

## The 7 Ps` In the Websites of Qatari Banks

Bahnaz Ali Alquradaghi

*Senior Research Officer –Center of Islamic Economics and Finance (CIEF)- Qatar Faculty Of Islamic Studies- Hamad Bin Khalifa University, Doha-24755, Qatar.*

---

**ABSTRACT:** This research is an attempt to discover the extent of availability of the marketing mix elements in the webpages of some of the Qatari banks, in order to assess the degree of development in this area, and if they are able to take advantage of existing technologies in this field. I have discovered that the Qatari Banks, under consideration in this study, are very interested in the internet and have a desire to use this technology-and have actually been using it since 2010.

The elements of the marketing mix in services are 7, namely: product, price, place, people, promotion, physical evidence and process. Banks are service institutions. I chose to study 3 banks in Qatar: Qatar National Bank, Qatar Islamic Bank, Masraf AlRayan, and have made comparisons between them to find out how efficiently these elements of the marketing mix have been implemented. I found that the marketing mix is well established in Qatar National Bank, and to a lesser extent in Qatar Islamic Bank and Masraf AlRayan respectively. That is because Qatar National Bank has a wide diversity in product, a numerous branches and ATMs, a successful advertising strategy and attention to detail.

Keywords: Marketing Mix, Qatari Banks, Six Sigma in marketing .

---

### 1. INTRODUCTION:

The banking industry is an integral part of any society. E-banking in the banking sector in Qatar has become more significant since 2010. Banks had started to perform E-marketing besides the traditional marketing in banking in order to be able to offer new services efficiently due to the following:

- Intense competition in the financial service sector: The competition became intense due to the growing banking perceptiveness, and increase in liberalization of interest rates or profits rates in Islamic banks.
- Banks have to increase their profits to create new markets, to protect and develop their market shares and to survive on the basis of intense competition.
- Bank activities in Qatar can be divided into two categories; retail banking, dealing directly with individuals and small businesses and secondly business banking which provides services to corporate clients.

Banks offer different channels to access their banking and other services: Branches, ATM, Mail, Mobile banking, Credit Cards. New innovative methods of marketing services used by the banking

sector, such as E-banking enable people to carry out most of their banking transaction using a safe website operated by their respective bank. It had started in Qatar in 2010 in most banks.

It is a very important delivery channel, from a bank's perspective, with the costs per transaction being even lower than those of an ATM; Furthermore, it represents a significant opportunity for banks because it does not require physical infrastructure. It is also the most important facility from the customer's perspective because it enables them to pay utility bills over the net, is open 24 hours, is fast and saves time.

While Internet banking has great potential and is a powerful delivery channel, it has succeeded to make a significant impact due to a combination of psychological, technological and socio-economic factors, and the government has made considerable progress in initiating a trustworthy environment.

The E-Banking sector is a service sector in which customer and service producers interact closely. The internal and external relations both have a significant role to play. It requires two techniques: Finding and keeping successful personnel as well as acquiring new customers while keeping the old ones. The role of the customer is very important according to researchers, as maintaining the relationship with extant customers increases the profit of the banks.

In a service industry the product is not unique and hence easier to imitate so to have the best marketing mix is essential and a must have. Since the service has a dynamic approach, the marketing mix plan must also be dynamic. The competition in the banking industry environment makes the detailed and thorough knowledge about the marketing mixes a must.

## **2. OBJECTIVE OF THE STUDY:**

1. The objective of the study is to examine the availability of marketing mix in Qatar banks website and analyze the quality by comparing 3 banks.
2. Disclosure about the importance of the role of E-marketing to banks and the importance of the availability of the elements of the marketing mix.

## **3. RESEARCH PROBLEM:**

The number of working banks in Qatar is up to 25 so the competition between them is very high. This raises the question; have the Qatari banks been able to enter the 21st century or are they still in the 20th century, are they marketing their products? How effective is the marketing mix? How effective are the banks' webpages and their use of internet banking?

## **4. HYPOTHESIS:**

Based on the literature review, the following hypotheses emerge:

Hypothesis 1: Webpages of banks under study have appropriate marketing mix.

Hypothesis 2: The insignificance in the places policy - for banks under study- led to weak competitiveness against other banks.

Hypothesis 3: The insignificance in products policy – for banks under study – led to weak competitiveness against other banks.

Hypothesis 4: The insignificance in promotions policy – for banks under study – led to weak competitiveness against other banks.

## **5. THE IMPORTANCE OF RESEARCH :**

There are no similar studies in the area of (marketing mix in Qatari banks). The Study will touch an important aspect to enhance and increase the performance of local banks in front of their competitors in Qatar.

This study is a scientific contribution as it will help to inspire similar studies and help banks to increase their performance by changing the marketing policies followed by banking.

The importance of this research also highlights the important role played by the elements of the marketing mix in achieving the goals of bank marketing strategies and achieving customer satisfaction as well as dealing with the requirements of the modern era.

## **6. METHODOLOGY**

The present study is descriptive in nature, which is based on empirical evidences in the form of primary data. The data collection has been done through the websites of the selected three banks, and by calling the call center for each bank to get the extra information which is not available in the websites.

The study also used secondary data, which was collected from different published sources.

## **7. DEFINITION**

The marketing mix is a –Controllable variables that an organization can co-ordinate to satisfy its target market (McCarthy and Perreault 1987). The essence of the marketing mix concept is, therefore, the idea of a set of controllable variables or a –tool kit (Shapiro, 1985). The marketing mix is often crucial when determining a product or brand's offering, and is often synonymous with the four Ps: price, product, promotion, and place; in service marketing, however, the four Ps have been expanded to the 7P's or nine to address the different nature of services.

In recent times, the concept of four Cs or 5Vs has been introduced as a more new replacement of four Ps. And there are two four Cs theories today. One is Lauterborn's (1990) four Cs (*consumer, cost, communication, convenience*), another is Shimizu's four Cs (*commodity, cost, communication, channel*). But according to Bennett (1997) there are five criteria that can be used –To summarize the buyer disposition towards the adoption of a particular product or service: value, viability, volume, variety and virtue. These are the 5Vs concept from the buyer's perspective of the marketing mix.

American marketing association definition:

Marketing mix is the four-factor classification called the "Four Ps"-price –The mix of controllable marketing variables that the firm uses to pursue the desired level of sales in the target market. The most common classification of these factors is product, promotion, and place (or distribution). Optimization of the marketing mix is achieved by assigning the amount of the marketing budget to be spent on each element of the marketing mix so as to maximize the total contribution to the firm. Contribution may be measured in terms of sales or profits or in terms of any other organizational goals

-It is known as a -mix because each ingredient affects the other and the mix must overall be suitable to the target customer.

What makes for an effective marketing mix?

-An effective marketing mix is one which:

- Meets customer needs
- Achieves marketing objectives
- Is balanced and consistent
- Creates a competitive advantage for the business

The marketing mix for each business and industry will vary over time. For most businesses, one or two elements of the mix will be seen as relatively more important than the others. (Riley 2012)

The key elements of the marketing function began in 1948 with Cullition, then Jerome McCarthy was able to develop the elements of marketing mix and his recipe was the 4 element beginning with the letter -P and is known as -4 Ps which stand for the initial letters of the following words: Product, price, promotion and place.

After a period of time, many literary writings saw that it is no longer sufficient to the development era for the period, so they added more elements according to application areas. As Booms & Bittner theory added three other elements and became known as the -7 Ps explained as follows:

Product –Price – Promotion –Place – People- Physical evidence – Process

Product	Price	Place	Promotion	Participants	Physical evidence	Process
Trademark Quality Features and options Style Brand name Packaging Product line Warranties Service level Other services Source: Kotler (2008)	Level Discounts and allowances Payment terms	Distribution channels Distribution coverage Channel location Sales territories Inventory levels and ownership Treatment services	Advertising Personal selling Sales promotion Publicity	Personnel Training Location Compensation Promotion Status level Satisfaction Interpersonal behavior Attitudes Other "intangibles" Behavior	Environment Participants Layout Physical Facilities goods Tangible class Atmosphere	Policies Procedures Mechanisms Employees Customer Complaint resolution Customer direction Flow of activities
Additional and expanded for services Quality Hours of service Service line Warranty Capabilities Fulfilling goods Tangible class Price Personnel Physical Process of execution Process of service delivery Source: Booms and Bitner (1981)	Level Discounts and allowances Payment terms Consumer's own terms Multi-price Multi-price Differentiation	Location Availability Distribution channels Distribution coverage	Advertising Personal selling Sales promotion Publicity Personal Physical environmental facilitating goods Tangible class Process of service delivery	Personnel Training Location Compensation Promotion Status level Satisfaction Interpersonal behavior Attitudes Other "intangibles" Behavior Expectations Employee customer contact	Environment Participants Layout Physical Facilities goods Tangible class Atmosphere	Policies Procedures Mechanisms Employees Customer Complaint resolution Customer direction Flow of activities

Figure 1: Marketing Mix Element.

## 8. **APPLICATION TO QATAR`S BANKS:**

I am testing the availability of the element of the marketing mix in the webpages of the Qatar Banks and I chose 3 banks as follows:

1-Qatar National Banks (QNB): Because it is the oldest bank in Qatar and it is conventional, active since 1964.

2-Qatar Islamic Banks (QIB): Because it is the oldest Islamic banks in Qatar, active since 1984.

3-Masraf Al Ryan: Because it is the newest bank in Qatar and it is Islamic, active since 2006.

**8.1. Product:** The product is any good or service or idea or any combination of the three.

In a narrow sense the product could be any material or anything with material properties to be sold to a buyer`s market. In the broad sense and in the context of marketing – it is all physical tangible or intangible, received by the individual through exchanges. Intangible products are service based like the tourism industry, the hotel industry and the financial industry. Tangible products are those that have an independent physical existence. Typical examples of mass-produced, tangible objects are the motor car and the disposable razor. A less obvious but ubiquitous mass produced service is a computer operating system. (Needham1996)

The product as a component of the marketing mix includes the following: range, quality, product name, product line, product warranty, after-sales service, product level or depth of products, the mental image, diversity, customer service, the uses and availability of the product.

Banks, as a service institution, create an image about their name through their products. The product reflects a genuine and realistic image about the capabilities and possibilities of the banks and it also attracts individuals and companies from other competitor banks.

The product Mix includes several components so I put these components in figures to reflect their availability in these three Qatari banks.



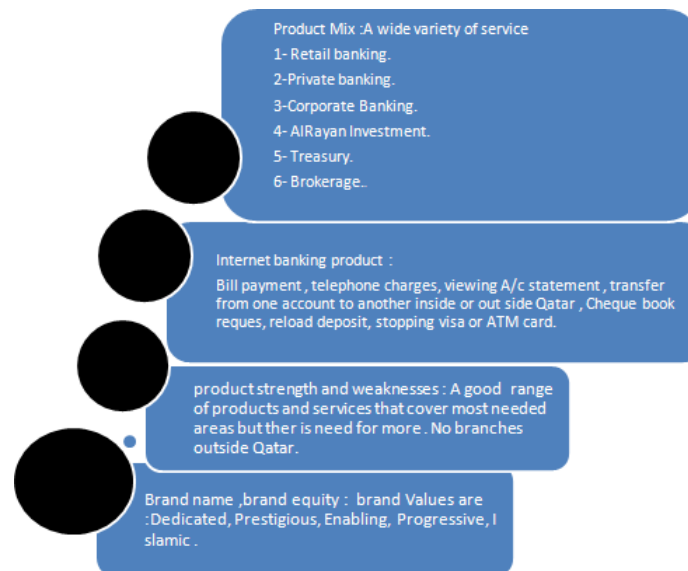
**Figure 2: Product Mix Elements in Qatar National Bank (QNB).**

Source: Author`s own based on information from website of the three banks.



**Figure 3: Product Mix Elements in Qatar Islamic Bank (QIB).**

Source: Author`s own based on information from website of the three banks



**Figure 4: Product Mix Elements in Masraf AlRayan.**

Source: Author`s own based on information from website of the three banks.

Through these three figures we discover that the third hypothesis is not correct because all the three banks have a variety of products that meet the need of their customers and are thus leading strong competition against other banks.

## **8.2. Price:**

The price which is an important component of marketing mix is named differently according to the nature of the transaction exchange that takes place. Banks have to estimate the prices of their services offered. By performing this, they keep their relations with extant customers and take on new ones. The prices in banking have names like interest (profit in Islamic banks), commission and expenses. Price is the sole element of the marketing variables that creates earnings, while others cause expenditure. While marketing mix elements, other than price, affect sales volume, the price affects both profit and sales volume directly.

Banks should be very careful in determining their prices and price policies, because mistakes in pricing cause customers' shift toward their rivals offering similar services.

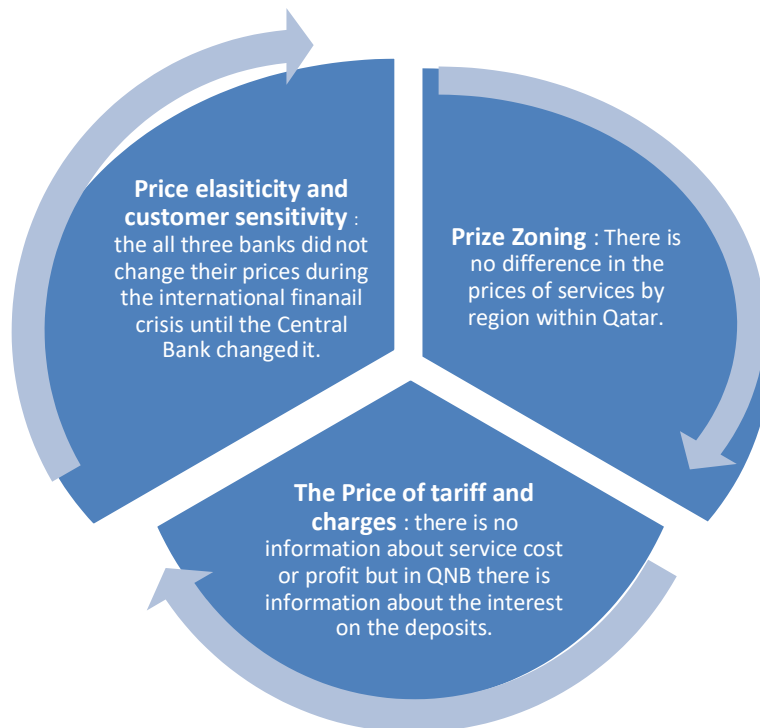
It is the price as the value or monetary unit paid by the consumer to vendor product or service in exchange for them, or -The price is the amount a customer pays for the product. The price is very important as it determines the company's profit and hence, survival. Adjusting the price has a profound impact on the marketing strategy, and depending on the price elasticity of the product, often it will affect the demand and sales as well (Needham 1996)

The price is a double-edged sword if you do not use right, it will make you lose a customer or lose profit and both are bitter so it should be considered in the short and long term strategies. The institutions should either develop pricing strategies that are commensurate with the marketing position, or determine how to define the pricing range of products. These pricing strategies should also define the pricing of any new product and how to develop pricing policies to face challenges posed by the competition. The price is determined after examining a number of variables such as: competition, the price of raw materials, product identity, pre-estimate of the price by the purchaser...etc.

The price as a component of the marketing mix includes:

Discount, commission, perceived value, relationship quality price, market price, terms of payment, price position in the market, the components of value added, credit, price levels and payment methods.





**Figure 5: Price Mix Elements in the three banks.**

Source: Author`s own based on information from website of the three banks.

### **8.3. Place**

The place refers to the point of distribution of products as well as the methods and channels of distribution of these products, bearing in mind that distribution is considered to be one of the main elements of marketing which aims to ensure delivery of goods or services from the producer or service provider to the consumer. The place is also where the products are actually sold and includes the means of distribution and delivery of the goods and services to the buyers and the ways that these products and services reach the anticipated consumer at the appropriate time and place. The activities involved in distribution encompass the tangible distribution or the logistics such as transport, delivery, storage as well as choice of right distribution strategy either directly or through mediators.

Internet Banking needs no physical presence or existence, it can be provide anywhere but one of the keys to success is making available the service where the customer wants it, thus there is a great interest in the availability of branches and ATM machines. There are a number of factors affecting the determination of the location of the branch of bank, like population characteristics, commercial, proximity of other commercial outlets.



**Table 1 . Place Mix Elements in the three banks.**

	Qatar National Banks (QNB)	Qatar Islamic Banks (QIB)	Masraf AlRayan
Geographical coverage	Inside and outside Qatar	Inside Qatar only.	Inside Qatar only.
Distribution channels	Branches, internet, telephone.	Branches, internet, telephone.	Branches, internet , telephone, sms, mobile
Physical distribution and logistics	44 branches inside Qatar and an unknown number outside Qatar	26 branches inside Qatar	10 branches inside Qatar.
Electronic Distribution	107 ATMs machine	100 ATMs machine	31 ATMs machine

Source: Author`s own based on information from website of the three banks

Through the table we discover that place strategies are very strong in Qatar National Bank, then Qatar Islamic Bank and then AlRayan. The three banks are leading the competition strongly and thus negate the second hypothesis.

#### **8.4. Promotion**

I don't have to leave my products to get to know them by accident... but I have to tell about them ...tell about what they are ....what is the price ....where to find it ... Promotion is simply the tool to make the customer more and more aware of the services and benefits provided by the bank; It is also the element of the marketing mix that most people mean when they talk about -marketing and they mean by that communication. An integrated promotional mix, includes a measure of advertising, personal selling, sales promotion, public relations, publishing and selling promotional tools.

Hence promotion is the official spokesman for marketing activities performed through the vendor or through personal or impersonal items: newspapers, television, radio, etc. It includes the promotions side, customer service and addresses their complaints to ensure a permanent presence in the receiving market.

It includes all communication activities with clients from advertising, public relations, sales promotion, direct mail and hidden marketing. Promoting intervenes in all of the above elements such as the shape and size of the product. All promotional expenses must be covered in the process of determining the price. The promotion venue is also of great importance to its success.

Types of promotion: There are many types of promotion such as :

-Personal selling: -Due to the characteristics of banking services, personal selling is the way that most Banks prefer in expanding selling and use of them. Personal selling occurs in two ways. First occurs in a way that customer and banker Perform interaction face to face at branch office. In this case, whole personnel, bank employees, chief and office manager, takes part in selling. Second occurs in a way that customer representatives go to customers' place. Customer representatives are specialist in banks' services to be offered and they shape the relationship between bank and customer. -(Dr.Once, clarity marketing 2005)

- Advertising: "Banks have too many goals which they want to achieve. Those goals are for accomplishing the objectives as follows in a way that banks develop advertising campaigns and use media:

1. Conceive customers to examine all kinds of services that banks offer.
2. Increase use of services.
3. Create well fit image about banks and services
4. Change customers' attitudes.
5. Introduce services of banks.
6. Support personal selling.
7. Emphasize well service.!(Once)

Ads should be mostly educative, image making and provide the information as follows:

1. Activities of banks, results, programs, new services.
2. Situation of market, government decisions, future developments.
3. The opportunities offered for industry branches whose development meets national benefits.

Selling promotional tools:

Unification element of the promotion mixes of banks is improvement of selling. Mostly used selling improvement tools are layout at selling point, rewarding personnel, seminaries, special gifts, premiums, contests.!(Dr.Once, Raina2010, Nordman2004)

**Table 2 . Promotional Mix Elements in the three banks.**

	Qatar National Banks (QNB)	Qatar Islamic Banks (QIB)	Masraf AlRayan
Promotional mix	yes	yes	yes
Advertising: reach, frequency, theme and media.	Inside Qatar they advertising in print media: weekly in local newsletter, half full page and sometimes in daily basis.	In print media: From time to time and they make advertisement.	In print media: Few advertisements.

Electronic promotion (E.X.: web or telephone)	Web and one source Call Center.	Web and one source Call Center.	Web and one source Call Center.
Sales promotion	Gifts	Gifts	Gifts
Publicity	By sponsoring important events like sports, conferences...	By sponsoring important events like sports, conference...	By sponsoring important events like sports, conference...

Source: Author`s own.

Through the table we discover that the promotional policy at Qatar National Bank is very strong, then comes Qatar Islamic Bank and at last comes AlRayan Bank. The three banks are leading the strong competition against the other banks and that proves the failure of the fourth hypothesis.

The six sigma manages the critical promotion process as following:

**Table 3 Six Sigma In The Promotion Process**

In Puts	Process Activities	Outputs	Outcomes
Banks Goals Market/Customers knowledge. Product / Service Features and Benefits. Distribution, Partnerships and Channel data.	Strategy Development. Planning and Budgeting Message and Creative Development. Campaign Management/Execution.	Promotional activities. Collaterals Messaging.	Leads Bank Image/brand

Source: (Panda, 2005).

### 8.5. process

The process of delivery to the customer services is a key element of the marketing mix for banking service and includes all measures to ensure service delivery to customers effectively and this process is defined as: how they are to provide the service to customers.

The process starts from the moment the customer enters the bank until he leaves it; this process of handing over to the customer service is a way of strengthening good relationship with the customer. Therefore it is necessary when designing banking service delivery to focus on the customers and how to address them, as well as to manage the bank to reduce as much as possible the routine procedures in order to get the service accomplished in a short period of time. The how process is crucial for the bank, since the process of service includes very important things, such as the

procedures followed by the bank to ensure the provision of service to customers and also includes other measures such as mechanization and flow activities, freedom of action by those on service, how to direct customers and motivate them to be involved in the process of providing the service. The process of service delivery affects customer perceptions of the quality of service provided to them, so the integration of marketing plans and the delivery service to customers within the marketing mix will contribute towards making banks more efficient, more profitable and with high level customer satisfaction. The realization of the bank's administration of the importance of Bank's operations adds a competitive advantage because of the inherent speed of operations in the implementation and fulfillment of service, as well as saving the customer's time.

The factors of speed and time are considered the most important in the provision of support services in this era of speed, and for the following considerations:

- The time-saving for the client, gives him time to do his other activities.
- The speed of completion of the transaction merchant banking customer from his opportunities to make profits by taking advantage of investment opportunities that depend on the speed of delivery.
- The speed of completion of the transaction allows the bank to the field to serve a larger number of customers, and the same number of employees, which means saving in cost and high in yield.

Among the factors to help in the process of achieving speed and time-saving banking service:

1. Dependence on modern technology in providing banking service.
2. Abbreviation banking operations and procedures away from red tape and bureaucracy.
3. Devolution of powers.
4. Clarity in banking regulations.
5. No deadlock in the understanding of the text instructions and regulations, and work in the spirit of the text.
6. Standardization of bank procedures between the various branches of the bank.

There are many factors that affect the method of providing banking services including:

- Respect for the system: The respect for the system is one of the most important factors of customer satisfaction for the quality of service provided banking, and to achieve justice among customers, as well as the disappearance of the role of favoritism or nepotism or knowledge between customer and bank officer. To achieve this goal it is to manage the processes to adopt the introduction of SOA technologies to regulate the role automatically, and away from the barriers to regulate the clients within the ranks, where this scene is civilized feature in banking service. Can also be the formation of special unit to lead the major customers, in order to expedite the completion of their transactions?
- Ease of actions: The shorten and simplify procedures without compromising the essence of banking in terms of accuracy and honesty and control is one of the important factors for the removal of red tape and bureaucracy for banking service, as this is another factor measuring customer satisfaction with the quality of service provided. This has helped the development of information systems to ease banking data archiving and retrieval, processing and thus

access to banking accurate information: As we are seeing progress in reducing reliance on models and papers written and banking as well as the standardization of procedures in the various branches.

- Place to provide banking service: Associated with this factor banking distribution channels: link place quickly and easily provide the service was to manage the banking operations looking for ways to provide modern banking, which facilitate the customer the trouble to come to the bank as well as the possibility of providing service outside office hours. The tools and methods that have been recently resorted to: Bank spokesman, services SMS, ATM, bank mail and E-banking this can measure the success of operations management in achieving customer satisfaction by –measuring the speed of the transaction per customer, and the number of operations performed per day, as well as evaluating the technological level used by the bank in terms of business systems and software, computers and ATMs, automated and organizing role, these are all indications of how easy it is to provide service to the customer. (McDonald, Frow and Payne, 2011)

The Six Sigma can be used in order to achieve the greatest degree of effectiveness in the Process and –it also helps marketing departments in financial institutions to analyze their current performance and execute improvement actions to optimize their process. (Oliya, Owlia, Shahrokh and Olfat)

The following table shows the availability of the elements of the Process Mix in the three banks:

**Table 4 . Process Mix Elements in the three banks.**

	Qatar National Banks (QNB)	Qatar Islamic Banks (QIB)	Masraf AlRayan
Standardization	The bank has standardized procedures to get typical transactions.	The bank has standardized procedures to get typical transactions.	The bank has standardized procedures to get typical transactions.
Customization	Special counters at each branch to deal with customers of a particular scheme.	Special counters at each branch to deal with customers of a particular scheme.	Special counters at each branch to deal with customers of a particular scheme.
Simplicity	Separate counters exist with clear indication.	Separate counters exist with clear indication.	Separate counters exist with clear indication.
Customer involvement	Through money matter and signature.	Through money matter and signature	Through money matter and signature

Source: Author`s own.

There is no difference between operations management in Islamic banks and conventional banks because these are regulatory measures aimed at facilitating the provision of banking services to customers.

## 8.6. People

People who provide services and are in direct contact with the client are the key to the company's success as they provide an atmosphere of familiarity, comfort and acceptance. This tangible service forms the defining image of the Service Provider.

It includes individuals as a component of the marketing mix as follows: service providers, users of the service, the relationship between the service provider and the beneficiary of them, the existing relations between the beneficiaries of the service, individuals organizers of the marketing activities, individuals organizers of the customer contact, the mental image, culture, training and skills, rewards and incentives, the degree of participation of customers in the production of the service, -the relations between the customers themselves, and the company's relationships with customers (Ennew, Watkins and Wriht 1995).

By integrating human capital into the Lean Six Sigma equation, banks have the opportunity for exponential, quantum levels of improvement and success. -Lean Six Sigma develops effective employees within your organization by:

- Involving employees in the improvement process. This promotes active participation and results in an engaged, accountable team.
- Building trust. Transparency throughout all levels of the organization promotes a shared understanding of how each person is important to the organization's success.

Basically, Lean Six Sigma develops a sense of ownership and accountability for your employees. This increases their effectiveness at delivering results for any improvement project they are involved in. Quite often, this benefit is overlooked by organizations who implement Lean Six Sigma, but its underlying advantages dramatically increase the chances of continued success of Lean Six Sigma, and your business. (Go lean six sigma, lss-academy)

**Table 5 Lean Six Sigma Develops Effective People**



Source: (Go lean six sigma)

The three banks in Qatar focused on service staff so that they may deal with the customer in an especially professional manner.

### 8.7. physical evidence

Competition between conventional and Islamic banks encourages them both to provide a comfortable environment and pay attention to every detail in the exterior and interior appearance.

"Physical evidence of the equipment used for the production of banking services is characterized as not tangible and material evidence is defined as: the physical environment Surrounding the bank employees and customers during the production and delivery of service, plus concrete elements used to connect and support the role of the service.

The lead elements of the physical evidence plays an important role in the –comfort of the customers while they are receiving banking services ( Radomir, Wilson and Scridon ). Therefore physical evidence is a large factor in customer perception of service in terms of quality banking and speed of service (Haron and Azmin, 2005).

Manifestations of physical evidence:

#### A. Appearance:

The design includes the external appearance of the bank, and the front placard with the Bank Name, the bank's logo, and the surrounding environment for the delivery of service to the customer.

#### B. Interior facilities:

The Interior design includes the bank in terms of offices and distribution workers, the waiting area, equipment, and the equipment used to service customers directly, or that used by the bank's management.

#### C. Other aspects:

Other physical evidence which affect customer perceptions include certain vocabulary such as business cards and stationery, reports, and the appearance that affect customers' positive perceptions about employees working in the bank, such as whether employees follow a dress code or not. So marketers employ the banking experience and use it to create a positive image of the bank and its services to the customers (Haron and Azmin, 2005)

**Table 6. Physical Evidence Mix Elements in the three banks.**

	Qatar National Banks (QNB)	Qatar Islamic Banks (QIB)	Masraf AlRayan
Financial reports	Are issued to the customer on the web site to emphasis their credibility	Are issued to the customer on the web site to emphasis their credibility	Are issued to the customer on the web site to emphasis their credibility



	Qatar National Banks (QNB)	Qatar Islamic Banks (QIB)	Masraf AlRayan
Tangibles	Pens, writing pads to the customers and employees, Cheque book to the customers.	Pens, writing pads to the customers and employees, Cheque book to the customers.	Pens, writing pads to the customers and employees, Cheque book to the customers.
Rule enforcement	There is rule enforcement by the law and the management.	There is rule enforcement by the law and the management.	There is rule enforcement by the law and the management.
Employee`s Dress Code	Follows a dress code for their employees.	Does not follow a dress code for their employees.	Does not follow a dress code for their employees.

Source: Author`s own.

Both kinds of banks deal with physical evidence in a very professional manner.

## 9. CONCLUSION

In quick reading of E-marketing environment through the web pages in Qatar, I found that it is going in parallel with the traditional environment of marketing. Qatari Banks established web pages which provide information and some small services.

Qatari banking is focusing intently on mastering innovative business models by edifice management and customer services. Qatari banks should exert rigorous efforts to render enhanced services to their customer and should overcome the challenges.

Banks are the most significant players in the Qatari financial market. They are the biggest purveyors of credit, and they also attract most of the savings from the population. Dominated by public sector, the banking industry has so far acted as an efficient partner in the growth and the development of the country.

Qatari banking has finally worked up to the competitive dynamics of the 'new' Qatari market and is addressing the relevant issues to take on the multifaceted challenges of globalization. Banks that employ IT solutions are perceived to be 'futuristic' and proactive players capable of meeting the multifaceted requirements of the large customers base.

From this research I conclude that the marketing mix for Qatar`s banks rely on 7 components: Price, Product, Promotion, Place, People, Physical evidence and Process.

These elements are established the most strongly in Qatar National Bank, then in Qatar Islamic Bank, and then in Masraf AlRayan. That proves the first hypothesis to be true.

In terms of product : the banks offer a fantastic variety of investors but AlRayan goes wider and includes taking care of children by creating children`s account which is a great idea and is similar to European banks and has a lot of success.

In terms of prices, I observed that there are similar prices and there appears to be no competitive edge sought through advertising pricing. In all banks in the study, there is no information about the service price and there is no information about the profit rate in Qatar Islamic bank and Masraf AlRayan.

In terms of the place, Qatar National Bank ranked first because it has more branches inside and outside Qatar and more ATMs inside Qatar than the other banks. Qatar Islamic Bank comes second because of its wide number of branches inside Qatar and large number of ATMs. Masraf AlRayan comes in third place and needs to open more branches and ATMs for its customers. All banks offer credit cards which can be used inside and outside Qatar. Qatar Islamic Banks offers two additional cards: Travel card for use outside Qatar and Almanasek Card which is specifically for use in Saudi Arabia during Al-Haj period.

In terms of promotion, Qatar National Banks is very successful in making its name in the market. Its strategy is very successful. It has a very focused and consistent promotion plan. Qatar Islamic bank and Masraf AlRayan need to invest in more advertising to confirm their names in the market, especially Masraf AlRayan because it is new in the market.

The other component of the marketing mix is similar in kind in all the three banks.

## **10. THE REFERENCES:**

- [1].American Marketing Association (2010).Marketing Mix:  
<http://www.marketingpower.com/layout/Dictionary.aspx?dletter=M>
- [2]. Bennett, A.R (1997). The five Vs. a buyer`s perspective of the marketing mix.. Marketing Intelligence Planning 15(3), 151-156.Retrieved from Emerald Full text and Management Reviews database.
- [3].Clarity marketing 2005: <http://www.clarity-incommunication.com/getattachment/5efd93e3-cdf7-489e-a0b6-9cb5fb19cf2d/7-Ps-of-the-marketing-mix.aspx>.
- [4].Dr. Sudin, Haron. And Dr. Wan, Nursofiza Azmin. Marketing strategy of Islamic banks: a lesson from Malaysia, May 2005, Creating Dynamic leaders, pages:10-15
- [5]. Ennew Christine, Watkins Trevor and Writht Mike. (1995).*Marketing financial services*, Second Edition, Butterworth-Heinemann, pages:33, 212.

- [6]. Go lean six sigma: <http://www.goleansixsigma.com/the-benefits-of-using-lean-six-sigma/>
- [7].Iss-academy: <http://www.lss-academy.com/business-excellence-and-performance/#lean-6-sigma>
- [8]. Lauterborn, B.(1990, october1). New marketing litany ; Four P`s passé; C-words take over. Retrieved from Lexis Nexis database.
- [9]. McCarthy, E.J. and Perreault, W.D Jr (1987). Basic Marketing, 9th ed. Richard D. Irwin. Homewood.IL.
- [10]. McDonald, Malcom. Pinnie, Frow. and Adrian, Payne. (2011) Marketing plan for service: A complete guide, TJ International LTD, Padstow, Cornwall, UK,page:10
- [11]. Needham, Dave. (1996), *Business for Higher Awards*. Oxford, England: Heinemann, page:7
- [12].Nordman, Christina. 2004, understanding customer loyalty and disloyalty? The effect of loyalty –supporting and repressing factors. Publication of the Swedish school of Economics and Business administration.
- [13]. Once, Gunal. Service marketing in banking sector and recent perceptions in marketing thoughts of services: <http://www.opf.slu.cz/vvr/akce/turecko/pdf/once.pdf>
- [14]. Panda, Pete. 2005, Pulling the focus out: The Basics of six sigma and its Application to Business Marketing, 2005 Joint ISBM-CBIM Conference: Six Sigma and Business Marketing, pp.: 12.
- [15]. Rafiq, Mohammed. And Ahmed, pervaiz.k.Using the 7Ps`as a generic marketing mix:an exploratory survey of UK and European marketing academics. Marketing intelligence and planning. Vol.13. Iss:9, pp:11.
- [16]. Rania, Soura. 2010, A Comparison and analysis of marketing strategies of public and private sector banking companies, Term paper of strategic management.
- [17]. Riley, Jim (2012): [http://www.tutor2u.net/business/gcse/marketing\\_strategy\\_marketing\\_mix](http://www.tutor2u.net/business/gcse/marketing_strategy_marketing_mix)
- [18]. SHAPIRO, B. (1985). Rejuvenating the Marketing Mix , Harvard Business Review, September-October, pp. 28-34.
- [19]. Young, Michael. 2010, Six Sigma tools and the eight keys to risk management: <http://www.isixsigma.com/tools-templates/risk-management/six-sigma-tools-and-eight-keys-risk-management/>