Service Use Behaviors, Factors and Integrated Marketing Communications Strategies Which Affected the Choice of Personal Loan Service of Bank Customers in Thailand

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Abstract

This research was aimed to study service use behaviors in personal loan service of bank customers in Thailand, to analyze factors and integrated marketing communications strategies which affected the choice of personal loan service of bank customers in Thailand. This is a mixed-method research study in which the survey was done with 4000 bank customers who used personal loan service of United Overseas Bank (UOB) and Siam Commercial Bank (SCB) as well as executive panels whereas the qualitative data was collected through interviews with 20 marketing communications staff members of UOB PLC and SCB PLC. The statistical methods were mean score, standard deviation and factor analysis. The survey findings about the behaviors of personal loan service showed that the majority of bank customers have been customers for about 5 years with personal loan credit of between 80,001 and 1,000,000 Baht. They chose to use personal loan service because of the suggestions by bank staff members. The people who influenced their choice the most were themselves. The reason why they chose personal loan service was because the banks had a good image and they were well-known. The average personal loan service behavior was at a high level (ˉ=x=4.31, S.D.=0.53). The results from factor analysis showed that there were 6 independent factors which affected the choice of personal loan service of bank customers in Thailand. The correlations were 0.577-0.981, or at a high level. These 6 factors have the predictive ability of 83.333% and the error is 16.667. The factors could be ranked according to the influence which affected the choice of personal loan service as follows: 1) Marketing through special events, 2) Direct marketing, 3) Sales communications, 4) Sales through staff members, 5) Publicity, 6) Advertisements. The equation for the predictive ability and the indicator is as follows: Y= 0.981(Factor1) + 0.577(Factor 2) + 0.812(Factor 3) + 0.914(Factor 4) + 0.942(Factor 5) + 0.934(Factor 6).

The findings from the marketing staff members from those banks through integrated marketing strategies showed that “Above the Line” strategy was used when the banks put up big boards for outdoor display. However, the banks should have more media such as TV or radio spots to attract the attention of the audience. The banks should support TV programs so that customers want to know more about the banks or the products of the banks and that the banks will get more trust from the customers. Regarding the “Below the Line” strategy, the banks should set up booths in department stores to give information to customers and to offer gifts to customers who used the service. There should be more promotional activities and the banks should offer a point system so that customers can collect points and redeem points with rewards or services or discounts to the customers. The banks should have skilled and experienced staff members who can tell about personal loan service so that the customers will get the right information. Moreover, the banks should engage in community activities or local and national events such as Loy Krathong Day or New Year Day in order to attract more customers.

Keywords: service use behaviors, factors, strategies, integrated marketing communications, personal loan service

1. Introduction

Integrated marketing communications have played a significant role in business and integrated marketing communications strategies are the heart of business because communications will act like data transmission and commitment to the target customers. Integrated marketing communications will influence the choice of buying or using such service and this includes 1) advertisements, 2) sales through salespeople, 3) promotional offers, 4) publicity, 5) direct marketing, and 6) marketing through special events. The current economy for customers indicates that households need
personal loan service and the demand has increased from the fourth quarter of the year 2015. This demand is from the fact that there are more marketing incentives and there are more demands in products (Suriyan, 2011).

Several banks in Thailand are increasing their base to cover individuals and they offer products to the users who have large income and low risk by giving special promotions to full-time employees and private companies or those who have personal loan with other financial institutes. These customers have low risk but their spending power is good (Ministry of Finance, 2013)

United Overseas Bank (UOB) PLC (2017) predicted that Thai economy in 2018 will increase continuously by 3.9% and that the world economy will be stronger with expansion in every region. For the United States, GDP is likely to grow by 2.5% due to the fact that the US succeeded in tax system reform. Japan’s GDP is likely to grow by 1.8% in 2018 whereas economies in the Eurozone are going to expand. Still, the overall GDP will increase by 1% because of high personal loan and continual personal loan.

Siam Commercial Bank (SCB) PLC (2017) is a financial institute which provides all kinds of service to every group of customers such as big companies, medium-sized companies and small companies as well as individual customers. These services include deposit, transfer, loan, insurance, surety, foreign exchange, international trade, cash management, security such as share, loan, debt, credit and deposit. The bank expected that their growth in personal loan service will increase by 5-7% in 2019. The bank also focuses on personal portfolio without security (for personal consumption and small business). The portfolio will be available through new platforms such as digital and data platforms so that there will be new sources of income with a moderate level of risk. Many commercial banks compete to get new customers and these strategies will succeed when they can reach to the customer’s needs and awareness of the factors which affect their choice of service use.

The Bank of Thailand has used many integrated marketing communications strategies which affect the choice of personal loan service.

Kotler (1997) says that there are many integrated marketing communications strategies. The “Above the Line” strategy focuses on buying and displaying adverts through main media such as television, radio, and printed matter to increase the customer’s awareness in a large scale in a short time. The advertisements can be distributed through media such as TV programs, radio spots and advertisements in magazines as well as newspapers. This is a one-way communications with the customers. The “Below the Line” strategy is a two-way communications and there will be marketing events so that the marketing team can reach specific customers in a limited area and size such as special promotion offer events, shows and customer relation events in order to create Word of Mouth events, commonly known as Buzz Marketing. Electronic word of mouth (eWOM, e-reviews) has become an important factor in the purchasing process for consumers. When country of origin (COO) information is unavailable, consumers will search online reviews to determine the COO of products. When reading the e-reviews, consumers will also evaluate the reviewer and the similarities they share. If they are not similar (low in homophily) their satisfaction with the product is low. By contrast, when homophily is high, product satisfaction is high. Specifically, as homophily increases, an individuals’ need for COO information seeking has a positive moderating effect on their perceived product satisfaction. Online retailers promoting their products could benefit from sales increases due to their ability to provide COO information at a low cost, which in turn, provides ease, peace of mind and purchase satisfaction for consumers. (Van Esch et al., 2018). Therefore, the researchers would like to study the service use behaviors, factors and integrated marketing communications strategies which affected the choice of personal loan service of bank customers in Thailand in order that the findings would be used in integrated marketing communications in the future.

1.2 Research Objectives

a. To study service use behaviors regarding personal loan service of bank customers in Thailand
b. To analyze factors of integrated marketing communications which affected the choice of personal loan service of bank customers in Thailand
c. To examine the integrated marketing communications strategies which affected the choice of personal loan service of bank customers in Thailand

1.3 Research Hypotheses

a. The service use behaviors regarding personal loan service of bank customers in Thailand would be at a high level.
b. There would be many factors of integrated marketing communications which affected the choice of personal loan service of bank customers in Thailand.
c. There would be 6 integrated marketing communications strategies which affected the choice of personal loan service of bank customers in Thailand.
1.4 Research Scope

1.4.1 Scope of Contents

This research study would be about the service use behaviors, factors and integrated marketing communications strategies which affected the choice of personal loan service of bank customers in Thailand. Therefore, the focus would be on service use behaviors of bank customers, factors and integrated marketing communications strategies which consisted of 1) advertisements, 2) sales through salespeople, 3) promotional offers, 4) publicity, 5) direct marketing, and 6) marketing through special events.

1.4.2 Scope of Populations

The population for the survey of service use behaviors, factors and integrated marketing communications strategies which affected the choice of personal loan service of customers who used service with UOB PLC and SCB PLC in Thailand consisted of 36,000 male and female residents in Bangkok aged 20 years and over.

The population for the qualitative data about integrated marketing communications strategies which affected the choice of personal loan service of UOB PLC customers and SCB PLC customers consisted of 40 executives and marketing communications employees in UOB PLC and SCB PLC.

1.4.3 Sampling Groups

The sampling group for the survey consisted of 400 bank customers who used personal loan service of UOB PLC and SCB PLC. The number of the samples was calculated using Taro Yamane’s formula out of telesales customers of UOB PLC and SCB PLC in Bangkok.

The sampling group for the qualitative data consisted of 20 executives and marketing communications staff members of UOB PLC and SCB PLC. They were chosen out of those with at least 3 years of experience in marketing communications.

1.4.4 Research Tools

The questionnaire on service use behaviors regarding personal loan service and factors of integrated marketing communications which affected the choice of personal loan service of bank customers in Thailand followed Likert’s 5-rating scale.

The questionnaire schedule on the integrated marketing communications strategies which affected the choice of personal loan service of bank customers in Thailand.

1.4.5 Expert Panel

There were 7 experts who evaluated the research tools. 4 were vice assistant executives in personal loan service section of UOB PLC and SCB PLC and 3 were academic lecturers at the Department of Educational Communications and Technology, Faculty of Industrial Education and Technology, King Mongkut’s University of Technology Thonburi.

1.4.6 Variables

a. Independent variables

- Data about customers included sex, age, status, educational level, salary, work duration, number of family member and monthly expense.
- Service use behaviors regarding personal loan of UOB PLC customers and SCB PLC customers included duration of being customers at such banks, personal loan limit, source of information on personal loan service, people who influenced their decision, and reasons why they chose such personal loan service.

b. Dependent variables

- Factors of integrated marketing communications which affected the choice of personal loan service of bank customers in Thailand consisted of 1) advertisements, 2) sales through salespeople, 3) promotional offers, 4) publicity, 5) direct marketing, and 6) marketing through special events.

1.5 Expected Outcomes

a. There will be information about service use behaviors of personal loan service customers of banks in Thailand.

b. There will be information about factors of integrated marketing communications which affected the choice of personal loan service of bank customers in Thailand.

c. There will be information about integrated marketing communications strategies which affected the choice of personal loan service of bank customers in Thailand.
d. There will be information about personal loan service users and it can be used to analyze and plan strategies for marketing communications to expand the business to meet the demands of personal loan service customers in Bangkok.

2. Literature Review

2.1 Concept and Theory of Customer Behaviors

Customer behaviors are defined as processes or behaviors which affect the choice of buying, using and evaluating products and/or services. They are important at the present moment and in the future. The model of customer behaviors will explain the reasons why customers choose to buy and use the products and/or services. It will start from the beginning point in which customers are stimulated through thinking and feeling until they want to buy or use such products and/or services. On some occasions, it is like a black box because it cannot be predicted. Still, this thinking and feeling process will be influenced by other internal forces of the customers such as their characteristics and their buying process before they respond to the products and/or services (Samoechai, 2009)

2.2 Concepts and Theories of Integrated Marketing Communications

Lohtongkam (2001) defines integrated marketing communications as a process in which marketing communications tools are used in relation to customer behaviors in order to make customers aware of such products and to add value to such products in comparison other products in the market. The tools for integrated marketing communications consisted of advertisements, sales through salespeople, sales communications, publicity, direct marketing and marketing through special events.

Phromchuai (2009) says that integrated marketing communications strategies consist of “Above the Line” strategy and “Below the Line” strategy. The former focuses on buying and displaying adverts through main media such as television, radio, and printed matter to increase the customer’s awareness in a large scale in a short time. The latter is a two-way communications and there will be marketing events so that the marketing team can reach specific customers in a limited area and size.

2.3 Factor Analysis

Factor analysis is a statistical technique to condense various variables to a small number of factors. The relationship can be either positive or negative. The variables in the same factor are highly correlated whereas the variables in other factors are not slightly related or not related. This technique can be used to develop a new theory or to test as well as confirm a current theory (Kumsat, 2012)

There are two types of factor analysis: exploratory factor analysis and confirmatory factor analysis.

These are the steps in factor analysis.

Step 1: Proposing research problem alongside literature review in order to review factors from theories and data collection according to the research objectives.

Step 2: Checking data for suitability and then correlation matrix creation.

Step 3: Extraction Factor Analysis through Factor Extraction or Initial Factors.

Step 4: Factors Rotation.

Step 5: Factors Score.

Step 6: Factors Interpretation.

2.4 Literature Review

Suriyan (2011) conducted a study into integrated marketing communications and satisfaction towards product loyalty with a case study of Korean cosmetic brand ETUDE HOUSE among customers in Bangkok and it was found that there was a moderate correlation between integrated marketing communications and product loyalty regarding Korean cosmetic brand ETUDE HOUSE at a significantly statistical level of .01.

Phromchuai (2009) conducted a research study into integrated marketing communications strategies of aesthetics clinic “Meko Clinic” and found that Meko Clinic needed to maintain communications channel which influenced their sales, in other words, word of mouth, which helped them to get customers. Moreover, it had to update news about promotional offers through integrated marketing communications and the most used strategy was sales through branch office staff members who influenced the decision of customers. This was as effective as word of mouth. At the same time, it had to maintain the service standards to increase customer satisfaction and it had to make sure that their customers were safe and given the best service, resulting in their business survival.

Konghuaroob (2016) conducted a study into digital marketing communications which affected the shopping behavior on the online website LAZADA among customers in Bangkok and found that there was a correlation between digital
marketing communications and online shopping behaviors for LAZADA website which included shopping frequency, shopping expense and the chance of buying again. Spearman’s correlation coefficient test showed that the results were statistically significant at the .05 level.

Kumsat (2012) conducted a research study into factors of integrated marketing communications which affected the shopping behaviors of Korean cosmetic brand Skinfood and found that the majority of cosmetic brand buyers spent 300 Baht per time and they usually bought 1 item per time. They bought face cream and the people who influenced their choice were themselves. They would not buy other cosmetic brands and they would consider Skinfood first. The hypothesis testing showed that the differences in age, status, occupation and income influenced the differences in shopping behaviors for the cosmetic brand Skinfood. The factors of integrated marketing communications which consisted of advertisements, publicity, direct marketing, promotional offers, sales through salespeople, word of mouth marketing, and special events were correlated to the shopping behaviors of cosmetic brand Skinfood.

Traisak (2014) conducted a research study into how integrated marketing communications affected the choice of students in vocational education in Nakorn Ratchasima Province and the research hypothesis testing showed that the differences in demographic factors including sex and educational level influenced the differences in the awareness of integrated marketing communications. The factors of integrated marketing communications which influenced the choice of students in vocational education in Nakorn Ratchasima Province included publicity and marketing communications.

Ots (2015) conducted a research study entitled “Just Doing It: Theorising Integrated Marketing Communications (IMC) Practices” and found that the staff members needed to make clear strategies and that the study of IMC concepts involves a set of interrelated practices, or routinized behaviors, which are repeated and organized by some social or formal rules and conventions. In the ethnographic context of the study, “IMC as practice” is exhibited in the forms of routines, material set-ups, rules and procedures, cultural templates and teleoaffective structures.

Van Esch et al. (2018) conducted a research study entitled “Consumer Attitudes Towards Bloggers and Paid Blog Advertisements: What’s New?” and found that 6.77m people published blogs on blogging websites and more than 12m people write blogs using their social network. However, few studies have explored consumer attitudes toward bloggers and their advertising. Therefore, an effort to discover how paid blog advertisements influence consumer attitudes toward bloggers and the products they advertise will help marketers gain an understanding of how to use bloggers as paid sponsors to influence consumer purchase intent. Using online survey approach, a study recruited participants (n=210) through an online survey platform (MTurk). The results indicated that the similarity between the consumer and the ad creator is an important psychological reason why consumers are more likely to perceive advertisements as more authentic, more affective, less deceptive and more credible, and they are thus more likely to trust the blogger.

3. Research Methodology

3.1 Research Sampling Groups

There were 2 groups. The first group was for quantitative data and there were 400 personal loan service bank customers in Thailand. The second group was for qualitative data and there were 20 executives and marketing communications staff members from banks in Thailand.

3.2 Research Tools

Questionnaire

Part 1 was personal data of a respondent.

Part 2 was about personal loan service use behaviors of the respondent.

Part 3 was about factors of integrated marketing communications which affected the choice of personal loan service of bank customers in Thailand.

Parts 2 and 3 contained items which were based on Likert’s 5 rating scale.

Interview schedule

3.3 Statistical Methods for Data Analysis

1. The number of returned questionnaires and the completeness of the questionnaires were checked and the reliability of the questionnaire was 0.850.

2. The data from the questionnaires were coded according to the set criteria to a processing software package.

3. The data were analyzed using SPSS and the methods used were mean score, standard deviation and Factor Analysis.
4. Research Results

4.1 Personal Data of the Respondents

According to the analysis, the majority of the respondents were female aged between 41 and 60 years. Their status was married. The educational level was undergraduate level. Most of them worked in private companies and their income was between 35,001 and 45,000 Baht. Their work duration was between 6 and 10 years. There were 3-4 people in their family and the monthly expense was over 25,001 Baht.

4.2 Behaviors Regarding Personal Loan Service of Bank Customers in Thailand

According to the analysis, the majority of the respondents have been customers with banks in Thailand for about 5 years with personal loan credit of between 80,001 and 1,000,000 Baht. They chose to use personal loan service because of the suggestions by bank staff members. The people who influenced their choice the most were themselves. The reason why they chose personal loan service was because the banks had a good image and they were well-known. The average personal loan service behavior was at a high level (average, S.D. =0.53).

4.3 Mean Score and Standard Deviation of Variables of Integrated Marketing Communications Which Affected the Choice of Personal Loan Service of Bank Customers in Thailand

According to the analysis, there were 32 variables and the mean scores were between 1.71 and 4.88 and the standard deviation values were between 0.369 and 1.270. It means that the variables of integrated marketing communications which affected the choice of personal loan service of bank customers in Thailand varied from high to low levels. Each variable had a different distribution value.

4.4 Analysis of Factors of Integrated Marketing Communications Which Affected the Choice of Personal Loan Service of Bank Customers in Thailand

According to the analysis, the KMO value was 0.912, exceeding 0.800. This means that these factors were suitable for factor analysis. Moreover, Bartlett’s Test of Sphericity showed that the correlation coefficient of each variable was statistically significant at the .05 level in relation to other variables. Therefore, all variables could be used for factor analysis. The analysis of factor loading could be done.

Graphs showing Factor Loading of each related variable of the factors of integrated marketing communications which affected the choice of personal loan service of bank customers in Thailand could be seen below.

Figure 1. Shows graph with Eigenvalues of variables which were related to factors of integrated marketing communications which affected the choice of personal loan service of bank customers.
Figure 2. Shows Factor 1: Marketing through special events

Figure 3. Shows Factor 2: Direct marketing

Figure 4. Shows Factor 3: Sales communications

Figure 5. Shows Factor 4: Sales through staff members

Figure 6. Shows Factor 5: Publicity

Figure 7. Shows Factor 6: Advertisements
5. Findings From Qualitative Data

According to the interviews regarding the integrated marketing communications strategies in 6 aspects as in advertisements, sales through salespeople, sales communications, publicity, direct marketing and marketing through special events, it was found that “Above the Line” strategy was used when the banks put up big boards for outdoor display. However, the banks should have more media such as TV or radio spots to attract the attention of the audience. The banks should support TV programs so that customers want to know more about the banks or the products of the banks and that the banks will get more trust from the customers. Regarding the “Below the Line” strategy, the banks should set up booths in department stores to give information to customers and to offer gifts to customers who used the service. There should be more promotional activities and the banks should offer a point system so that customers can collect points and redeem points with rewards or services or discounts to the customers. The banks should have skilled and experienced staff members who can tell about personal loan service so that the customers will get the right information. Moreover, the banks should engage in community activities or local and national events such as Loy Krathong Day or New Year Day in order to attract more customers.

6. Research Discussion

The findings about service use behaviors showed that the majority of bank customers have been customers for about 5 years with personal loan credit of between 80,001 and 1,000,000 Baht. They chose to use personal loan service because of the suggestions by bank staff members. The people who influenced their choice the most were themselves. The reason why they chose personal loan service was because the banks had a good image and they were well-known. The average personal loan service behavior was at a high level (x̄ = 4.31, S.D. = 0.53). The findings were similar to the ones in the research study by Kumsat (2012) who conducted a research study into factors of integrated marketing communications which affected the shopping behaviors of Korean cosmetic brand Skinfood and found that the majority of cosmetic brand buyers spent 300 Baht per time per time. The reason why they bought the cosmetic products was because they wanted to be fashionable and the people who influenced their choice the most were themselves.

The research study by Van Esch and Van Esch (2013) which explores the justification of using a qualitative research methodology under an interpretive paradigm to investigate the emerging concept of the relationship to use the dimensions of religion as underpinning constructs for mass media social marketing campaigns. To create convergence and corroboration and to eliminate the inherent biases from using only one method within the research, it is recommended that two (2) research methods be used to gather and analyse data. This approach allows the weaknesses and limitations of textual analysis to be complemented by the strengths of in-depth interviews to bolster any findings or emerging themes through distilling, exploration, enhancement, elaboration, clarification and validation. Under this research methodology, it is the aim to confirm any links that allows for the connection of two (2) or more pieces of knowledge that were previously thought to be unrelated and report them and their potential to influence both theory and professional practice.

According to the analysis of factors of integrated marketing communications, it was found that TV and radio spots could gain attention from the audience at a high level. The item regarding the employees who were knowledgeable and experienced in personal loan service was rated at a high level. However, the item regarding the sponsorship of TV programs was rated at a low level. The item regarding the distribution of gifts or small bags and luggage was rated at a high level. The item regarding advice from experts or those professionals in the Money Expo was rated at a low level. These findings were similar to the ones in the research study by Wongmontha (1999) who stated that modern customers were intelligent. This idea also complied with the idea of Jaturongkul (2000) in that modern customers had quite an
intelligent approach to shopping.

The factor analysis results from the factors which affected the choice of personal loan service of bank customers in Thailand showed that the Kaiser-Meyer-Olkin (KMO) test value was 0.912, exceeding 0.800. This means that these factors were suitable for factor analysis. Moreover, Bartlett’s Test of Sphericity showed that the correlation coefficient of each variable was statistically significant at the .05 level in relation to other variables. Therefore, all variables could be used for factor analysis. There were 6 factors which affected the choice of personal loan service of bank customers in Thailand and the values were between 0.577 and 0.981. The correlation was at a high level. These 6 factors have the predictive ability of 83.333% and the error is 16.667. The factors could be ranked according to the influence which affected the choice of personal loan service as follows: 1) Marketing through special events, 2) Direct marketing, 3) Sales communications, 4) Sales through staff members, 5) Publicity, 6) Advertisements. The findings complied with the research done by Traisak (2014) who conducted a research study into how integrated marketing communications affected the choice of students in vocational education in Nakorn Ratchasima Province. The analysis showed that the integrated marketing communications in such aspects as in advertisements, publicity and direct marketing influenced the choice of students in Nakorn Ratchasima Province at a statistically significant level of .05.

According to the interviews regarding 6 aspects of integrated marketing communications as in advertisements, sales through salespeople, sales communications, publicity, direct marketing, and sales through special events, it was found “Above the Line” strategy focused on publicity and advertisements on main media whereas “Below the Line” strategy focused on advantage in a short period. These ideas were similar to Manral (2011) who states that Above The Line (ATL) advertising is where mass media is used to promote brands and reach out to the target consumers. These include conventional media as we know it, television and radio advertising, print as well as internet. This is communications that is targeted to a wider spread of audience, and is not specific to individual consumers. ATL advertising tries to reach out to the mass as consumer audience. Below the line (BTL) advertising is more one to one, and involves the distribution of pamphlets, handbills, stickers, promotions, brochures placed at point of sale, on the roads through banners and placards. It could also involve product demos and samplings at busy places like malls and market places or residential complexes. For certain markets, like rural markets where the reach of mass media like print or television is limited, BTL marketing with direct consumer outreach programmes do make the most sense. Other BTL activities could include roadshows, or moving hoardings with the ad of the product, and vehicles with promotional staff interacting with people demonstrating the product and distributing literature on the product. BTL advertising is advertising that uses less conventional methods of advertising that the specific channels of advertising that may or may not be used by ATL advertising to promote products and services. BTL promotion might include direct mail promotional campaigns, PR and sales promotions which are handled directly by the company itself or outsourced to specifically PR agencies and sales promotion agencies and may or not be related to the advertising campaign. BTL advertising might include email campaigns, telemarketing, etc with targeted groups of potential clients. These advertising strategies were similar the strategies used by banks in Thailand regarding the integrated marketing communications which affected the choice of personal loan service of bank customers.

7. Suggestions

7.1 Suggestions From This Research

1. The research findings showed that generally bank customers in Thailand had a high level of personal loan service and that they chose the service based on their decision which involved the bank’s image and reputation. Therefore, banks should contact their customers directly through accurate database and banks should aim to create a nice image to show their stability and good reputation continuously.

2. The research findings showed that there were 6 factors of integrated marketing communications which affected the choice of personal loan service of bank customers in Thailand. These factors were highly correlated. The factors which had the highest level of influence were marketing through special events and direct marketing. Therefore, banks should spend time organizing special events by inserting themselves during important events through “Below the Line (BTL)” strategy.

7.2 Suggestions for Further Research

1. There should be a study into factor analysis of image and reputation of banks in Thailand which affects the choice of personal loan service of loyal bank customers.

2. There should be a study into the demands of bank customers in Thailand and strategies to develop media as well as special events to influence the choice of persona loan service.
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