CHAPTER VI

CONCLUSION AND RECOMMENDATIONS

6.1 PREAMBLE

It is true that marketing as a major business activity has come more slowly to service industries in India than to consumer and producer goods industries. The most widely circulated myth that marketing activities are relevant only to production oriented organization does not hold good now. The recent literature suggests that certain service industries, notably banking have had their eyes opened and are in a limited way attempting to infuse, their operations liberally with 'marketing'. Some of the progressive bankers in India have set up marketing departments and are trying to adopt marketing concept in formulating their management policies. However, marketing concept is yet to get its due importance in the banking industry at operative and policy level.

No doubt after nationalization, banks in India have largely succeeded in mobilizing surplus funds in Indian economy. Of late however the rate of growth of deposit mobilization has reduced considerable with the emergence of non-banking institution and growth of competitive financial instruments. Banks have also failed to keep pace with the growth of surplus investible funds. If this present trend continues, bank may find it rather difficult to meet credit obligations.

One of the criticisms which is vociferously made about the
banking industry relates to the decline in the quality of customer services in the post nationalized era.

In this study an attempt was made to evaluate the status of banking services with respect to state bank of India and its orientation to the marketing concept. The customer services were analyzed in general and further a similar analysis was extended to relatively homogeneous segments to determine the extent of satisfaction and dissatisfaction of the customers with respect to different services offered by the bank.

6.2 FINDINGS AND SUGGESTIONS

The major findings of the study are discussed under the following heads:

a) Traditional services,
b) Non-traditional services,
c) Attitude of the bank staff towards customers,
d) Customer's awareness of bank services,
e) Bank layout and environment, and
f) View of different suggestions.

6.2.1 TRADITIONAL SERVICES

All the functions which the bank provides emerge from the most important functions i.e. acceptance of cash and withdrawal of cash. There is a general complaint from most of the respondents that the bank does not adhere to the norms laid down by the Reserve Bank of India and the Indian Bank Association in this behalf. They have stated that there are abnormal delays in
receiving/making payment and customers have to wait for more than 15 - 20 minutes without any body attending on them properly at the counter. Even when the bank timing is 10.00 a.m. or 9.00 a.m., the business rarely starts on the dot. The staff casually settles down to work. The general observation was 'while clients wait, staff chat.'

Collection of local cheques and other instruments is an indispensable service rendered by bank. Standard time for collection of local cheques, fixed by the Reserve Bank of India and the Indian Bank Association are two-three days. Still a large number of customers have complained that it takes more than three days to get credit for the local cheques. The position with regard to the collection of out station cheque is worse as the majority of respondents have recorded the time taken is between 10-15 days. Customers feel that interest should be paid by the bank for the delayed period.

A fixed deposit receipt is an acknowledgment given by the banker to his customer for depositing the amount in the bank for particular period. Though majority of customers are satisfied with the time taken for the issue and renewal of fixed deposit receipt, still there is scope for improvement in this sphere. Customers are not satisfied with the time taken for encashment of fixed deposit receipt(s). As per the data collected there appears to be a gap between the standard time set and the actual time taken as far as this service is concerned. Banks do not normally intimate the customers on the maturity of fixed deposits. Very
few depositors receive an intimation from the branch about the maturity of their term deposits.

A cheque represents to many customers the symbol of the link with the bank. There is a general complaint of delay in issuing cheque book. In some branch respondents are asked to come to a second time merely to collect a cheque book. It is annoying and the customers have specially asked to register their unhappiness on this score. As regards the introduction of MICR cheque books, the customers are not being properly educated.

Several customers complaint pertain to pass book or bank statements. Pass books are not updated across the counter and remain unattended at the branch for days. Many branches do not issue token against pass book deposited with them. Statement of accounts are not submitted in time, and not properly complied. Customers have stated that they do not clearly understand the entries made in their pass book because of the abbreviations used and also due to poor handwriting.

There have been instances where stop payment orders/standing instruction on behalf of the customers are not properly carried out. Few respondents have mentioned that due to the non-payment of insurance premium by the bank on due date the life insurance policies have lapsed and put them to inconvenience.

6.2.2 NON-TRADITIONAL SERVICES

Inordinate delays are experienced by customers in the issue of a draft. In many branches the applicant has to go to the
branch in the afternoon or next day to collect the draft. According to the standards set, the purchase of a demand draft against the customer's account should take 20 minutes and against cash deposit around 25 minutes. Very few customers have mentioned that the banks maintain the set standard in the performance of this service. There is enough room for improvement.

The telegraphic transfer of money is a safe and expeditious way of transferring money from one location to another customer through their banks. There is enough evidence that there is sharp deterioration in this service. The result is tension and inconvenience to the customers. Even when the instructions are carried out the customers are not advised to that effect. Problems are also expressed by the respondents in the matter of encashment of drafts and traveller's cheques.

6.2.3 ATTITUDE OF THE BANK STAFF

The Indian banking industry has been criticized for the growing indifferent towards customers. Thus the attitude and behaviour of bank employees toward customers is the single most important factor affecting the quality of customer services. A good number of respondents pointed out the negative attitude of bank staff toward customers. This is a matter of serious concern. Customers do not mind if there is delay but certainly object to the rude behaviour of the staff. Grumbling clients and heated exchange breaking out over the counters are a familiar sight in many banks particularly during the rush hours. People resent having to wait at the counters while the concerned clerk or
accountant goes off to that with a colleague or admires a friend's latest sari while munching samosa and sipping tea. A number of respondents have complained about the indifferent attitude and indignantly pointed out that the staff is often discourteous. Respondents have also pointed out that there are long queues at the counters during first 10 days of every month. On such days one had to wait for at least an hour to draw cash, while on other days of the month the waiting period was between 20 - 30 minutes. A lady client observed "I would not mind waiting in the line so long as I did not have to put up with rudeness from the clerk. If one is sitting in a place where one has to deal with the public, the least they can do is to be polite". Another intriguing instance of unhelpful attitude of the bank staff was narrated by a client when one of the two tellers was not present in his seat and the other, a lady, refused to give her the cash as she was preparing to leave 15 minutes before the closing time. The irate client was badly in need of money at the time, marched off to the branch manager who intervened and asked the teller to give her the money. In one branch of the State Bank of India one businessman quoted an instance of official's carelessness which had caused him considerable inconvenience and wastage of time. "But one has to take these things in one's strides". He said philosophically "because nothing can change the attitude of the bank employees". He further mentioned that in order to get one's work done smoothly, one had to employ good public relations tactics with the staff. However it was observed by a majority of respondents
that the acquaintances of the employees managed to get their work done faster and sometimes even out of turn while other clients stood fuming and fretting in the queue. One of the respondents mentioned that one can make a complaint with the senior officials of the bank for such undesirable practice in the bank but customers in such a situation do not make an issue out of it as they do not want to provoke the ire of the particular clerk or official fearing harassment at their hands. These instances are matter of serious concern for banks. No industry in the service sector can afford to ignore its customers. This is even more true in the banking sector considering the industry is becoming highly competitive.

The banking industry should, therefore, make serious efforts to bring about the qualitative change in the attitude of the bank staff. They should organize seminars, short training courses for bank staff and create better climate in the work place in order to motivate the staff for this positive attitude towards the customers. Positive attitude of the bank staff will have an important impact on banker-customer relationship and on the overall public image of the banks and hence on deposit mobilization.

On the other hand the bankers say that there is scope for improvement in the customers service, there is no general deterioration as is being publicized. They argue while there appears to be an improvement in terms of efficiency, there appears to be deterioration in staff-customer relationship. They give instance like introduction of 'teller system on a large
scale and rapid branch expansion' and 'introducing computers' has made banking not only accessible but also more competitive.

It appears whenever efficiency has improved it is significant that this is evidence only in services which brings in receipts and revenue to the bank. Wherever there deterioration it is significant that this is in greater evidence only in services which revolve around out-flow to bank customers or where the inflow is marginal. This position seems to be correct to a great extent as the banking services are more oriented to protecting and promoting banking interests rather than that of customers interest.

This is an area which requires serious application of mind considering that customer relations is vital in a service industry. For the proper application of marketing technique however it is not enough that research should be encouraged in banks although that is a primary requirement. What is also necessary is that bank managers, on their part, should become adequately proficient in the language of marketing and other allied discipline in order to have an idea of their possibilities and application of those sophisticated technique in their organization.

6.2.4 AWARENESS OF BANK SERVICES

The awareness regarding various services/schemes among customers is quite low. For example, deposit related schemes except saving bank account, recurring deposit schemes, the usage
of other schemes is quite poor. Among credit related schemes, loan against deposits, facilities like demand draft, safe deposits, lockers, traveller cheques, gift cheques are better known. Though bank staff do help customers in giving information when asked for regarding various services offered by the bank, however other medias like advertisement in newspaper, TV, radio, magazine direct mailing of literature regarding new service to customer(s), proper distribution of pamphlets regarding existing and new services in the bank premises should be made use of in a systematic manner so that existing and prospective customers become aware of the various services of the bank. Banks should therefore, ensure effective dissemination of information on various services rendered by the bank, specially schemes of lending and deposit mobilization.

6.2.5 BANK LAYOUT AND ENVIRONMENT

Another important factor with which bank should be concerned with are the shabby and unkept appearances of the bank premises (all branch - small, medium and big). It seems that none of these public sector banks are least bothered about maintaining a clean appearance or providing maximum facilities for the clients who come to conduct business. Even the branches in the residential areas, important business centers, and at central locations presents a very dismal appearance with peeling wall paint, torn curtains, broken sofas and chairs for the waiting clients, electric wires sticking out at many places, dusty files stacked, high and dry cupboards. In short, the very atmosphere is full of tardiness and lethargy and puts one off.
The public sector banks should learn from the foreign banks and provide pleasant surroundings for the customers. A well planned office lay out, proper furniture and fixtures and good surroundings create a better work culture. A special customer service counter manned by properly trained staff must be set up in bank branches irrespective the size of the branch to handle all queries. All these may result in improvement of staff efficiency.

6.2.6 VIEWS OF DIFFERENT SEGMENTS

Respondents of different income groups, occupation, age and sex have more or less similar views in respect of the following bank services:

Depositing and withdrawing cash from the bank is a cumbersome process. One has to wait for long to complete a bank transaction.

An out-station cheque takes a long time for clearance ranging from 10-15 days before customer is given credit for it. Even bank drafts written on out of station branches are not encashable right away. One wonders how does a money order is superior to cheque for out station cheques probably takes more time than money orders and the depositors has to pay the collection charges as well.

It is also noticed that rich and influential customers who are also known 'cabin customer' rarely go to the counter. Such customers extract service and get their job done. Similarly, professionals like doctors, lawyers, professional accountants, etc., generally do not complaint much about banking services. It
is found that this group of customers could get their job done without much ado as the bank staff generally prefer to serve such people on priority basis.

Middle income group respondents who are mostly salaried persons, students, housewives, etc. find the bank staff indifferent and rude. It is this class of customers who need immediate attention. They come personally to the bank and expect bank staff courteous, helpful and prompt.

Generally attitude of the bank staff is impersonal and unhelful. Female customers find staff polite but not helpful. Customer of low and middle income groups are unhappy over the impersonal and unhelpful attitude and rude behaviour of the staff on many occasions. Those customers who belong to higher income groups or professionals hold a different view regarding the attitude of the bank staff. They get personalized service from the bank manager as well as from other staff. Majority of customers of different income groups, age and either sex feel that knowing some one in the bank will certainly cut short the waiting time. This is not a good trend in a service industry. More positive attitude of bank staff towards their customers (irrespective of sex, income and age) have to be developed by training and motivation.

Some of the complaints of the respondents are based on sentiments and emotions. For instance retired persons wants courteous service and not necessarily prompt service. These persons have been used to personalized service in the past but
are not finding it available now in banks. Complaints of such persons are directed against the bank and not any particular individual.

One important question that comes to our mind is who is still not our customer. India is a vast country with more than 880 million population. Millions of people never open a bank account. It is not the lack of money that prevents them from being a bank account holders. One can open a saving account with as little as rupees five in a bank. Thus even a domestic servant, a pherivala, a mason, a coolie can qualify to be a bank customer. But they are still bank shy. The very name of bank scares the common man in the country. For these people, bank is a place for the real rich. The banking industry has not done anything to win over these customers. Comparison of commercial banks performance to post office saving bank provides a good evidence of their slackness in capturing this mass market. The post office savings bank is the largest bank with deposits.

Similarly banks in India have not made any real progress in winning over the student/young population. This position has been highlighted in the present survey also. The young generation constitutes a market segment having potentialities for significant growth in the future. Some sporadic efforts have no doubt been made by a few banks including State Bank of India to facilitate the opening of bank accounts by students. But these attempts have been rather halting and almost tentative, they are in any event totally insignificant when judged in relation to the huge student/young population that we have in this country. There
are no doubt several other potentially important market segments in the country which could be profitably exploited by the commercial banks. For example, the factory workers whose number is increasing fast can also be brought into the fold of the banking industry.

Bank should ensure that the customer service norms prescribed by Reserve Bank and Indian Bank Association should be strictly complied with. However, it is also suggested that the timing norms (prescribed by IBA) should be rationalized and a system of noting timings on the reverse of cheque, as soon as token is issued should be observed to correctly estimate the time taken.

Customer complaints must be attended to promptly and without fail. Redressal of customer grievances should be given top priority. National clearing to be streamlined in banks. Surprise check on all points recommended by the customer service centers should be carried out to ensure full compliance.

TALWAR and RANGARajan Committee (1975) made 176 recommendations to improve services of banks. The Government had accepted 138 recommendations. State Bank of India (its subsidiaries) has implemented around 100 recommendations whereas other nationalized banks around 90. For example, outstation cheque over Rs.5000, sent for collection should be obtained by telegram/telex at the cost of ledger, unless a mail service is expected to reach the next day. Punctuality and 'full days' work must be enforced and action as warranted taken against all
errant employees who are forced to habitually coming late or leaving early.

Unhealthy work practices or behavioural pattern which has crept into functioning of bank must be identified and eradicated.

Regarding the saving's bank pass book the group has recommended that as far as possible pass-book should be returned to the tenderer immediately after the transaction on the same day. In case it is to be retained in the bank then it should be sent by registered post A.D. at the cost of the customers. Strict supervision to enforce this must be the responsibility of concerned official.

Customer relation is essentially a product of human relations and industrial relations. It would be worthwhile to remember that since it is a product of the two, even if one is low or zero, the product becomes low or zero.

Suitable marketing strategies be adopted to explore new markets (current and potential customers), identifying the needs of the customers and development and promotion of products and services which effectively meet those needs in a manner acceptable to customers. Segment wise marketing strategy has been suggested in table 6.1.

Suitable promotion strategy should be designed to publicize a new service or an improved facility if developed in the bank.

Banks are service industries and they have a constructive
role to perform in the development of the country. Customer service is an integral part of the banking.

6.3 MARKETING APPROACH

The present study recommends marketing approach based on marketing concept.

1. Marketing segmentation: The most important step is to acquire comprehensive data about the customers, general public, industrial and agricultural conditions in the country. This implies that detailed particulars have to be collected about the distinctive characteristics of the different section of the population who have dealings with the bank or have the potential of becoming the bank's customers. The public may be divided for this purpose into a number of categories according to the income brackets, by age, by profession or in the case of the corporate sector according to the nature and size of the industries. If each section of the public is classified in the above manner it will help in the identification of certain distinguished features and behaviour patterns. It is precisely because banking needs of different types of customers are not identical that a banks' clientele has to be segmented, so that the most suitable packages of services can be made available to each category of customers. Once the specific segments are chosen for business development, however, a bank has to build up the specific package of services and facilities which would be most appropriate for meeting the needs of the each individual segment. When a bank employs the market segmentation approach in designing its services, the
results are always of real value to its customers.

2. **Marketing mix**: Another important element in formulation of marketing strategy is development of a proper marketing mix so as to satisfy the needs of the target groups of customers. This would involve decisions regarding product, place, price, and promotion.

   Decisions about product would answer questions about design of the services to be offered to suit the customer needs, the desirable hours for offering such services, the attractive names for such services and so on. Various alternative forms of providing a basic service might have to be worked out depending on the needs of various target groups.

   Decisions about place should answer questions about location of prospective customers and therefore location for offering such services.

   Decisions about the price should answer question about right price for the marketing mix worked out by taking into consideration the cost of such services, competitors, charges and other factors. In Indian situation, the decision of price is not much within the control of individual banks and to a large extent it is determined by the national and industry level policies. However, recently RBI has given freedom to the individual banks in fixing the prices for short-term deposits.

   Decisions about promotion answer questions about communication with the customers. After getting information about
needs and location of the prospective customers and after designing the schemes to suit their needs it is necessary to take decisions about making these schemes known to the prospective customers through proper communication media and though proper words so as to bring out the salient features of the schemes. Actual delivery of the schemes at the counters and the manager's desk also plays a vital role in determining the success of the schemes. So the managers and the staff must be properly trained in dealing with the customers and providing proper customer service.

All these four aspects of marketing mix decisions namely product, place, price and promotion are not independent of each other. Product decisions may affect place decisions, place decisions may affect promotion decisions and so on. Thus interaction of these factors must be taken into consideration while designing a marketing mix to satisfy the needs of the target customers.

3. Satisfiers and dissatisfiers: A customer today is very demanding and it is virtually impossible to fully satisfy his needs. However, a bank must make all round efforts to satisfy the customers' needs i.e. satisfaction up to a level so as to ensure that the expectations of a customer do not become too high to satisfy. At the same time bank should address itself to know the dissatisfiers for the customer. Though in a service industry, it is not always easy to set out the satisfying levels, yet an attempt must be made on the following lines:

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1. Analyze and understand the customer's needs and wants by segmenting the customers into different groups on some logical criteria.

2. Identify the customer sensitive areas of the branch i.e., drafts issue section, fixed deposit section, cash receipt counter and convenient banking hours for certain types of customers.

3. All such sections must be rated as most important depending on the types of clientele and volume of business and also as to how significant is the role played by the section in improving its image in the area.

4. Allocation of available resources and staff that the most critical section be manned by the best person and most of the resources be directed to that section and so on.

   Bank must know what makes customer happy and dissatisfied in terms of satisfiers and dissatisfiers and remove dissatisfiers gradually to make banking a pleasant experience.

4. Managing differentiation: Pricing strategy is one of the most powerful competitive weapons, but has limited scope in the banking sector because of the controls exercised by the Reserve Bank of India on interest rates. The only way, therefore, left to a bank to compete with other banks is to establish and maintain a favourable corporate 'image' of itself in public mind so that an individual bank is perceived by its customers in a manner
complimentary to it than to its competitor. The bank should spot the demand for a particular service but on the top of it, provide the service in a better manner in comparison with the other banks. It is rightly observed "even if an adequate demand has been located it is still necessary to estimate the actions of others who are already doing so or might try to meet the same demand...... Even fundamental aspects of marketing, such as research and development of new product and product design, are carried on in the shadow of the unknown power, the ability of your competitor to out-do-you". Accordingly every bank should constantly endeavour to drive home to its customers and the general public the distinctive features of its own brand of service, in a bid to differentiate from those of others what is otherwise essentially the same type of service. One of the major ways in which banks can differentiate in service is to deliver consistently higher quality service than competitors. The key is to meet or exceed the target customers' service quality expectation. A model has been suggested for banks which identifies five gaps that may cause unsuccessful service delivery in the banks (Chapter V). These gaps can be between (a) consumer expectation and management perception, (b) management perception and service quality specification, (c) service quality specification and service delivery, (d) service delivery and external communication, and (e) perceived service and expected service. Efforts are needed to eliminate and reduce such gaps as far as possible.

To provide excellent service in banks: (i) Management
should commit to quality service, (ii) Set high standards, and
(iii) Set systems of monitoring performance that will satisfy
the employees as well as the customers.

5. Annual plan control: The exercise of annual plan control
must be made operative leading to management by objectives. The
monthly or quarterly goals of the annual plan must be monitored
and causes of any serious performance deviation should be found
to take corrective actions to close the gaps between goals and
performance.

Alert banks should endeavour to practice customer attitude
tracking so that by monitoring changing levels of customer
preferences and satisfaction, management can take early action.
In this context the study suggests complaint and suggestion
system. By this market oriented banks can have a more complete
picture of customer reaction to its various schemes and services.
For this banks should have customer panels and customer surveys
should be carried out on regular basis.

6. Strategic control: Banks must periodically re-assess its
overall approach to the market place and as such have — a
marketing effectiveness rating review and a marketing audit.

The marketing effectiveness of bank needs to be evaluated
in terms of five attributes: customer philosophy, integrated
market organization, adequate marketing information, strategic
orientation and operational efficiency. The purpose is to find
out whether management thinks in terms of serving the needs and
wants of well defined markets by developing different offerings
and marketing plans. Further, there is need for integrated marketing organization having control of the major marketing functions. There is also necessity for having adequate marketing information on continuous basis through market research of customers, buying influences, channels, territories, schemes and facilities. Strategic orientation requires formal marketing planning involving annual marketing plan and a careful long-range plan that is updated annually. There is also need to identify contingencies and develop contingency plans. The banking system should be subjected to test of operational efficiency. Marketing resources should be adequate and deployed efficiently. Management should show a good capacity to react quickly and effectively to on-the-spot developments.

Bank management should undertake in a systematic manner the periodic examination of a bank's or branch's marketing environment, objectives and activities in order to discover the marketing weakness so that suitable plan of action can be formulated to improve the marketing performance. Such an exercise or though study of the various marketing activities is known as marketing audit. This audit will enable the management to identify the real source of the bank's marketing problems and also in the formulation of corrective action plan to improve the overall marketing effectiveness. For example, if the major changes have taken place in the economic scenario of the country then what is its impact on banking sector and what action has the bank taken to meet these changes. Is the present marketing strategy in convincing, if not, the management should be advised
to examine the various changes and their implications in order to develop appropriate strategy. Various activities undertaken by the marketing department need to be critically reviewed time to time to appraise the management regarding the current and forecasted marketing environment. All this can be achieved through audit if conducted by the outside consultants, who possess necessary objectivity and independence and familiarity with the functions of banking. Such audit should relate to marketing environment, marketing strategy, marketing orientation, marketing productivity and marketing function audits.

Marketing environment audit calls for analyzing major macroenvironment forces and trends in the key components of the bank's task environment: markets, customers, competitors and facilitators. Marketing strategy audit calls for reviewing the bank's marketing objectives and marketing strategy to appraise how well these are adapted to the current and forecasted marketing environment. Marketing organization audit calls for evaluating the capability of the marketing organization implementing the necessary strategy for the forecasted environment. Marketing system audit calls for the evaluating the capability of the marketing organization implementing the necessary strategy for the forecasted environment. Marketing productivity audit calls for examining the profitability of different marketing entities and the cost effectiveness of different marketing expenditures. Marketing function audit consists of in-depth evaluations of major marketing-mix components, namely, products, price, distribution, sales force,
advertising, promotion, and publicity.

7. **Marketing department**: In their endeavour to keep pace with the inevitable changes in customers preferences banks are confronted with formidable problems. Apart from difficult job of anticipating customers needs, it is necessary for banks to develop new and improved methods of servicing a bank's clientele. This calls for setting up marketing department in banks so that research studies are carried out for suggesting practical answers to innumerable marketing problems in day-to-day business operations as well as broad organizational policies. This department should be assigned the task of furnishing the top-management with action oriented information. At the same time it would be possible for a bank to centralize the marketing activities in one place, with obvious benefit, rather than leave them, scattered in a haphazard manner in sundry department of the institution. This department can hire the services of external consulting agencies, to handle those areas of market research which cannot be normally supervised by the internal staff. This will significantly help in bringing marketing thinking in the bank personnel as they have considerable experience in the marketing problems and can suggest approaches bringing marketing culture in the banking methods.

9. **The marketing controller concept**: There is also a need to establish inside position known as marketing controller to monitor marketing expenses and activities. It can help to analyze how and where bank is making its money and provides a monitoring function of marketing expenditures.
6.4 CONCLUSION

The concept of marketing, as we have seen, owes its development in commercial banks both to the reorientation of the mode of doing business by catering to the needs of customers, as well as to the necessity of keeping pace with economic and technical advances in the external world. Competition within the industry has naturally accelerated the process of application of the marketing concept in banking. The earlier belief that the concept of marketing is suitable only for production-based concerns has been largely eradicated and increased efforts are being made nowadays to apply the concept to service-oriented organizations like banks.

Thus, the need of the hour for the banking industry given the rising aspiration of customers as well as increasing competition is to gear itself aggressively to the needs of its customers. This will not only mean developing new services and new instruments to meet the emerging needs of customers, it will also mean rendering the services in an efficient and effective manner based on market segmentation.

The study establishes an unqualified assertion that customer orientation of the banking industry has deteriorated in the post nationalization period. Several committee, to name a few, Taiwar committee on customer service and Rangarajan committee on mechanization, were set up by the Reserve Bank of India and government authorities as well as top management of banks had tried to identify certain key areas having a direct impact on
public mind regarding customer services rendered by commercial banks. It indicates that the banking industry itself in response to rising customers aspirations has become increasingly aware of its own limitations and increased efforts are being made nowadays to apply the concept to become more customer orientation.

There is a need for professionalism and market oriented banking in our country. This will require a new culture: a disciplined; professional and committed man-power; employees trained for specialized services; specialized branches; strong marketing organization in different banks; aggressive selling; meeting new customers expectations; and cost effective and efficient services.

It is imperative, therefore, that Indian commercial banks should cast off their proverbial conservatism and insouciance, seriously adopt the marketing concept and take positive measures to improve standard of customer services in the country. The only way in which commercial banks can hope to survive and grow in today's fast changing business environment is to bring about customer orientation of their management policies and practices through the application of modern marketing principles and techniques.

6.5 LIMITATIONS OF THE STUDY

Present study is an empirical attempt to determining the status of services provided by the banks and the application of marketing concept in its practice. Although sampling techniques
were used to give a proper representation to various categories of the respondents, however, certain categories were under represented chiefly due to no response from them even after repeated efforts.

Further the research finding is based on data collected from respondents from Delhi city only. It is also pertinent to state that the study has been confined to State Bank of India only.

6.6 FUTURE RESEARCH IMPLICATION

In India the share of the banking system in total financial assets has increased, but as a proportion of all financial institution has shown a tendency to decrease. Until, recently Indian banks operated under near monopolistic conditions as far as deposit mobilization was concerned with the only semblance of competition coming from the small saving schemes of the post office. Even then, banks were against raising the interest paid on post office savings and the fiscal concession granted for savings under the scheme.

However, with the equity-cult gaining momentum and lifting of ceiling on dividend payments by companies, deposit mobilization has posed more serious problem for banks. Further, corporate deposits have become serious source of competition apart from the capital market. There have also been changes in the international monetary scene as well. With the present accent on globalisation of Indian economy in the government's policy, the banking sector can not remain oblivious to the need for internationalisation based on marketing concept. Therefore, need
The hour for public sector banks to avoid any serious consequences is to orient themselves to customer satisfaction by adopting suggested market approach. This can only ensure profitable survival of banking system especially when we are talking of privatisation of public sector banks. There is need to carry out comprehensive research to identify the needs and wants of different segments of existing and prospective bank customer and appropriately design the marketing mix.

In future there is need for research on identification of need and wants of different segments of bank's customers in terms of detailed demographics, socio-economic, psychological and media variation on a larger sample size for different banks. Further, substantial data bank should be created on continuous basis so that banking system can be geared to design marketing strategy to satisfy the expectation of customers of various segments on an ongoing basis. There is also need to carry out research to determine the key areas which lack in implementation.

While various committees have been appointed in the past to go into various aspect of reforms required to improve customer services, these committees have rarely looked at problem as a whole. The result has been that recommendations involved piecemeal reforms rather than an integrated reform package, that too often lacking in execution both at operative and policy levels. Through future research process there is need to come up with an integrated package of reforms that will remove the structural, organizational and procedural defects the banking system suffers from with marketing concept being its focal point.
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<td>Aged group</td>
<td>* Deposit scheme with interest payable monthly; deposit scheme with post-dated interest warrants payable anywhere in India</td>
<td>* Contacting retired employees</td>
</tr>
<tr>
<td>(Retired or about to retire)</td>
<td></td>
<td>* Personalized customer services</td>
</tr>
<tr>
<td>Professional and service</td>
<td>* Deposit-cum-loan scheme for consumer durables</td>
<td>* Mailing, customer meets, etc.</td>
</tr>
<tr>
<td>workers</td>
<td>* Mutual funds</td>
<td></td>
</tr>
<tr>
<td>Middle income group</td>
<td>* Credit cards</td>
<td>* Personalized customer service</td>
</tr>
<tr>
<td></td>
<td>* Deposit scheme with high liquidity and instant payment facility</td>
<td></td>
</tr>
<tr>
<td></td>
<td>* Deposit-cum-loan scheme for consumer durables</td>
<td></td>
</tr>
<tr>
<td></td>
<td>* Mutual funds</td>
<td></td>
</tr>
<tr>
<td>High income group</td>
<td>* Deposit scheme with ATM facility</td>
<td>* Telephone calls mailing, personal meetings, etc.</td>
</tr>
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</tr>
<tr>
<td></td>
<td>* Deposit-cum-loan scheme for consumer durables</td>
<td></td>
</tr>
<tr>
<td></td>
<td>* Credit cards</td>
<td></td>
</tr>
<tr>
<td></td>
<td>* Miscellaneous services like tax consultancy, portfolio management, etc.</td>
<td></td>
</tr>
</tbody>
</table>