



AN ANALYSIS OF MARKETING STRATEGIES OF STATE BANK OF INDIA (SBI): CUSTOMERS & EMPLOYEES PERSPECTIVES.

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Abstract

To comprehend how banking services can be marketed more effectively, one must examine banking as a service industry in the context of a rapidly changing environment. Banks have to redefine marketing strategies to attract and retain customers, and analysis the strategies from the perspective of both customers and employees. Analyzing the perceptions of these two stakeholders is essential for bridging any gaps between what employees provide and what consumers expect and need. Therefore, the present study statistically analyzed the factors of marketing strategies of State Bank of India (SBI) according to their customers and found that “Merger and Acquisitions”, “Positive Word of mouth”, “Market expansion in rural areas”, “Personalized services” and “Market expansion in urban areas” were the most important factors. According to their employees “Merger and acquisitions by SBI of its associate banks was the best strategy for long-term profitability, increase in the value of SBI and market expansion”, “Technological innovation”, “Research & Development activities” and “Financial product/services diversification” were the most important factors of marketing strategies of SBI. At the end of the paper, valuable suggestions were also provided for the bank.

Keywords: *Marketing Strategies, Banking, Customer satisfaction*

1. Introduction

The banking industry is one of the most significant service businesses, affecting millions of people's lives. Its service is distinctive from both a nation's social and economic perspectives. Historically, the attitude of banking service was that selling one's services was unprofessional and unneeded, since traditional connections and product quality were sufficient to complete duties. Before the middle of the 1950s, banks had little knowledge or care for marketing. The bank building was designed to resemble a Greek temple in order to impress upon the people the significance of banks. The atmosphere was austere, and the teller smiled seldom. Bankers maintained a severe demeanor and seldom any kindness. In the west, marketing in the banking business originated in the late 1950s. It emerged in the shape of a notion for advertising and promotion. At that time, personal setting could not have a prominent position. Gradually, bankers' attitudes shifted, perhaps coinciding with a similar shift in consumer attitudes.

Beginning in the late 1950s, the concept of customer satisfaction blossomed in the 1960s and became a fundamental aspect of banking services in the 1970s. However, the same pattern may not be valid in emerging nations and in India in particular, for socioeconomic and political reasons. In the late 1950s, marketing entered Indian banks not as a marketing idea, but as an advertising and promotion notion. It was quickly discovered that marketing goes beyond advertising and sociability. Before 1950, it was acknowledged that personal selling was not required. The bankers went to great lengths to avoid accusations of selling. The bankers even removed the phrase "selling" and renamed the customer interaction department "business development function." In the 1960s, bankers' perspectives and understandings of marketing shifted. They came to see that marketing included a great deal more than



just nice tellers. Beginning in the late 1950s, the notion of consumer convenience blossomed in the 1960s.

In the late 1960s, bankers began to comprehend the notion of market segmentation. In the 1970s, the bank marketing profession underwent radical upheaval. Marketing posts were established in banks, and marketing was seen as an organisational need.

To comprehend how banking services can be marketed more effectively, one must examine banking as a service industry in the context of a rapidly changing environment, redefine marketing to suit the needs of bankers, and analyse the bank's significant marketing strategies from the perspective of both customers and employees. Analyzing the perceptions of these two stakeholders is essential for bridging any gaps between what workers provide and what consumers need. Thus, a set of procedures for good bank marketing includes gaining a grasp of customers' needs and workers' perceptions in order to attract new customers and maintain existing ones. As personnel who are in close contact with the bank's ultimate clients, it is equally important for the bank to understand the employees' point of view.

1.1 State Bank of India (SBI) in Brief

SBI, ranked 216th on the 2017 Fortune Global 500 list of the world's largest firms, is India's largest bank with a 23% market share of assets and a 25% market share of the country's lending and deposit markets (Bhasin. H., 2019).

SBI has achieved leadership status in the digital banking space by providing a variety of seamless and secure services, such as SBI YONO, an Omni-channel banking and lifestyle platform with close to 10 million downloads, for which SBI has partnered with Reliance JIO, State Bank Buddy, a mobile wallet service, and State Bank Anywhere, a mobile banking platform (Bhasin. H., 2019)..

With the establishment of sixty digital branches known as sbiINTOUCH, the bank intends to provide sophisticated services such as rapid loan approvals, access to the newest mutual funds, and aid in selecting investment portfolios, among other financial services. (Bhasin. H., 2019).

After its merger with Bhartiya Mahila Bank and its five affiliate Banks on 1st April 2017, SBI has a vast network of over 25,000 domestic branches (including extension counters) and 59,000+ ATMs. The bank's foreign activities are distributed across its 195 international offices in 36 countries. (Bhasin. H., 2019).

SBI's main rivals are ICICI Bank, HDFC Bank, and Bank of India, as well as numerous others like Axis Bank and the Indian Overseas Bank. ICICI Bank was created in 1955 in Mumbai, Maharashtra as a public enterprise. ICICI Bank is a financial institution that competes with SBI. Compared to SBI, ICICI employs 118,216 fewer people. Bhasin. H. SBI has the most number of workers compared to its rivals (2019).

1.2 Statement of the Problem

Today, time is more essential than money; consequently, one of the most urgent challenges is time. The consumer desires faster transaction and financial processing. Bank marketing techniques assist with this. For optimal performance, marketers must comprehend Google Analytics, Facebook Advertising, and other financial tools. Marketing must know how to utilise these technologies, analyse their data,



and adjust future banking initiatives. These are some frequent banking issues. Banking and government legislation, economic climate, cooperation, and speed can impact marketing techniques. Marketing is a key aspect of modern banking. Every bank employs marketing to boost performance and compete.

Despite modernization, new-age clients see SBI as a conventional bank. State Bank of India confronts severe competition as India's biggest public sector bank as it's all about customer experience, however. SBI must get its consumer and staff feedback on its marketing strategy. In a highly competitive economy, SBI must increase the effectiveness of its marketing techniques to maintain current clients and acquire new-age consumers.

1.3 Significance and justification

Marketing strategy focuses an organization's energy and resources to boost sales and dominate a specified market segment. A marketing plan incorporates product creation, promotion, distribution, pricing, and relationship management; outlines the firm's marketing objectives; and describes how they will be accomplished, preferably within a defined timeline. Marketing strategy guides segmentation, positioning, marketing mix, and budget allocation. It's most effective when it's part of overall firm strategy, detailing how the company will engage customers, prospects, and rivals in the market arena of corporate plans, objectives, and goals. As customers are a bank's income source, marketing and sales are intertwined. Marketing strategies should align with a company's mission statement. Therefore, SBI must understand what its employees and consumers think of its marketing efforts to sustain in the long-term. Understanding SBI's marketing initiatives from the standpoint of two key stakeholders will transform the bank. This learning will result in higher sales for the bank due to more effective marketing techniques. The study's findings will also help SBI retain customers. SBI's marketing techniques will provide it an advantage over its rivals and help it increase profitability.

1.4 Objectives of Research

The following below mentioned objectives guided the present study-

- **Objective 1:** To explore the most important marketing strategies of SBI as per the perspective of customers & employees.
- **Objective 2:** To study the association between respondents (customers & employees) for variables of SBI's marketing strategies.

2. Review of Literature

2.1 Concept of Marketing Strategy

According to Kotler & Armstrong, 2008: 80, Marketing is described as the process through which firms generate value for consumers and establish strong customer relationships in order to collect value from customers in return. Grant (1995) defines strategy as the comprehensive plan for allocating assets to accomplish a good position.

Further, Kotler and Armstrong (2009) describe marketing strategy as the rationale through which business units are organized and aspire to provide consumer value and establish lucrative relationships.

2.2 Marketing Strategy in Banking Sector

Over time, a lot of Indian and international research have been undertaken on marketing methods relevant to the banking industry. Following are reviews of a few researches that would provide a solid foundation for doing the current investigation.



In the book, "Services Marketing," S.M. Jha (1982) discusses bank marketing, marketing research, market segmentation, the marketing mix for banking services, and bank marketing in the Indian context. The author believes that despite the presence of commercial banks that were designed to provide consumers with timely and appropriate services. Lack of competent and effective marketing strategy for their financial services harmed banks. He described the marketing mix techniques for the service industry, including product mix, location mix, promotion mix, pricing mix, people mix, physical evidence mix, and process mix.

Levitt, T. (1974) says that all marketing approaches and strategies are used to eventually persuade individuals to do business with a certain bank. To build and retain a client, a bank must perform all of the aforementioned things so that customers will choose to do business with them over their rivals. A company ceases to exist if it cannot remain in operation. Regardless of how effectively it performs, it cannot survive if it cannot attract and retain enough clients.

Mehta (2010) urged that banks use appropriate marketing promotion tactics for improved business. He stressed that if banks use personal selling as a method for marketing promotion, their businesses would increase significantly.

Turnbull, Peter W. (1982) positions the branch bank manager at the centre of the company in terms of the marketing effectiveness of local banks. The research identifies three causes for the lack of marketing orientation: motivation, ability, and time, and concludes that banks must act swiftly to guarantee that branch bank managers can face the issue swiftly. It was proposed that managers get knowledge inputs on marketing concepts and acquire a commitment to putting those ideas into reality. Ravisankar, T.S. (1985) argues that the marketing strategy for banking services should be backed by proper marketing strategies. He also states that marketing strategy for banks must be directed towards customers-current and prospective as well.

According to Radhakrishnan, S. (1987), Understanding customer behaviour enables the branch manager to build an effective marketing plan by identifying customer wants and service efficiency with suitable distinction. Lack of managerial support, lack of interdepartmental collaboration, crisis management, government involvement, media and advertising issues provide the greatest difficulty in bank marketing (Berry et al., 1980).

2.3 Customer Satisfaction in Banking industry

Most marketing research and practise considers that customer pleasure is a critical component in determining a company's long-term profitability (Crosby et al., 1990; Gaski & Nevin, 1985; Hennig-Thurau et al., 2002; Palmatier et al., 2006). Customer satisfaction refers to an organization's (a buyer's) overall rating based on the whole purchase and consuming experience with a product or service provided by a third party (a supplier) (Andaleeb, 1996; Anderson et al., 1994; Garbarino & Johnson, 1999). Today, the majority of organisations' initiatives to prevent customer churn are mainly centred on the management of customer happiness (Capraro et al., 2003). Much of the research on customer satisfaction in both business-to-consumer and business-to-business contexts has investigated the various outcomes of customer satisfaction, such as customer loyalty (Homburg & Fu rst, 2005; Lam et al., 2004; Rauyruen & Miller, 2007), purchase intention (Chitturi et al., 2008; Eggert & Ulaga, 2002; Whittaker et al., 2007; Voss e (Fornell et al., 2006; Gruca & Rego, 2005). Given the considerable advantages of customer satisfaction management, it has become a strategic requirement for most



businesses to comprehend the organisational variables that allow them to attain high levels of customer happiness (Mittal & Kamakura, 2001). It has been hypothesised and experimentally shown that the buyer's choice to prolong a connection is influenced by the seller's goods and services (Ndubisi, 2003; Anderson et. al., 1994; Fornell, 1992; Hirschman, 1970). The confirmation or disconfirmation theory (Churchill & Suprenant, 1982; Oliver, 1980) states that satisfaction is achieved when expectations are met. They also confirmed that negative disconfirmation of expectations results in dissatisfaction, and that positive disconfirmation results in increased satisfaction. According to Hirschman (1970) and Richins (1983), when consumers are happy, the probability of relationship termination and unfavourable word-of-mouth is significantly lowered.

3. Research Methodology

The present study is exploratory, qualitative & quantitative in nature and is predominantly based on primary data collected from 538 customers & 224 employees of SBI from the Lucknow, capital city of Uttar Pradesh. The quota sampling techniques was used for the purpose. The samples were chosen after they fulfilled the excluding criteria that they use banking services of SBI for the customers and are employed at SBI in case of employees.

Further, the data was collected with the tool of well-drafted questionnaire prepared on 5-point likert-based questions. The responses were collected by sending questionnaires via google docs link to the respondent's email address and scheduling was also done where feasible. The data was analyzed by applying cross tabulation, factor analysis & chi-square analysis with the help of IBM SPSS version 25.

4. Data Analysis and Interpretation

4.1 Demographic Profile of the Respondents

The present research has two types of respondents- customers of SBI and employees of SBI.

4.4.1 Demographic & Socio-Economic Profile of Customers

There were total 538 respondents, 56.7% male and the rest were female, with 38.3% aged between 18-30, 25.8% between 31-40, 21.2% between 41-50, and 14.7% being 51 and older. Most customers were married, 26.4% were single, and 3.2% were belonged to other category. More over half of the respondents were Hindu, 19.7% were Muslim, 4.3% were Christian, and 3.5% were Sikh. Most respondents were from general class while the minority was OBC and SC/ST, with OBC having more responses than SC/ST. Most respondents were graduates or postgraduates, 14.3% have done a professional course, while the minority were illiterate, primary school certificate, intermediate, or post-high school diploma holders. Most responders were urban; 17.8% were rural. 62.3% of respondents live in nuclear families and 37.7% in joint families. Talking about respondents' monthly income 26.2% of respondents have no income, 9.1% have less than Rs. 20000, 22.9% have monthly income between Rs. 20,001 and Rs. 40,000, 19.3% have monthly income between Rs. 40,001 and Rs. 60,000, 16.4% have monthly income between Rs. 60,001 and Rs. 80,000, and 6.1% have more than Rs. 80,000. Nearly half of respondents save occasionally, 15.4% save consistently, and 26.2% don't save. 19.3% were professionals, 1.9% were semi-professionals, 21.4% were businesspeople, 21.0% worked in government, 10.2% in private, 24.0% were students, and 2.2% were jobless.

4.4.2 Demographic Profile of Employees of State Bank of India (SBI)

There were total 224 respondents in which 67% were male and the rest were females, with 17.4% aged between 21-30, 25.8% between 31-40, almost half of them were in their 40s and 8.5% being 51-60



years. The qualification of the respondents is such that around half of them are post graduate, 21.9% are graduate and the same numbers of them are professionally qualified only 2.2% are PhD. 37.1% are lower level executive, 36.2% are in middle level management and the rest 26.8% are at higher level. The monthly income of the respondents is such that 29.0% earns between Rs. 50001 – 100000, 65.2% between Rs. 100001 – 150001 and the rest earns more than Rs. 150000.

4.2 Factor Analysis: Identifying the most important factors of Marketing Strategies

4.2.1 Factor Analysis: Identifying the most important factors of Marketing Strategies from Customers’ Perspective.

Factor Analysis was performed to determine the most important factors of Marketing Strategies from Customers’ perspective.

The KMO measure of sampling adequacy is **0.892** which indicates the present data is suitable for factor analysis. Similarly, Bartlett’s test of sphericity is significant ($p < 0.001$); that explains existence of sufficient correlation between variables to proceed with the analysis.

Table 4.1-Total Variance Explained

Total Variance Explained ^a									
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.808	43.713	43.713	4.808	43.713	43.713	4.795	43.591	43.591
2	1.625	14.771	58.483	1.625	14.771	58.483	1.633	14.850	58.441
3	1.018	9.254	67.737	1.018	9.254	67.737	1.021	9.284	67.725
4	1.005	9.132	76.869	1.005	9.132	76.869	1.006	9.144	76.869

Extraction Method: Principal Component Analysis.

a. Only cases for which Respondents = Customers are used in the analysis phase.

Interpretation: In above table, output lists the eight values associated with each linear component (factor) before extraction, after extraction and after rotation. Before extraction, Output has identified 4 linear components within the data set. After extraction and rotation, the most important **factor 1 explained 43.713% of total variance, factor 2 explained 14.771% of total variance, factor 3 explained 9.254% of total variance and factor 4 explained 9.132% of total variance** that can be extracted. As evident from the above table (Total Variations Explained) it was found that from the total 4 components, 1st factor is most important and can be extracted.

Figure- 4.1 Scree Plot

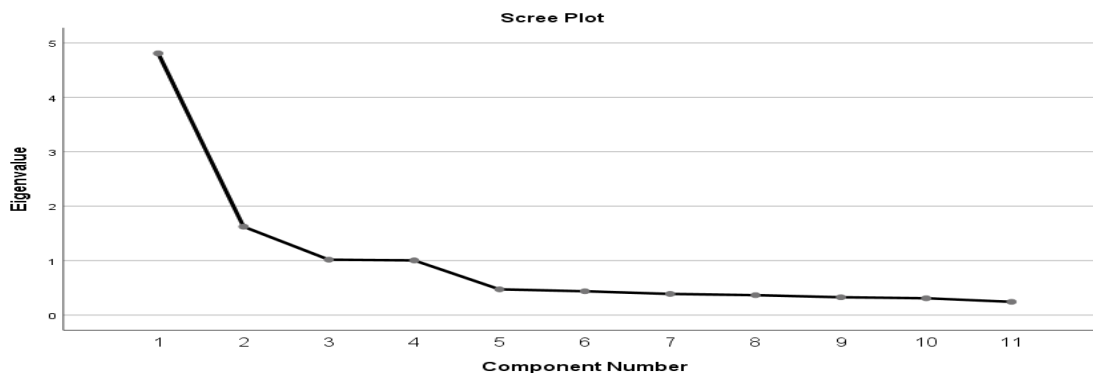




Table4.2- Rotated Component Matrix

Rotated Component Matrix^{a,b}				
	Component			
	1	2	3	4
63. Merger and acquisitions by SBI of its associate banks was the best strategy to increase the value of SBI.	.855	.044	-.143	.051
62. Positive ‘Word of mouth’ is an effective strategy for new customers.	.846	.045	-.054	.037
65. Merger and acquisitions by SBI of its associate banks was the best strategy for long-term profitability.	.845	.003	-.009	-.029
64. Merger and acquisitions by SBI of its associate banks was the best strategy for market expansion.	.831	-.026	.043	-.017
60. Market expansion in rural areas	.825	.003	.062	.015
61. Personalised services are provided to the customers.	.807	.068	.042	.040
59. Market expansion in urban areas	.781	.025	.025	-.039
55. New product development	.017	.901	.005	-.020
56. Financial product/services diversification	.048	.901	-.028	.020
57. Research & Development activities	-.002	-.019	.994	.003
58. Technological innovation	.016	-.001	.003	.998
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization. ^{a,b}				
a. Rotation converged in 3 iterations.				
b. Only cases for which Respondents = Customers are used in the analysis phase.				

Findings: Most Important factors of Marketing Strategies for Customers.

In the present study Factor Analysis exhibits the rotated factor loading for the statements (Variables) of most important factors of **Marketing Strategies from Customers’ perspective**. Looking at table of Rotated Component Matrix, we found that-

Factor -1 includes following **7** variables

- 63. Merger and acquisitions by SBI of its associate banks was the best strategy to increase the value of SBI.
- 62. Positive ‘Word of mouth’ is an effective strategy for new customers.
- 65. Merger and acquisitions by SBI of its associate banks was the best strategy for long-term profitability.
- 64. Merger and acquisitions by SBI of its associate banks was the best strategy for market expansion.
- 60. Market expansion in rural areas
- 61. Personalised services are provided to the customers.
- 59. Market expansion in urban areas

Factor -2 includes following **2** variables

- 55. New product development
- 56. Financial product/services diversification



Factor -3 includes following **1** variable

- 57. Research & Development activities

Factor -4 includes following **1** variable

- 58. Technological innovation

4.2.2 Factor Analysis: Identifying the most important factors of Marketing Strategies from Employees’ Perspective

Factor Analysis was performed to determine the most important factors of Marketing Strategies from Employees’ perspective.

The KMO measure of sampling adequacy is **0.559** which indicates the present data is suitable for factor analysis. Similarly, Bartlett’s test of sphericity is significant ($p < 0.001$); that explains existence of sufficient correlation between variables to proceed with the analysis.

Table 4.3-Total Variance Explained

Component	Total Variance Explained ^a								
	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.471	40.644	40.644	4.471	40.644	40.644	2.812	25.563	25.563
2	1.769	16.078	56.722	1.769	16.078	56.722	2.527	22.976	48.540
3	1.307	11.884	68.605	1.307	11.884	68.605	2.193	19.934	68.473
4	1.092	9.924	78.529	1.092	9.924	78.529	1.106	10.056	78.529

Extraction Method: Principal Component Analysis.

a. Only cases for which Respondents = Employees are used in the analysis phase.

Interpretation: In above table, output lists the eight values associated with each linear component (factor) before extraction, after extraction and after rotation. Before extraction, Output has identified **4** linear components within the data set. After extraction and rotation, the most important **factor 1** explained **40.664% of total variance**, **factor 2** explained **16.078% of total variance**, **factor 3** explained **11.884% of total variance** and **factor 4** explained **9.924% of total variance** that can be extracted. As evident from the above table (Total Variations Explained) it was found that from the total 4 components, 1st factor is most important and can be extracted.

Figure- 4.2 Scree Plot

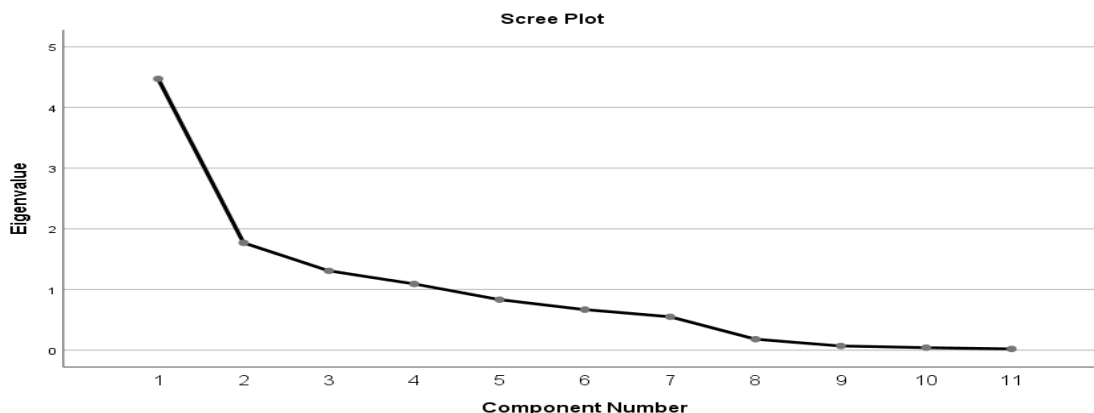




Table4.4- Rotated Component Matrix

	Rotated Component Matrix ^{a,b}			
	Component			
	1	2	3	4
65. Merger and acquisitions by SBI of its associate banks was the best strategy for long-term profitability.	.913	.056	.096	.070
58. Technological innovation	.901	.103	.162	.010
64. Merger and acquisitions by SBI of its associate banks was the best strategy for market expansion.	.605	.523	.275	.023
57. Research & Development activities	.599	.540	.263	.034
63. Merger and acquisitions by SBI of its associate banks was the best strategy to increase the value of SBI.	.050	.933	.023	.043
56. Financial product/services diversification	.074	.910	.094	.037
59. Market expansion in urban areas	.303	.428	.363	-.184
55. New product development	.147	.074	.953	.027
62. Positive 'Word of mouth' is an effective strategy for new customers.	.183	.162	.924	.024
61. Personalised services are provided to the customers.	.325	-.066	.191	.813
60. Market expansion in rural areas	.426	-.173	.270	-.632
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization. ^{a,b}				
a. Rotation converged in 6 iterations.				
b. Only cases for which Respondents = Employees are used in the analysis phase.				

Findings: Most Important factors of Marketing Strategies for Employees

In the present study Factor Analysis exhibits the rotated factor loading for the statements (Variables) of most important factors of **Marketing Strategies for Employees**.

Looking at table of Rotated Component Matrix, we found that-

Factor -1 includes following **4** variables

- 65. Merger and acquisitions by SBI of its associate banks was the best strategy for long-term profitability.
- 58. Technological innovation
- 64. Merger and acquisitions by SBI of its associate banks was the best strategy for market expansion.
- 57. Research & Development activities

Factor -2 includes following **3** variables

- 63. Merger and acquisitions by SBI of its associate banks was the best strategy to increase the value of SBI.
- 56. Financial product/services diversification
- 59. Market expansion in urban areas

Factor -3 includes following **2** variables

- 55. New product development
- 62. Positive 'Word of mouth' is an effective strategy for new customers.



Factor -4 includes following 2 variable

- 61. Personalised services are provided to the customers.
- 60. Market expansion in rural areas

4.3 Chi Square Analysis: Association between respondents (customers & employees) for the variables of Marketing Strategies.

- **Null Hypothesis (H0)-1:** There is no association between respondents (customers & employees) for the variable ‘New product development’.

Table: Crosstab- New product development

		Crosstab						
		55. New product development					Total	
		Strongly Disagree	Disagree	Neutra 1	Agree	Strongly Agree		
Respondents	Customers	Count	8	38	115	228	149	538
		% within	1.5%	7.1%	21.4%	42.4%	27.7%	100.0%
	Employees	Count	3	1	17	126	77	224
		% within	1.3%	0.4%	7.6%	56.3%	34.4%	100.0%
Total		Count	11	39	132	354	226	762
		% within	1.4%	5.1%	17.3%	46.5%	29.7%	100.0%

Interpretation

- **Customers: Out of total 538 respondents,** 1.5% strongly disagree, 7.1% disagree, 21.4% were neutral, 42.4% agree and 27.7% were strongly agree for the variable- New product development.
- **Employees: Out of total 224 respondents,** 1.3% strongly disagree, 0.4% disagree, 7.6% were neutral, 56.3% agree and 34.4% were strongly agree for the variable- New product development.

Chi-Square Tests- It was found that asymptotic significance for Pearson Chi Square comes out to be **less than 0.05**, so we **reject null hypothesis** at 5% level of significance. Hence, it can be concluded that **two variables are associated**.

- **Null Hypothesis (H0)-2:** There is no association between respondents (customers & employees) for the variable ‘Financial product/services diversification’.

Table: Crosstab- Financial product/services diversification

		Crosstab						
		56. Financial product/services diversification					Total	
		Strongly Disagree	Disagree	Neutra 1	Agree	Strongly Agree		
Respondents	Customers	Count	9	28	87	190	224	538
		% within	1.7%	5.2%	16.2%	35.3%	41.6%	100.0%
	Employees	Count	1	1	3	111	108	224
		% within	0.4%	0.4%	1.3%	49.6%	48.2%	100.0%
Total		Count	10	29	90	301	332	762
		% within	1.3%	3.8%	11.8%	39.5%	43.6%	100.0%



Interpretation

- **Customers: Out of total 538 respondents**, 1.7% strongly disagree, 5.2% disagree, 16.2% were neutral, 35.3% agree and 41.6% were strongly agree for the variable- Financial product/services diversification.
- **Employees: Out of total 224 respondents**, 0.4% strongly disagree, 0.4% disagree, 1.3% were neutral, 49.6% agree and 48.2% were strongly agree for the variable- Financial product/services diversification.

Chi-Square Tests- It was found that asymptotic significance for Pearson Chi Square comes out to be **less than 0.05**, so we **reject null hypothesis** at 5% level of significance. Hence, it can be concluded that **two variables are associated**.

- **Null Hypothesis (H0)-3:** There is no association between respondents (customers & employees) for the variable ‘Research & Development activities’.

Table: Crosstab- Research & Development activities

Crosstab								
		57. Research & Development activities						
		Strongly Disagree	Disagree	Neutra l	Agree	Strongly Agree	Total	
Respo ndents	Customers	Count	16	79	177	192	74	538
		% within	3.0%	14.7%	32.9%	35.7%	13.8%	100.0%
	Employees	Count	0	2	22	116	84	224
		% within	0.0%	0.9%	9.8%	51.8%	37.5%	100.0%
Total		Count	16	81	199	308	158	762
		% within	2.1%	10.6%	26.1%	40.4%	20.7%	100.0%

Interpretation

- **Customers: Out of total 538 respondents**, 3.0% strongly disagree, 14.7% disagree, 32.9% were neutral, 35.7% agree and 13.8% were strongly agree for the variable- Research & Development activities.
- **Employees: Out of total 224 respondents**, 0.0% strongly disagree, 0.9% disagree, 9.8% were neutral, 51.8% agree and 37.5% were strongly agree for the variable- Research & Development activities.

Chi-Square Tests- It was found that asymptotic significance for Pearson Chi Square comes out to be **less than 0.05**, so we **reject null hypothesis** at 5% level of significance. Hence, it can be concluded that **two variables are associated**.

- **Null Hypothesis (H0)-4:** There is no association between respondents (customers & employees) for the variable ‘Technological innovation’.



Table: Crosstab- Technological innovation

Crosstab								
			58. Technological innovation					Total
			Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
Respondents	Customers	Count	20	86	162	191	79	538
		% within	3.7%	16.0%	30.1%	35.5%	14.7%	100.0%
	Employees	Count	1	7	21	137	58	224
		% within	0.4%	3.1%	9.4%	61.2%	25.9%	100.0%
Total		Count	21	93	183	328	137	762
		% within	2.8%	12.2%	24.0%	43.0%	18.0%	100.0%

Interpretation

- **Customers: Out of total 538 respondents, 3.7% strongly disagree, 16.0% disagree, 30.1% were neutral, 35.5% agree and 14.7% were strongly agree for the variable- Technological innovation.**
- **Employees: Out of total 224 respondents, 0.4% strongly disagree, 3.1% disagree, 9.4% were neutral, 61.2% agree and 25.9% were strongly agree for the variable- Technological innovation.**

Chi-Square Tests- It was found that asymptotic significance for Pearson Chi Square comes out to be **less than 0.05**, so we **reject null hypothesis** at 5% level of significance. Hence, it can be concluded that **two variables are associated**.

- **Null Hypothesis (H0)-5:** There is no association between respondents (customers & employees) for the variable ‘Market expansion in urban areas’.

Table: Crosstab- Market expansion in urban areas

Crosstab								
			59. Market expansion in urban areas					Total
			Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
Respondents	Customers	Count	17	35	123	220	143	538
		% within	3.2%	6.5%	22.9%	40.9%	26.6%	100.0%
	Employees	Count	0	3	10	113	98	224
		% within	0.0%	1.3%	4.5%	50.4%	43.8%	100.0%
Total		Count	17	38	133	333	241	762
		% within	2.2%	5.0%	17.5%	43.7%	31.6%	100.0%



Interpretation

- **Customers: Out of total 538 respondents**, 3.2% strongly disagree, 6.5% disagree, 22.9% were neutral, 40.9% agree and 26.6% were strongly agree for the variable- Market expansion in urban areas.
- **Employees: Out of total 224 respondents**, 0.0% strongly disagree, 1.3% disagree, 4.5% were neutral, 50.4% agree and 43.8% were strongly agree for the variable- Market expansion in urban areas.

Chi-Square Tests- It was found that asymptotic significance for Pearson Chi Square comes out to be **less than 0.05**, so we **reject null hypothesis** at 5% level of significance. Hence, it can be concluded that **two variables are associated**.

- **Null Hypothesis (H0)-6:** There is no association between respondents (customers & employees) for the variable ‘Market expansion in rural areas’.

Table: Crosstab- Market expansion in rural areas

Crosstab								
			60. Market expansion in rural areas					Total
			Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
Respondents	Customers	Count	11	35	121	216	155	538
		% within	2.0%	6.5%	22.5%	40.1%	28.8%	100.0%
	Employees	Count	4	3	24	151	42	224
		% within	1.8%	1.3%	10.7%	67.4%	18.8%	100.0%
Total		Count	15	38	145	367	197	762
		% within	2.0%	5.0%	19.0%	48.2%	25.9%	100.0%

Interpretation

- **Customers: Out of total 538 respondents**, 2.0% strongly disagree, 6.5% disagree, 22.5% were neutral, 40.1% agree and 28.8% were strongly agree for the variable- Market expansion in rural areas.
- **Employees: Out of total 224 respondents**, 1.8% strongly disagree, 1.3% disagree, 10.7% were neutral, 67.4% agree and 18.8% were strongly agree for the variable- Market expansion in rural areas.

Chi-Square Tests- It was found that asymptotic significance for Pearson Chi Square comes out to be **less than 0.05**, so we **reject null hypothesis** at 5% level of significance. Hence, it can be concluded that **two variables are associated**.

- **Null Hypothesis (H0)-7:** There is no association between respondents (customers & employees) for the variable ‘Personalised services are provided to the customers’.



Table: Crosstab- Personalised services are provided to the customers.

Crosstab								
			61. Personalised services are provided to the customers.					
			Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
Respondents	Customers	Count	15	32	111	196	184	538
		% within	2.8%	5.9%	20.6%	36.4%	34.2%	100.0%
	Employees	Count	1	4	11	155	53	224
		% within	0.4%	1.8%	4.9%	69.2%	23.7%	100.0%
Total		Count	16	36	122	351	237	762
		% within	2.1%	4.7%	16.0%	46.1%	31.1%	100.0%

Interpretation

- **Customers: Out of total 538 respondents**, 2.8% strongly disagree, 5.9% disagree, 20.6% were neutral, 36.4% agree and 34.2% were strongly agree for the variable- Personalised services are provided to the customers.
- **Employees: Out of total 224 respondents**, 0.4% strongly disagree, 1.8% disagree, 4.9% were neutral, 69.2% agree and 23.7% were strongly agree for the variable- Personalised services are provided to the customers.

Chi-Square Tests- It was found that asymptotic significance for Pearson Chi Square comes out to be less than 0.05, so we reject null hypothesis at 5% level of significance. Hence, it can be concluded that two variables are associated.

- **Null Hypothesis (H0)-8:** There is no association between respondents (customers & employees) for the variable ‘Positive ‘Word of mouth’ is an effective strategy for new customers.’

Table: Crosstab- Positive ‘Word of mouth’ is an effective strategy for new customers

Crosstab								
			62. Positive ‘Word of mouth’ is an effective strategy for new customers.					
			Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
Respondents	Customers	Count	11	34	119	173	201	538
		% within	2.0%	6.3%	22.1%	32.2%	37.4%	100.0%
	Employees	Count	5	2	15	128	74	224
		% within	2.2%	0.9%	6.7%	57.1%	33.0%	100.0%
Total		Count	16	36	134	301	275	762
		% within	2.1%	4.7%	17.6%	39.5%	36.1%	100.0%

Interpretation

- **Customers: Out of total 538 respondents**, 2.0% strongly disagree, 6.3% disagree, 22.1% were neutral, 32.2% agree and 37.4% were strongly agree for the variable- Positive ‘Word of mouth’ is an effective strategy for new customers.



- **Employees: Out of total 224 respondents**, 2.2% strongly disagree, 0.9% disagree, 6.7% were neutral, 57.1% agree and 33.0% were strongly agree for the variable- Positive ‘Word of mouth’ is an effective strategy for new customers.

Chi-Square Tests- It was found that asymptotic significance for Pearson Chi Square comes out to be **less than 0.05**, so we **reject null hypothesis** at 5% level of significance. Hence, it can be concluded that **two variables are associated**.

- **Null Hypothesis (H0)-9:** There is no association between respondents (customers & employees) for the variable ‘Merger and acquisitions by SBI of its associate banks was the best strategy to increase the value of SBI.

Table: Crosstab- Merger and acquisitions by SBI of its associate banks was the best strategy to increase the value of SBI

Crosstab								
			63. Merger and acquisitions by SBI of its associate banks was the best strategy to increase the value of SBI.					
			Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
Respondents	Customers	Count	8	32	117	189	192	538
		% within	1.5%	5.9%	21.7%	35.1%	35.7%	100.0%
	Employees	Count	0	1	2	113	108	224
		% within	0.0%	0.4%	0.9%	50.4%	48.2%	100.0%
Total		Count	8	33	119	302	300	762
		% within	1.0%	4.3%	15.6%	39.6%	39.4%	100.0%

Interpretation

- **Customers: Out of total 538 respondents**, 1.5% strongly disagree, 5.9% disagree, 21.7% were neutral, 35.1% agree and 35.7% were strongly agree for the variable- Merger and acquisitions by SBI of its associate banks was the best strategy to increase the value of SBI.
- **Employees: Out of total 224 respondents**, 0.0% strongly disagree, 0.4% disagree, 0.9% were neutral, 50.4% agree and 48.2% were strongly agree for the variable- Merger and acquisitions by SBI of its associate banks was the best strategy to increase the value of SBI.

Chi-Square Tests- It was found that asymptotic significance for Pearson Chi Square comes out to be **less than 0.05**, so we **reject null hypothesis** at 5% level of significance. Hence, it can be concluded that **two variables are associated**.

- **Null Hypothesis (H0)-10:** There is no association between respondents (customers & employees) for the variable ‘Merger and acquisitions by SBI of its associate banks was the best strategy for market expansion.



Table: Crosstab- Merger and acquisitions by SBI of its associate banks was the best strategy for market expansion

Crosstab								
			64. Merger and acquisitions by SBI of its associate banks was the best strategy for market expansion.					
			Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
Respondents	Customers	Count	7	38	116	229	148	538
		% within	1.3%	7.1%	21.6%	42.6%	27.5%	100.0%
	Employees	Count	0	5	22	111	86	224
		% within	0.0%	2.2%	9.8%	49.6%	38.4%	100.0%
Total		Count	7	43	138	340	234	762
		% within	0.9%	5.6%	18.1%	44.6%	30.7%	100.0%

Interpretation

- **Customers: Out of total 538 respondents, 1.3% strongly disagree, 7.1% disagree, 21.6% were neutral, 42.6% agree and 27.5% were strongly agree for the variable- Merger and acquisitions by SBI of its associate banks was the best strategy for market expansion.**
- **Employees: Out of total 224 respondents, 0.0% strongly disagree, 2.2% disagree, 9.8% were neutral, 49.6% agree and 38.4% were strongly agree for the variable- Merger and acquisitions by SBI of its associate banks was the best strategy for market expansion.**

Chi-Square Tests- It was found that asymptotic significance for Pearson Chi Square comes out to be **less than 0.05**, so we **reject null hypothesis** at 5% level of significance. Hence, it can be concluded that **two variables are associated**.

- **Null Hypothesis (H0)-11:** There is no association between respondents (customers & employees) for the variable ‘Merger and acquisitions by SBI of its associate banks was the best strategy for long-term profitability’.

Table: Crosstab- Merger and acquisitions by SBI of its associate banks was the best strategy for long-term profitability

Crosstab								
			65. Merger and acquisitions by SBI of its associate banks was the best strategy for long-term profitability.					
			Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
Respondents	Customers	Count	6	28	86	191	227	538
		% within	1.1%	5.2%	16.0%	35.5%	42.2%	100.0%
	Employees	Count	1	5	21	137	60	224
		% within	0.4%	2.2%	9.4%	61.2%	26.8%	100.0%
Total		Count	7	33	107	328	287	762
		% within	0.9%	4.3%	14.0%	43.0%	37.7%	100.0%



Interpretation

- **Customers: Out of total 538 respondents**, 1.1% strongly disagree, 5.2% disagree, 16.0% were neutral, 35.5% agree and 42.2% were strongly agree for the variable- Merger and acquisitions by SBI of its associate banks was the best strategy for long-term profitability.
- **Employees: Out of total 224 respondents**, 0.4% strongly disagree, 2.2% disagree, 9.4% were neutral, 61.2% agree and 26.8% were strongly agree for the variable- Merger and acquisitions by SBI of its associate banks was the best strategy for long-term profitability.

Chi-Square Tests- It was found that asymptotic significance for Pearson Chi Square comes out to be **less than 0.05**, so we **reject null hypothesis** at 5% level of significance. Hence, it can be concluded that **two variables are associated**.

5. Conclusion and Suggestions

The present study statistically analyzed the factors of marketing strategies of SBI according to their customers and found that “Merger and acquisitions”, “Positive Word of mouth”, “Market expansion in rural areas”, “Personalised services” and “Market expansion in urban areas” were the most important factors.

According to their employees “Merger and acquisitions by SBI of its associate banks was the best strategy for long-term profitability, increase in the value of SBI and market expansion”, “Technological innovation”, “Research & Development activities” and “Financial product/services diversification” were the most important factors of marketing strategies of SBI.

But on analyzing the difference between the customers and employees of SBI regarding bank`s marketing strategies the results presented discrepancy between the two of them. For each of the variable of marketing strategy and advertising strategy the employees perceived higher customer satisfaction than what the customers actually claimed.

Mergers and acquisitions tend to have a substantial impact on banks' lending and deposit activity. Therefore, the merger as a strategy is advantageous for SBI to enhance its resources and profitability. The advantages of which are shared directly or indirectly by all parties.

In addition to influencing the success of banks, technological innovation is essential for bankers, investors, and even clients. Today, technological innovation is required as a marketing strategy in the banking industry since it may be leveraged to increase profitability and create a new competitive edge. Innovation is also important for clients since it may be utilised to facilitate, speed, and streamline the various banking activities.

The existence of ATM systems guarantees a high degree of performance, speed, security, and dependability of services, allowing banks to expand their market presence in various places for consumers' convenience. These services enhance service delivery and attract customers.

Personalization is particularly successful in generating repeat engagement and enduring devotion. When managing their accounts and purchasing financial goods, clients need a consistent and customized experience across touch points and channels. They demand ease and value via personalized, real-time, predictive, and proactive financial experiences.



5.1 Suggestions

- To become sincerely customer-centric, SBI should examine the whole of a customer's experience from the services and give the "next best experience."
- The goal of SBI should be offering the appropriate experience to the client in real time based on everything a bank knows about the consumer in both rural as well as urban areas.
- While consumers' expectations for value and relevance have developed significantly in recent years, many banks have failed to adapt their personalisation strategies to match these demands. Therefore, it is recommended that SBI expand upon the personalisation of its services in order to thrive in the present competitive market.
- Small surveys may be conducted to better understand the requirements and preferences of diverse clients in rural and urban locations so that the bank can achieve its ultimate goal of customising and personalising its services and products.
- The bank must strive to satisfy its employees and customers so that the satisfied and happy stakeholders become a positive word of mouth for SBI.

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