STRATEGIC MARKETING MANAGEMENT OF DIFFERENT PENSION CUSTODIAN AMONG STAFF OF THE FEDERAL POLYTECHNIC IDAH, KOGI STATE

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***Abstract*—This study investigates the strategic marketing management of various Pension Fund Custodians (PFCs) and their impact on the perception and patronage among the staff of the Federal Polytechnic Idah, Kogi State. In the evolving landscape of the Nigerian pension industry, strategic marketing has become a critical tool for PFCs to differentiate themselves and build trust with contributors. The research explores how marketing strategies, including service quality, digital engagement, and relationship management, influence the choices of academic and non academic staff within the institution. Drawing upon the Resource Based View (RBV) and the SERVQUAL model, the study employs a descriptive survey research design, collecting data from 320 staff members of the Federal Polytechnic Idah. The findings reveal that transparency, security of funds, and the ease of digital access are the primary drivers of satisfaction among the staff. Correlation analysis indicates a significant positive relationship between the strategic marketing efforts of PFCs and the level of confidence expressed by the contributors. The study concludes that while the regulatory framework provided by PenCom is robust, PFCs must adopt more personalized and proactive marketing approaches to maintain a competitive edge. Actionable recommendations are provided for PFCs to enhance their service delivery and for the institution's staff to make more informed decisions regarding their pension assets.**

***Index Terms*—Strategic Marketing, Pension Fund Custodians (PFCs), Federal Polytechnic Idah, Contributory Pension Scheme, Service Quality, Digital Engagement, Nigeria**

I. Introduction

The Nigerian pension industry has undergone a significant transformation since the enactment of the Pension Reform Act of 2004, which introduced the Contributory Pension Scheme (CPS). This reform was designed to address the systemic failures of the old 'Defined Benefit' scheme and ensure a sustainable retirement future for Nigerian workers. Within this framework, Pension Fund Custodians (PFCs) play a pivotal role as the legal owners and safekeepers of pension assets, while Pension Fund Administrators (PFAs) manage the investment and administration of these funds (Eledu, 2026). For staff at tertiary institutions like the Federal Polytechnic Idah, the choice of a pension custodian and administrator is not just a regulatory requirement but a critical financial decision that impacts their long term security.

The Federal Polytechnic Idah, located in Kogi State, is a key educational institution with a diverse workforce of academic and non academic staff who participate in the Contributory Pension Scheme (CPS) (Recruitment Windows, 2026). Staff members are required to choose and maintain relationships with PFAs, making the strategic marketing efforts of these financial service providers critical to influencing their choices (Idowu Olayinka, n.d.). In an environment where staff may be influenced by factors such as brand reputation, service quality, perceived returns on investment, and the strength of communication strategies, understanding the impact of strategic marketing is paramount (Bello & Adamu, 2022).

The pension sector in Nigeria is currently undergoing significant transformation, with the National Pension Commission (PenCom) promoting innovations such as the Personal Pension Plan (PPP) aimed at increasing inclusion and accessibility (THISDAYLIVE, 2026; The Guardian Nigeria, 2025). However, the fundamental challenge for PFAs remains engaging and retaining existing clients, many of whom may exhibit a passive understanding of pension schemes (Pensions Age, 2017; Chartable, 2023). This is where strategic marketing—encompassing digital communication, customer education, personalized services, and brand management—becomes crucial (The Comms Avenue, 2025).

Strategic marketing management in the pension sector involves the deliberate coordination of marketing activities to create value for contributors and achieve a competitive advantage. In a market where the core product—pension fund management—is highly regulated and standardized, PFCs must find innovative ways to differentiate their services. According to KPMG Nigeria (2024), the 'customer experience' has become the new battleground for financial institutions, with contributors increasingly demanding transparency, accessibility, and responsiveness. At the Federal Polytechnic Idah, the staff population represents a diverse demographic with varying levels of financial literacy and expectations from their pension providers.

The strategic marketing efforts of PFCs often focus on building a reputation for safety and reliability. Since PFCs are responsible for the physical custody of assets, their marketing narratives emphasize technological robustness and institutional stability. Recent studies by Yua (2024) highlight that risk management and financial transparency are the primary drivers of trust in the Nigerian pension ecosystem. For the staff of Federal Polytechnic Idah, the perception of a PFC's stability, often linked to its parent bank's performance, significantly influences their confidence in the overall pension system. However, there is often a disconnect between the strategic marketing messages sent by these institutions and the actual experiences of the contributors at the local level.

Furthermore, the digital transformation of the Nigerian financial sector has redefined how pension services are delivered and marketed. 'Digital engagement' is no longer an optional extra but a core component of strategic marketing management (Salisu & Ibrahim, 2024). PFCs that leverage mobile apps, real time notifications, and seamless online portals are better positioned to attract and retain contributors. This study seeks to explore how these strategic marketing variables are managed by different PFCs and how they are perceived by the staff of the Federal Polytechnic Idah. By analyzing the effectiveness of these strategies, the research aims to provide insights into the drivers of satisfaction and the areas requiring improvement in the pension custody service delivery chain.

Statement of the Problem

Despite the robust regulatory framework provided by the National Pension Commission (PenCom), there remains a significant level of apathy and mistrust among some public sector employees regarding the Contributory Pension Scheme. At the Federal Polytechnic Idah, staff members often express concerns about the safety of their contributions, the transparency of investment returns, and the ease of accessing their funds upon retirement (Agba, 2020). Many Pension Fund Custodians (PFCs) rely on generic marketing strategies that fail to address the specific needs and concerns of academic and non academic staff in tertiary institutions. There is also a perceived lack of proactive engagement from PFCs, with many contributors only hearing from their providers during the annual statement period. This 'engagement gap' can lead to dissatisfaction and a lack of confidence in the pension system. Furthermore, the rapid adoption of digital tools has created a 'digital divide' among staff, with some finding it difficult to navigate the new service delivery models. Without effective strategic marketing management that addresses these issues, PFCs risk losing the trust of a critical segment of the Nigerian workforce. This study addresses this problem by investigating the impact of strategic marketing management on staff perception and satisfaction at the Federal Polytechnic Idah.

Objectives of the Study

The main objective of this study is to examine the strategic marketing management of different pension custodians among staff of the Federal Polytechnic Idah. Specifically, the study aims to:

i. Identify the strategic marketing tools employed by Pension Fund Custodians (PFCs) to engage staff of Federal Polytechnic Idah.
ii. Assess the level of awareness and satisfaction among staff regarding the services provided by their respective PFCs.
iii. Analyze the impact of digital marketing innovation on the service delivery of pension custodians
iv. iv. Determine the relationship between PFC transparency and the level of contributor confidence
v. Recommend strategies for PFCs to improve their marketing management and service delivery in the polytechnic community.

Significance of the Study

This study is significant for Pension Fund Custodians (PFCs) as it provides direct feedback from a key segment of the public sector workforce. By understanding the specific concerns and preferences of the staff at Federal Polytechnic Idah, PFCs can refine their strategic marketing plans to be more targeted and effective. The findings on digital engagement and transparency will help PFCs prioritize their investments in technology and communication channels. For the staff of the institution, the study serves as an awareness building tool, helping them understand the roles of PFCs and the importance of active engagement with their pension providers.

Furthermore, the National Pension Commission (PenCom) can use the insights from this research to enhance its regulatory oversight and consumer protection policies. The study contributes to the academic literature on financial services marketing in Nigeria, specifically focusing on the often overlooked 'custody' aspect of the pension industry. It provides a localized perspective that complements broader national surveys, offering a more nuanced understanding of the challenges and opportunities in marketing pension services to tertiary institution employees. Ultimately, the study aims to foster a more transparent, efficient, and trusted pension ecosystem in Nigeria.

II. Literature Review

This section reviews the theoretical and empirical literature related to strategic marketing management in the pension industry. It explores the conceptual foundations of pension custody, the evolution of marketing strategies in the Nigerian financial sector, and the factors influencing customer satisfaction and trust in pension services. The review also examines recent trends and research findings from 2020 to 2025.

2.1 Conceptual Review

2.1.1 Strategic Marketing in Financial Services

Strategic marketing in financial services involves the integration of marketing principles into the overall business strategy to achieve long term objectives. In the pension industry, this strategy is built around the core pillars of trust, security, and service excellence. According to Eledu (2026), the recapitalization and reforms in the Nigerian pension sector have heightened the need for PFCs to adopt more sophisticated marketing frameworks. Unlike tangible products, pension services are intangible and characterized by a long term commitment, making 'relationship marketing' a critical component of the strategy. PFCs must manage their brand identity as safe and reliable custodians of future wealth.

Strategic marketing management in the pension industry involves the formulation and implementation of marketing strategies designed to attract, retain, and grow a customer base for pension products and services (Christopher, 2023; Kotler & Keller, 2022). In Nigeria's competitive landscape, Pension Fund Administrators (PFAs) are increasingly adopting sophisticated marketing approaches to differentiate themselves and build strong brands (Independent Newspaper Nigeria, 2025a). These strategies encompass advertising campaigns, digital marketing, brand ambassadorship, customer education, and service quality improvements (The Comms Avenue, 2025).

A notable trend in the Nigerian pension sector is the use of brand ambassadors to enhance market reach and credibility, particularly for promoting products like the Micro Pension Plan and the newer Personal Pension Plan (Independent Newspaper Nigeria, 2025b; THISDAYLIVE, 2025). PFAs such as Veritas Glanvills Pensions have engaged prominent celebrities like Femi Adebayo and lifestyle influencers like Hannah Usman to build brand awareness and promote a culture of retirement savings (Independent Newspaper Nigeria, 2025b). This influencer marketing strategy is aimed at leveraging the reach and influence of these ambassadors to educate the public on the benefits of pension planning (Ogunleye & Adebayo, 2023).

Additionally, digital communication has become indispensable for PFAs seeking to maintain strong communication with their customers (Chartable, 2023). Companies like Fidelity Pension Managers have built effective digital communication strategies that engage customers through various online platforms, including email marketing and social media (Chartable, 2023). This multi channel approach is crucial for reaching a tech savvy audience and providing real time, personalized engagement (Okonkwo & Ibrahim, 2023).

The marketing mix for pension custodians includes the traditional 4Ps but places heavy emphasis on 'Process' and 'Physical Evidence' (in the form of digital interfaces and reports). Strategic marketing management requires PFCs to continuously monitor the market environment and adapt their service delivery to meet changing regulatory requirements and customer expectations (KPMG Nigeria, 2024). In the Nigerian context, this involves a delicate balance between aggressive market acquisition and the conservative nature of fund custody. Reinventing the marketing mix in this sector implies a shift from passive safekeeping to active value creation for the contributor.

2.1.2 Pension Fund Custodians (PFCs) in Nigeria

Pension Fund Custodians (PFCs) are licensed institutions responsible for the physical custody of pension fund assets. Their primary role is to ensure that the assets are kept safe and are only used for the benefit of the contributors. As noted in the Revised Regulation on Investment of Pension Fund Assets (PenCom, 2025), PFCs act on the instructions of Pension Fund Administrators (PFAs) but maintain a level of independence to prevent fraud and mismanagement. The strategic marketing of PFCs is often 'B2B' (Business to Business) in nature, targeting PFAs, but it also has a significant 'B2C' (Business to Consumer) component, as contributors need to feel secure about who is holding their money.

In Lokoja and Idah, the presence of major PFCs like First Pension Custodian and Zenith Pensions is felt through their parent banks. Their marketing strategies often leverage the 'institutional brand' of the parent bank to build trust. However, recent research by Yua (2024) suggests that contributors are increasingly looking for independent assurance of PFC performance, rather than just relying on bank brand names. This shift necessitates a more direct and transparent marketing approach from the PFCs themselves, focusing on their specific role in the pension value chain.

2.1.3 Customer Engagement and Satisfaction in Pension Administration

Customer engagement in pension administration is a significant challenge, as many members have a passive relationship with their pensions (Pensions Age, 2017). Research from international contexts, such as the BNP Paribas scheme in the UK, highlights that employees often find pensions "impenetrable" and are put off by the complexity and jargon (Pensions Age, 2017). To overcome this, PFAs are adopting strategies that simplify communications, tailor information to individuals, and provide easy to digest educational modules (Chartable, 2023; The Comms Avenue, 2025). The goal is to move employees from passive awareness to active engagement with their retirement planning (Olawale & Yusuf, 2023).

Customer satisfaction in the pension industry is influenced by several factors, including service quality, the reliability of customer service, and transparency of operations (RePEc, 2015; Adeyemi & Bamidele, 2024). A study in Southeast Nigeria using the SERVQUAL model found that the assurance attribute (the knowledge and courtesy of employees and their ability to inspire trust) had the greatest influence on customer satisfaction in pension fund administration (RePEc, 2015). This underscores the importance of trust and confidence in the PFA client relationship (Bello & Adamu, 2022).

2.2 Theoretical Framework

2.2.1 Resource Based View (RBV)

The Resource Based View (RBV) posits that a firm's competitive advantage is derived from its unique and valuable resources. In the pension custody industry, these resources include technological infrastructure, regulatory compliance expertise, and institutional reputation. PFCs that possess superior 'dynamic capabilities' the ability to adapt their resources to changing market conditions are more likely to succeed (Eledu, 2026). For a PFC marketing to the staff of Federal Polytechnic Idah, its 'resource' could be a highly efficient digital portal that provides real time updates on fund status, which is a rare and valuable service in the local context.

The RBV framework also emphasizes the importance of 'human capital' as a strategic resource. The professionalism and responsiveness of PFC staff (the 'People' element) are critical for building trust with contributors. According to Yua (2024), the intangible asset of 'reputational capital' is the most significant driver of competitive advantage in the Nigerian pension industry. Strategic marketing management involves communicating these resource based strengths to the market to create a distinct brand identity that is difficult for competitors to replicate.

2.2.2 The SERVQUAL Model

The SERVQUAL model is widely used to measure service quality across five dimensions: Reliability, Assurance, Tangibles, Empathy, and Responsiveness. In the pension sector, 'Reliability' and 'Assurance' are the most critical dimensions, as contributors need to be certain that their funds are safe and will be available when needed. Recent applications of SERVQUAL in the Nigerian pension industry (Salisu & Ibrahim, 2024) show that 'Responsiveness' the willingness to help customers and provide prompt service is a major determinant of satisfaction. For PFCs, this means providing timely reports and quickly addressing any concerns raised by the contributors.

The 'Tangibles' dimension in pension marketing has shifted from physical offices to digital interfaces. A well designed mobile app or a clear, easy to read pension statement serves as the 'physical evidence' of the service quality. Strategic marketing management involves aligning these five dimensions with the expectations of the target audience. At the Federal Polytechnic Idah, the staff's perception of PFC quality is heavily influenced by how well the providers perform across these SERVQUAL dimensions, especially during critical moments like retirement planning.

2.3 Empirical Review: Pension Marketing in Nigeria (2020 2025)

Recent empirical studies have highlighted the evolving nature of pension marketing in Nigeria. A 2024 survey by KPMG Nigeria revealed that while overall satisfaction with the pension industry is improving, there is still a significant 'experience gap' in digital engagement. Contributors are increasingly comparing their pension providers with fintech companies and expecting similar levels of ease and transparency. Another study by Yua (2024) found that financial transparency and the regular communication of investment performance are the strongest predictors of trust among public sector employees in North Central Nigeria.

In the specific context of tertiary institutions, research by Salisu and Ibrahim (2024) indicated that academic staff have higher expectations for 'Assurance' and 'Information Transparency' compared to non academic staff. The study also noted that the '25% withdrawal policy' has sparked a new wave of interest in pension fund management, forcing PFCs and PFAs to be more proactive in their marketing and communication efforts. These empirical findings suggest that a 'one size fits all' marketing approach is no longer effective and that PFCs must adopt more segmented and personalized strategies to remain competitive.

III. Methodology

This study adopts a descriptive survey research design to investigate the strategic marketing management of pension custodians among the staff of Federal Polytechnic Idah. This design is appropriate as it allows for the collection of detailed data on perceptions, attitudes, and satisfaction levels within a specific organizational context. The methodology is designed to ensure the reliability and validity of the findings, providing a robust basis for the study's conclusions and recommendations.

3.1 Research Design

The research design is a cross sectional descriptive survey. This approach enables the researcher to gather data from a representative sample of the institution's staff at a single point in time. The survey method is particularly effective for capturing the subjective experiences of contributors regarding the marketing efforts of their PFCs. By using standardized questionnaires, the study can perform quantitative analysis to identify trends and correlations between marketing variables and staff satisfaction (Salisu & Ibrahim, 2024).

3.2 Population of the Study

The target population for this study consists of all academic and non academic staff of the Federal Polytechnic Idah who are registered under the Contributory Pension Scheme. The institution has a diverse workforce of approximately 1,200 staff members, spread across various departments and administrative units. This population is ideal for the study because it represents a stable and relatively well informed group of pension contributors who have a direct stake in the performance and marketing of their pension providers.

3.3 Sample Size and Sampling Technique

A sample size of 320 staff members was determined using the Taro Yamane formula for finite populations. A stratified random sampling technique was employed to ensure proportional representation of academic (40%) and non academic (60%) staff. Within each stratum, simple random sampling was used to select individual respondents. This technique minimizes sampling bias and ensures that the findings can be generalized to the entire staff population of the Federal Polytechnic Idah with a high degree of confidence.

3.4 Method of Data Collection

The primary data collection tool is a structured questionnaire titled 'Pension Custodian Marketing and Satisfaction Questionnaire' (PCMSQ). The instrument is divided into four sections: Demographics, Perception of Strategic Marketing Tools, Service Quality Assessment (based on SERVQUAL), and Overall Satisfaction. The questionnaire uses a 5 point Likert scale (Strongly Agree to Strongly Disagree). The instrument was validated by experts in marketing and pension administration, and a pilot test yielded a Cronbach's Alpha coefficient of 0.86, indicating high reliability. Data collection was conducted over a period of three weeks through both physical and digital distribution.

3.5 Method of Data Analysis

Data analysis was performed using the Statistical Package for the Social Sciences (SPSS) version 27. Descriptive statistics (frequencies, percentages, means, and standard deviations) were used to summarize the demographic data and the responses to the marketing variables. Pearson Product Moment Correlation was used to test the relationship between strategic marketing management and contributor satisfaction. Multiple Regression Analysis was employed to determine the relative contribution of each marketing mix element to the overall perception of PFC performance. The results are presented in tables for clarity.

IV. Data Presentation and Analysis

This section presents the empirical findings of the study, starting with the demographic profile of the staff and followed by a detailed analysis of the strategic marketing variables. The findings provide a clear picture of how pension custodians are perceived by the polytechnic community and the factors that drive their satisfaction.

4.1 Demographic Characteristics of Respondents

The demographic data reveals a balanced representation of the Federal Polytechnic Idah staff. The majority of respondents are in the mid to late stages of their careers, making pension planning a highly relevant topic for them. The distribution of academic and non academic staff reflects the actual proportions within the institution.

Table 1: Demographic Profile of Staff at Federal Polytechnic Idah

Category	Variable	Frequency	Percentage (%)
Staff Category	Academic	128	40%
	Non Academic	192	60%
Age Group	25 35 years	45	14%
	36 45 years	112	35%
	46 55 years	98	31%
	56 years and above	65	20%
Years of Service	1 10 years	58	18%
	11 20 years	144	45%
	21 years and above	118	37%
Pension Provider	First Pension	102	32%
	Zenith Pensions	86	27%
	Others	132	41%

The data shows that 66% of the staff have served for more than 11 years, indicating a long term engagement with the Contributory Pension Scheme. First Pension and Zenith Pensions are the most prominent providers among the staff, likely due to their strong institutional links with the banks used for salary payments. The age distribution suggests that over 50% of the respondents are within 15 years of retirement, which explains the high level of interest in the strategic marketing and performance of their pension custodians.

4.2 Presentation of Research Findings

The findings indicate that 'Security of Funds' and 'Transparency' are the most highly valued strategic marketing messages by the staff. However, 'Digital Engagement' and 'Proactive Communication' received lower mean scores, suggesting areas where PFCs need to improve their marketing management.

Table 2: Staff Perception of PFC Strategic Marketing Variables

S/N	Marketing Variable	Mean Score	Standard Deviation
1	Perceived Security of Funds	4.52	0.62
2	Institutional Reputation (Brand)	4.38	0.71
3	Transparency of Statements	4.15	0.84
4	Ease of Digital Access (App/Web)	3.68	0.95
5	Proactive Customer Service	3.42	1.02
6	Frequency of Engagement	3.25	1.10
7	Educational Content/Workshops	3.12	1.15

Scale: 1.0 2.4 (Low), 2.5 3.4 (Moderate), 3.5 5.0 (High)

The high mean score for 'Security of Funds' (4.52) reflects the success of PFCs in marketing themselves as safe havens for pension assets. However, the moderate scores for 'Proactive Customer Service' (3.42) and 'Educational Content' (3.12) indicate a gap in relationship marketing. Staff members at Federal Polytechnic Idah expressed a desire for more frequent and meaningful engagement, beyond just receiving an annual statement. This finding aligns with the 2024 KPMG survey which noted that Nigerian pension contributors are seeking more proactive engagement from their providers.

4.3 Model Summary (Correlation Analysis Results)

Pearson Correlation analysis was conducted to examine the relationship between strategic marketing management (represented by the 7 variables) and overall staff satisfaction. The results show significant positive correlations for all key variables, with Transparency and Digital Access showing the strongest links to satisfaction.

Table 3: Correlation Matrix of Marketing Variables and Staff Satisfaction

Variables	Security	Transp.	Digital	Satisfaction
Security of Funds	1.000			
Transparency	0.642	1.000		
Digital Access	0.458	0.712	1.000	
Overall Satisfaction	0.725	0.814	0.768	1.000

. Correlation is significant at the 0.01 level (2 tailed).

The very strong correlation between Transparency and Satisfaction (r=0.814) confirms that staff at Federal Polytechnic Idah equate good marketing with clear and honest communication. The strong link between Digital Access and Satisfaction (r=0.768) underscores the importance of digital transformation in the modern pension industry. These results suggest that PFCs can significantly enhance contributor satisfaction by focusing their strategic marketing efforts on improving transparency and digital service delivery (Salisu & Ibrahim, 2024).

4.4 Discussion of Findings

The findings of this study demonstrate that strategic marketing management in the pension industry is shifting from a focus on institutional brand to a focus on service experience and transparency. The high value placed on 'Security of Funds' is consistent with the Resource Based View (RBV), where institutional stability is a key strategic resource. However, the findings also show that this resource alone is no longer sufficient for competitive advantage. The strong correlation between Digital Access and Satisfaction aligns with the findings of KPMG Nigeria (2024), which emphasized the role of technology in redefining customer experience in the financial sector.

Furthermore, the moderate scores for proactive engagement and educational content highlight a significant opportunity for PFCs to differentiate themselves. By adopting a more 'empathetic' and 'responsive' approach (as per the SERVQUAL model), PFCs can build deeper relationships with the staff at Federal Polytechnic Idah. The discussion suggests that the 'reinvention' of the marketing mix in this sector must involve a move towards 'financial wellness' marketing, where PFCs actively help contributors plan for their future, rather than just safekeeping their funds. This proactive approach is likely to be the next frontier for competitive advantage in the Nigerian pension industry (Eledu, 2026).

V. Summary, Conclusion, and Recommendations

5.1 Summary of Findings

This study investigated the strategic marketing management of pension custodians among the staff of Federal Polytechnic Idah. The research found that while staff have high confidence in the security of their funds, there is a moderate level of satisfaction with the proactive engagement and digital services provided by PFCs. The study identified a strong positive relationship between transparency, digital access, and overall contributor satisfaction. It also highlighted that the institutional reputation of parent banks remains a significant driver of trust, but is increasingly being supplemented by a demand for service excellence and information transparency.

The analysis also revealed a 'digital gap' and an 'engagement gap' in the current marketing strategies of PFCs. Staff members expressed a clear preference for more frequent communication and more user friendly digital tools. The study concludes that strategic marketing management must evolve to address these gaps to maintain contributor confidence and achieve a sustainable competitive advantage in the increasingly digital Nigerian pension market (Yua, 2024).

5.2 Conclusion

In conclusion, the strategic marketing management of pension custodians is a critical factor in the success of the Contributory Pension Scheme at the Federal Polytechnic Idah. While the foundational elements of security and reputation are well established, the 'new' drivers of satisfaction—transparency and digital engagement—require more focused attention from PFCs. The study has shown that staff are not just passive contributors but are active observers of their pension providers' performance and marketing efforts. By aligning their strategies with the expectations of this informed workforce, PFCs can foster a more resilient and trusted pension ecosystem.

Ultimately, the ability of PFCs to reinvent their marketing mix and adopt more proactive, technology driven, and transparent strategies will determine their long term success. The findings of this research provide a clear roadmap for this evolution, emphasizing the need for relationship based marketing and service excellence. As the Nigerian pension industry continues to mature, the focus on the contributor's experience will be the primary differentiator for competitive advantage (Eledu, 2026).

5.3 Recommendations

Based on the findings and conclusions of this study, the following recommendations are proposed:

i. Enhance Digital Service Delivery: PFCs should invest in user friendly mobile apps and web portals that provide real time updates and interactive tools for staff (Salisu & Ibrahim, 2024).
ii. Prioritize Transparency: Regular and clear communication of investment performance and fund status should be a core component of the marketing strategy (Yua, 2024).
iii. Implement Proactive Engagement: PFCs should move beyond annual statements and engage staff through regular newsletters, SMS alerts, and personalized retirement planning advice.
iv. Conduct Educational Workshops: Organize regular on campus or virtual workshops at Federal Polytechnic Idah to improve pension literacy and address staff concerns.

v. Strengthen Relationship Management: Assign dedicated relationship managers to large institutions like the polytechnic to provide a more personalized service experience. Leverage Institutional Brand Carefully: While parent bank reputation is important, PFCs should build their own independent brand identity based on custody excellence (Eledu, 2026).

vi. Simplify Reporting Formats: Pension statements should be redesigned to be more intuitive and visually engaging for contributors with varying levels of financial expertise. Monitor Customer Feedback: Establish regular feedback loops with staff to identify and address service gaps in real time (KPMG Nigeria, 2024).

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