value of 0.7, although this is not an absolute standard, and values below 0.7 have been deemed acceptable if the research is exploratory in nature (Hair et al., 1995).
Only one factor was estimated for each construct of perceived service quality and customer satisfaction (see Table 4).

Table 3. Characteristics of the respondents

		Percent
Sector	Industry	44.3
	Construction	11.4
	Services	44.3
N. of Employees	11 to 50	1.4
	51 to 100	10.0
	101 to 250	28.6
	>250	60.0
Anual Turnover (€)	2001 to 10000 thousand	4.3
	10001 to 50000 thousand	15.7
	50001 to 250000 thousand	50.0
	>250000 thousand	30.0

Figure 2. The most used banks in the companies as the first choice.

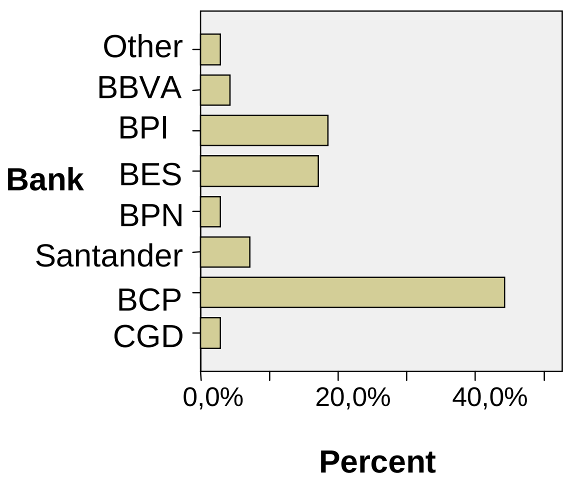


Table 4. Number of banks used by company size

N. of employees	Average number of banks used	N
between 11 and 50	2.0	1
between 51 and 100	3.1	7
between 101 and 250	4.4	20
>250	4.5	42

Table 4. Exploratory Factor Analysis

	Exploratory Factor Analysis			Cronbach Alpha
Latent Variable	**Items**	**Factor Loadings**	**% Explained Variance**	
Perceived Service Quality	PSQ1	0.57	57.8%	0.79
	PSQ2	0.85		
	PSQ3	0.85		
	PSQ4	0.78		
	PSQ5	0.70		
Customer Satisfaction	CS1	0.87	76.2%	0.65
	CS2	0.87		

4.2Overall Model Fit

After the analysis of the structural model estimated, we verified the existence of offending estimates, and assessed the overall model fit with some goodness-of-fit measures (see Table 5).

Once the overall model fit was evaluated, the measurement of each construct was assessed for unidimensionality and reliability.

Although the Cronbach Alpha indicator is the most frequent test to assess reliability, some authors consider that it underestimates reliability.

Consequently, the use of composite reliability and variance extracted has been suggested (Hair et al. 1998).

The commonly-used threshold value for acceptable reliability is 0.7 and for variance extracted it is 0.5.

Construct validity was assessed considering two types of criteria: convergent and discriminatory validity.

We tested convergent validity by checking that the factor loadings of the confirmatory model were statistically significant (at the level of 0.05) and all the factor loadings exceeded 0.5, thereby providing evidence of convergent validity of the measures.

Secondly, we tested the discriminatory validity between the constructs perceived service quality and customer satisfaction.
We checked whether the correlations between the two constructs in the confirmatory model were lower than 0.8 points (Bagozzi, 1994).The correlations between the variables are shown in Table 6.
The results indicate high correlation between them, so this criterion was not fulfilled.
Although these constructs have no discriminatory validity, we decided not to eliminate the construct of customer satisfaction for two main reasons: firstly because in the previous studies it was frequently suggested to be the leading determinant of loyalty; secondly, we obtained a better global fit including customer satisfaction.
After this analysis, we estimated the final structural model (See Figure 3), and the goodness-of-fit measures have acceptable values.

Table 5. Measurement Validation

Constructs	Cronbach Alpha	Composite Reliability	Variance Extracted	Global Fit
Perceived Service Quality	0.79	0.84	0.52	x^2=28.8 d.f.= 28
Customer Satisfaction	0.65	0.69	0.57	RMSEA =0.02 CFI = 0.94
Loyalty	-	-	-	GFI=0.91
Intention to Increase Utilization of Banking Services	-	-	-	AGFI= 0.85

Table 6. Correlations between the variables in the model

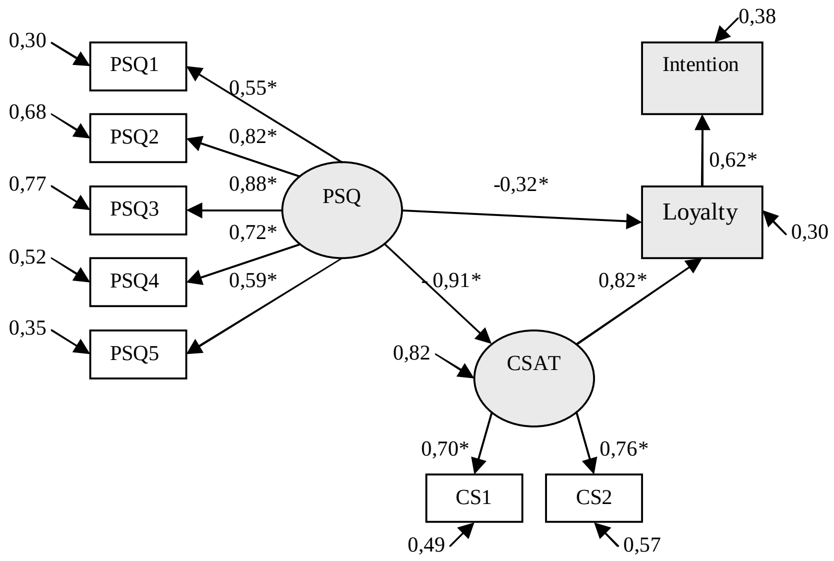
	PSQ	CSAT	Loyalty	Intention
PSQ	1			
CSAT	0.905	1		
Loyalty	0.424	0.533	1	
Intention	0.262	0.329	0.617	1

Table 7 shows the standardized total, direct and indirect effects between all the variables in the estimated model.
The results confirm our theoretical position expressed in hypothesis H1 that perceived service quality has an indirect positive effect on bank loyalty via

customer satisfaction with an effect of 0.745; we also proved that perceived service quality has a positive effect on bank loyalty, with a total effect of 0.424. As for hypothesis H3, the data showed that customer satisfaction has a direct positive effect on bank loyalty of 0.823. Finally we also proved hypothesis H4, whereby bank loyalty also has a positive direct effect on intention to increase utilization of bank services, with a total effect of 0.617.

On the other hand, the main variable that explains perceived service quality is PSQ3, which refers to the importance of the offer of products and services according to the needs of the company; in second place, the variable PSQ2, regarding the importance of the good relations generated between the decision-maker of the company and the bank's business manager, and in third place, the variable PSQ4, regarding the reliability of the services; in other words, the importance of assuring the service with the minimum of errors.

Figure 3: The Structural Equation Model



Note: (*) Expresses that coefficients are significant at the 0.05 level.

Table 7- Standardized Total, Direct and Indirect Effects

	Total Effects			Direct Effects			Indirect Effects		
	PSQ	CSAT	Loyalty	PSQ	CSAT	Loyalty	PSQ	CSAT	Loyalty
CSAT	0.905	0	0	0.905	0	0	0	0	0
Loyalty	0.424	0.823	0	-0.321	0.823	0	0.745	0	0
Intention to increase utilization of banking services	0.262	0.508	0.617	0	0	0.617	0.262	0.508	0

5. DISCUSSION

We found that the larger the size of the corporate segment, the greater the number of banks used, with the larger companies using the services of four or more banks on average, although strong loyalty exists between companies and their lead commercial bank.

The data also showed that BCP is the most-used bank by the companies as their first choice.

This study also suggests that perceived service quality - specifically three dimensions (the importance of the offer of products and services according to the needs of the company, the good relations generated between the decision-maker of the company and the bank's business manager, and assuring the service with the minimum of errors) - appears to be the primary driver of bank loyalty in this segment.

The first dimension was discussed by other authors as influencing the bank-company relationship and the choice of the main bank by customers. Lam and Burton (2005), for instance, stated that the ability to understand and accommodate specific customer needs appeared to be important in influencing the corporate choice of banks. They also found that for companies who are loyal to only one bank, the key determinant for remaining with that bank was the ability to accommodate their needs.

The second dimension emphasizes the importance of interpersonal relationships in maintaining corporate customers. For example, changes in bank policy and/or bank managers were identified as having caused some customers to change banks. This suggests that bank strategy may need to pay more attention to the potential negative effects on customer behaviour of any change in staffing or lending policy (Lam and Burton, 2005).

The third dimension of perceived service quality is of great importance for the decision-maker at the company. Corporate customers expect transactions to be made with the minimum of errors, mainly because an error in certain transactions can seriously compromise the company.

In the study conducted by Tyler and Stanley (1999), reliability was an important driver for operational quality service. They evidenced that even if mistakes were made, it was expected that the bank would handle them swiftly and efficiently. In contrast, the importance of the quality of the physical branch of the bank is the least relevant to determining bank loyalty by corporate customers. This might indicate that the physical evidence of the service has less importance than in the past for informing a customer's views on service quality, satisfaction and loyalty (Veloutsou et al., 2004).

This study has also proved that customer satisfaction is an antecedent to loyalty, that is, satisfied corporate customers expect to maintain the relation with their bank in the future.

Finally, this study has shown that corporate customers are happy to increase their usage of their main bank services due to satisfaction and the length of the relationship with the main bank.

6. FUTURE RESEARCH AND MANAGERIAL IMPLICATIONS

Our study had some limitations; the most significant was the difficulty in obtaining a bigger sample of medium/large companies. We faced various obstacles in contacting the decision-maker in each company.

Further research should target two methodological objectives: first, a larger study should be attempted;

secondly, it is important to conduct a study within a context of online banking in this segment.

The services provided by banks through the electronic medium have increased in recent years, although there has been an unsatisfactory quality in the services provided by many institutions (Rose, 2000).

There is enormous competition amongst banks in this sector; it is incumbent upon all banks to provide high quality services, and it is therefore important to understand in the first place the attributes of e-banking service quality; in second place, how companies become more satisfied with the service provided; in third place, if they have trust in that medium; and lastly, how they become more loyal.

Many authors investigate these problems in their studies involving private customers, but few studies analyze these issues for medium/large corporate customers.

This study suggests that corporate bank customers appear to choose not to use one bank exclusively, but to benefit from using a range of banks, thereby obtaining greater flexibility.

Taking into account the high costs involved in increasing the customer base in the medium/large corporate segment, one of the main goals of banks should be

to develop long-term relationships with their customers in order to improve their results.
Thus, the management of perceived service quality and customer satisfaction is a fundamental task for managers at the banks.
Banks should develop products and services according to the needs of the segment of larger companies, as their needs are more specific and complex than in other customer segments.
Lasting relationships between the bank and the corporate customer are upheld if a good relation is generated between the decision-maker at the company and the bank's business manager. It should also be a priority for bank managers to improve the reliability of the transactions.
In short, data showed that it is not possible for banks to expect 100 percent loyalty from their corporate customers, but banks can adopt strategies to develop long-term relationships and maximize their share of wallet within this segment.

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