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# Cross Marketing of Financial Products in Public Sector Banks: Empirical Evidence from Bengaluru Metropolitan in Southern India

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**Abstract**

Cross marketing business of the financial products and services is a subsidiary activity of the financial institutions is now become an integral activity undertaken for earning non-fund income. This research has empirically examined the business of the public sector banks in a most vibrant urban setting following standard sampling method. It is found that the cross marketing is undertaken additionally with existing human capital, time, space but without capital investment. Employing seven different methods, the banks have made it a mandatory responsibility of the employees and have gained five benefits from the cross marketing. The banks have come across many challenges like the business competition, retaining existing customers, customer satisfaction etc. The study being originally field based, offers many policy implications to facilitate the sustainable banking business like designing tailor - made innovative products, maximising customer satisfaction, business based incentives for the employees without sacrificing core banking products.

**Key Words:-**Financial Products, Cross-Marketing, Non-Fund Business, Public Sector Banks, Business Challenges, Policy Implications.

**Introduction:** Cross marketing is one of the business models of the financial institutions followed recently through which a product of one agency is marketed by other agency for various gains and benefits. This strategy is being adopted by the financial institutions to develop goodwill and social capital between the financial institutions, which are beyond the economic considerations. Of late, cross marketing exists in almost all financial institutions, which is perceived to be beneficial not only for banks but also for its customers. Cross marketing create access or acquire new customers with the lesser cost, as it reduces per customer cost and increases per customer earning. It has benefits of economies of scale, which increases the profits besides being a single window operation and helps in building brand value for the loyal customers, as shifting the business dealings to another institution is reduced substantially. Similarly, customers get all their financial needs like insurance and mutual fund investments fulfilled at one place or from the same bank with opportunity to opt out to any other bank, that proves to be more trustworthy. Cross selling helps in building a good relationship between the customers and employees, as both banks and customers are well acquainted with each other. Thanks to the growing competition cum customer centric business in retail and online, if not at large scale. Banks have resort to new business methods and one such is marketing the various financial products of other institutions that is non - fund based. This method is being practiced not only to earn non-fund income but also to facilitate the customers with additional financial services like marketing insurance services, capital market products straightforwardly to retain customers. If another bank gives a better rate for the products, the customer won't hesitate to transfer his transaction accounts. When conducting business, many customers may be put off by a hard sale, an employee that pushes them hard to purchase a product they may not need. Thus, it would take a great deal of enticement to lure this customer away from their primary bank for banking services. Engendering loyalty accomplishes two primary goals of any business: repeat customers and reduced costs associated with gaining new customers. It costs far less to cross-sell items to existing customers than to new customers.

The literature on cross-marketing has evidently focussed on three themes to maximise the banking business, to achieve to customer satisfaction and to earn profit from the business. Scholars have categorically argued that the cross-selling simply means the seller can increase the size of the customers' order by offering other related items, which may be used along with the product already purchased. It is a high potential of every bank to boost up the business by increasing the sales mainly to accelerate the profit. Further, although public sector and private sector banks are quite different in philosophy and background, these banks have become interdependent on each other. It is suggested that public sector banks

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should introduce specialized training and incentives whereas, the private sector banks need to introduce appropriate control mechanisms and avoid indiscriminate cross - marketing. Also described that there is a need to develop more effective marketing strategies suitable for long-term growth of the banks for a better customer - relationship management. It is further argued that banks promote the future deposits and sell loans to the existing customers on demand not complementary (Michael Scott 2014, Richa Vyas 2006, Anurag Kumar 2012 and Krishna Reddy & Sudhir Reddy 2015, Basten & Juelsrud 2023). The second category scholars have highlighted cross - marketing as a tool for maximising customer satisfaction. It is argued that if customer feels contented with the services provided would invest in the bank over an additional product at a lower cost of acquisition, which generates added business. Also pointed that cross selling is right strategy for healthy bottom line customers by understanding their requirement. This business warrants employees training and motivation to sell by rewarding the employees. Further, it is found that the average number of financial product per customer is around two, financial institution is prime consideration for two - thirds of the customers and financial institutions have around 30 - 35 per cent of the 'customers' wallet shares'. SME customers have found to be influencing factors with more appropriate financial services for cross - marketing, which may lead to win-win-situation between the banks and their customers based on the demographic, past purchase, and psychographic information. A study was highlighted 'sales through service' concept for a successful cross-selling with external input for customer relationship management. It is also tested that cross-buying and word-of-mouth among the Indian customers of retail banks and found that E-service quality partially mediates the relationships (Butera 2000; Girish 2010; Kerry Mundt, Byron Sharp & John Dawes 2003, Wittmann, Georg 2011, Yasar F. Jarrar & Andy Neely 2001, Kaushik Mukerjee 2020). Lastly, Gertner et al 2000, Jatin Pandey and Sanjana Mutt 2012, Kwiatkowska, J. 2018 identified the emerging difficulties in implementing a cross-selling program where prior focuses on technological up gradation and aggressive cross selling. Failing which may lead to failure in retaining customers over the demand for technological improvement. Also confirmed that the results of the application of the cross selling techniques turns out to have a negative impact on the customer's perception of the bank. Both cross-selling and up-selling contribute to the dissatisfaction of customers, which often leads to the loss of their part in favour of a competitive bank. Notwithstanding the significance of many studies on cross marketing practices of the financial products of banks, there are many limitations in these studies. They include (a) lack of exclusive studies on the practices of the cross - marketing in the public sector banks; (b) the benefits of cross marketing in terms of the non-fund income, development of social capital and other benefits to the financial institutions; and (c) studies are altogether missing at the regional level, particularly at the most vibrant and business oriented urban setup like Bangalore city.

In fact, cross marketing has been widely taken up in the public sector banks like any others that have resorted to same rigorously. Interestingly, PSBs have involved themselves without investing capital but by efficiently engaging the existing staff and have achieved some degree of success without any additional training and offering any financial incentives to their staff. Cross marketing is hypothetically appearing to be a sustainable one that qualifies to be a researchable issue in a regional context with good presence of PSBs. Thus the focus is to throw light on the whole gamut of the cross marketing strategies of the public sector bank in Bangalore city - being the capital city of the state of Karnataka and a power centre – economically and politically. Bangalore city has better infrastructure compared to many other cities of the state. The 'Silicon Valley' and 'International City' status has attracted people from all parts, including abroad. With over 1.2 crores of population, it has been endowed with favourable features for human settlements. The city is contributing over 45 per cent to the State Domestic Product (SDP) and obviously is a centre of economic activities with good number of Special Economic Zones (SEZs). It has been housing all the public institutions of administration, including the state government. The city has the presence of most of the public sector banks, private sector banks and cooperative banks in large numbers. It can be said that the city has accounted for 25 percent of the public sector banks of the state of Karnataka with the large number of presence of State Bank of India, Canara Bank, Union Bank of India and Bank of Baroda. This study being pilot, has attempted to analyse and identify the banks that have excelled in the cross marketing business across the variables. The study also categorise the banks into high performing, medium performing and low performing in the cross marketing business. The paper has adopted composite development index to reflect on the performance of the cross marketing business across the banks. While doing so, the total score of each parameter by each bank is used to arrive at total composite score. The composite total is further averaged by using the number of parameters for each bank. The average score is further ranked ranging from one to twelve. The composite average and the rank represents the relative position of the banks in the cross marketing business. The average total for each bank represents the bank resources used for the purpose of cross marketing business. The analysis and results are based on the panel data collected from 10 per cent of the PSBs branches in Bangalore Metropolitan City, using a structured and tested questionnaire.

**Ground Perception:** Banks being commercial in nature, seeks profit from every business they undertake, including introduction of the financial products. The banks have introduced the financial products keeping four benefits in view. Maximisation of the business has been given prime weightage with 39 per cent in the business strategies. This is followed by earning maximum profit (28 per cent), cross marketing (21 per cent) and development of social capital and goodwill

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(14 per cent) of the people. Further, State Bank of India (SBI) sets the trend in maximisation of bank business and profits. Evidently, the bank has given due weightage to these two benefits to the extent of 34 and 30 per cent respectively. At the same time, large scale selling of the product has been pushed to third place. SBI being the State Owned has given only a negligible weightage for the development of social capital and goodwill. It only implies that the rigid attitude of the bank towards the people and the society. Although, most other banks have followed the trend, but have tried to draw balance across the different benefits with due weightage. It must be noted that Central Bank of India, Indian Bank, Bank of India and Union Bank of India have also accorded highest priority to maximise the business for their banks, followed by second consideration for the profit. These banks have given maximum weightage for the bank business, which is more than the average. Similarly, UCO Bank, Indian Overseas Bank, Bank of Baroda and Canara Bank have given weightage for the profit consideration. Having believed in selling product in large scale, a good number of banks have given higher consideration than the average. Bank of India has given 40 per cent weightage for this consideration, which is followed by Indian Bank and UCO Bank (33.33 per cent each), Central Bank of India and Punjab National Bank (25 per cent each) and the State Bank of India with 23 per cent. In the case of other banks, cross-selling has been given lower consideration. Despite of the lowest average earned for the development of social capital and goodwill of the people, a number of banks have far exceeded in their performance over the average. Mention may be made, Bank of Baroda has given higher weightage for the development of social capital and goodwill with 19 per cent, followed by Union Bank of India (17 per cent), Indian Overseas Bank (17 per cent) and lowest by SBI at around 14 per cent.

The study denote that the PSBs have been selling four important products of Life Insurance, General Insurance, Mutual Funds, and Investment Products. Excepting investment products, which has occupied least minimum business time (10 per cent), the other three products are being marketed with equal weightage without any discrimination. The financial products of general insurance and products of mutual funds are being marketed rigorously to the extent of 25 per cent average. Marginally, a very less effort is being invested for the marketing of life insurance product to the extent of 23 per cent. It only denotes that despite protection of the human resource, the banks have resorted for cross - marketing of the financial products keeping the sustainable business and growing competition. However, SBI being highly protected, has not completely involved in cross-marketing, owing to complete engagement in its own business. Whereas, all the other Nationalized Banks have engaged themselves in cross marketing depending exposure and strategies. Mutual fund products being the most preferred, institutions like Bank of Maharashtra has largely involved in the cross marketing in the study area. Similarly, Canara Bank also followed the path in selling the mutual fund products. Indian Bank and Union Bank of India have also engaged themselves largely in marketing the mutual fund products. Following this, General Insurance products have equally occupied the position of cross marketing, as is evident that five Nationalized Banks have engaged in marketing the products. UCO Bank being the leader in the cross - marketing of this particular product, 67 per cent of its branches have engaged, which is almost three times larger than the average. It is followed by Bank of India (40 per cent), Punjab National Bank (38 per cent), Bank of Baroda (31 per cent) and Central Bank of India (25 per cent). The third most product is the Life Insurance, which has been marketed by the banks led by Punjab National Bank, UCO Bank, Union Bank of India, Canara and Central Bank of India, whose branches have respectively engaged at 38, 33, 26 and 25 per cent. The last financial product is the investment banking in which only three banks - Indian Overseas Bank, Union Bank of India and Bank of Baroda have had exposure, respectively 33, 13 and 12 per cent. SOBs as well as NBs have associated themselves with the cross marketing business with nine different purposes like increasing competition, customer demand, survival strategy, nationalization, global practice, retaining the customer, attract new customers, mergers and to earn higher level of profits. It must be noted that each one of the purpose is very significant from the sustainability point of view and can hurt the interest, if the bank lose sight of them. Perhaps, the financial market could not have anticipated a number of threats from either compositely or independently but gearing up to meet these perceived challenges is a very significant development in the PSBs.

Of all the threats foreseen, retaining the existing customer is the prominent for undertaking the cross marketing, as about 19 per cent have attributed it. Perhaps the banks seem to have realized their rigidity in functioning style and the emerging competition, especially from the private sector. This is followed by meeting the consumer demand (18 per cent). The situation is such that if the customers demand is not met, the bank sees the possibility of losing them. The third being nationalized banks, they cannot escape from their survival and to maximise the non-fund income and attracting new customers is the fourth purpose, which is the case of 13 per cent for the cross marketing. While embracing the process of globalization the banking sector would not have thought that the process itself would be a cause of reason for their business, and the financial market also would not have attempted to quantify the volume of competition. In reality, about the 12 per cent of public sector banks have involved in cross marketing owing to increasing competition in the financial market. Globalization being the process that has facilitated transfer of investment and business skills to deficit area, and the same has impacted the financial market. A number of financial institutions have entered into financial market having initially started functioning in the major urban centres. The process has also sensitized the excluded people, importantly the public sector banks have also take note of the growing presence. As a result of this, over 8 per cent of the banks have undertaken

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cross marketing. Cross marketing business has also been undertaken for the purpose of increasing the bank profits and about 7 per cent of the banks have engaged themselves for this purpose. Above all, good number of banks (2 and 3 per cent) have also undertaken cross marketing for their survival and to escape the process of mergers.

Banks have adopted seven different methods and techniques for cross marketing like - Joint Promotion, Cooperative advertising, collaborated marketing, bundled offer, Joint events, Personalized Products for the customers and Sponsoring through partners. Of all the method, organizing events with the group of banks jointly to market their individual financial products has come to be popular to the extent of 31 per cent. It was brought to the fore that this method was preferred as the total cost of the events could be shared equally by all the financial institutions. Marketing the own financial products and other institutions is the second method opted in the same desk on commission basis primarily, as a value added service to the customers. About 22 per cent of the banking institutions have resort to collaborated marketing of the products. Marketing through business partners is the third most method of the products (16 per cent) that does not expect the owner to be present at the time of selling. Fourthly, joint promotion of the product in association of the owners'/ owner representative of the financial products is the other method, which is adopted by over 14 per cent of the banks. A competitive environment would be created for selling the products and leave the decision to the judgment of the buyers/ customers. In this method, the question of blaming the unsuccessful partner never arises. Almost a similar method 'cooperative advertising' for the marketing purposes is adopted by same number of bank branches (14 per cent). Again in this method, the cost of the marketing method could be equally shared by the banking institutions. The bundled offer is also one of the methods which is a last but one method and not very popular across all the banks. Interestingly, only 3 per cent of the banks have employed this method. Lastly, marketing method as per the customer expectations has never been adopted by any banks.

**Results of the Research:** Undoubtedly, the banks have carried out the business as a subsidiary activity, keeping two objectives in view - to facilitate the existing customers largely to get the other products under the same roof and to earn non-fund income. Interestingly and surprisingly, the banks have invested only one-fifth of their resources that too by employing only two factors of production – business skill and existing bank staff for the business, without investing any capital for the cross-marketing business. There are few research findings: Firstly, the performance score of the cross - marketing of the PSBs across the parameters ranging from 322 (highest) to 256 (lowest), and similarly, the composite average ranging from 26.83 to 21.33 (Table 1) with variance value of 5.5 points. The composite average value being the percentage of the bank resources earmarked for cross marketing business and the average resources earmarked is in the order of 22.50. However, a few banks have earmarked higher resources above the average. It must be mentioned that Punjab and Sind Bank has emerged as top performing bank in the cross-marketing business with top score of 322 and with composite average of 26.83, higher than the industry average by 4.33 points. This is followed by Bank of Maharashtra with the total score of 299 and the composite average of 24.92 in the performance index. The last bank of the category is the Union Bank of India, with marginally above the industry average by 0.08 point in the index. The bank has scored a total score of 271 and the composite average is only 22.58. There are four banks in the medium performance category, whose score is marginally below the industry average, and these four banks have respectively occupied the ranks four to seven. The leader among this category is the Bank of Baroda with a total score of 266 and 22.17 average points, followed by Punjab National Bank with 265 total score and 22.08 average points in the fifth position. The third in the category is the UCO bank with the total score of 263 and the composite average of 21.92 points, with sixth position in the ranking. Indian Overseas Bank being the last in the category has scored 262 with an average of 21.83 points and has ranked at seventh position. Lastly, there are five banks in the last category of low performance group, whose relative average point is below the industry average. This category is led by Central Bank of India and Bank of India, which have scored 260 each in the total performance with the same composite score of 21.67 and have placed themselves in the eighth position of ranking. Canara Bank has earned the total performance score 259 with 21.58 average points and has occupied ninth position in the ranking. Interestingly, being fully protected by the government, SBI has never proved to be either best or moderately performing institution in the cross-marketing business. SBI has scored 257 and composite average at 21.42 and occupied tenth rank. The last bank of the category is the Indian Bank, which has scored a lowest performance score of 256 with a composite average of 21.33 points and has occupied the eleventh but last position in the performance index.

Secondly, the cross-marketing business has been mostly carried out by the existing employees of the banks, as a mandatory responsibility. While doing so, neither any incentive nor any other consideration, which would obviously lead to effective use of the bank staff within the working hours. However, the business has caused work pressure on the staff and affected quality of their regular work. It is argued that when fulfilling core banking functions and earning more income itself a major task resulted with severe stress. Further, absence of training to the employees for effective marketing has added misery, as the product sponsoring agencies did not explain and disseminated about the product features. Motivations to the employees along with monetary incentives in the form of commission for further involvements in cross marketing activities is altogether missing. Motivating the permanent employees to involve in cross marketing activities may be a

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challenging task, but attractive incentive and benefits for the achievers would go a long way. Thirdly, though banks have exhibited their concern over the ‘customer interest’, but in reality is yet to happen in the sense the economies of the scale and the benefits of operational synergy. Therefore, the need of the hour is to design a variety of the people – led or tailor made financial products, including the products being marketed.

Especially, given the security that the public sector banks enjoy in terms of the protection, should thrust on maximizing the benefits for the people than profit making motive. Thirdly, though banks have exhibited their concern over the ‘customer interest’, but in reality is yet to happen in the sense the economies of the scale and the benefits of operational synergy. Therefore, the need of the hour is to design a variety of the people – led or tailor made financial products, including the products being marketed. Especially, given the security that the public sector banks enjoy in terms of the protection, should thrust on maximizing the benefits for the people than profit making motive. Undoubtedly, products gap between the people’s need in the different socio-economic background and the products available is a serious lacuna. This makes a case for designing the innovative products, which could be marketed through their own network institutions for their operations in the society. Besides, the new innovative products would augment the process of financial inclusion, instead of marketing the known products exist already in the structured organizational network. Designing the innovative financial products reinforces the role of the non-banking institutions in development of the society and the country.

Fourthly, the banks have not been conducting marketing events periodically to advertise about their own products and other products of cross marketing. Being the public funded financial institutions, these must be carried as a social responsibility. The products and schemes availability details have not been communicated to all the age group of people at large, irrespective of the use. It is noticed that the banks have not attempted to market the products in social events, like weekly market, monthly market and social gatherings. Additionally, the banks haven’t organised any events for marketing their products, adopting the unbanked areas and educational institutions. This strategy would have widely canvassed the marketing and facilitated earning non-fund income through non-traditional marketing avenues.

Fifthly, lack of Memorandum of Understanding (MoUs) and agreements with business correspondents like, micro finance institutions, self-help groups and cooperative credit institutions has impeded the growth of the cross - marketing business. Such MoUs and agreements could have largely benefited the backward and unbanked areas, which is found to be a major setback for the cross marketing business of the banks. Missing institutional relationship is evidently conspicuous in the marketing business. This strategy could have minimised the relationship gaps between the banks and local financial institutions. The presence of these institutional networks could have been used to popularize the cross marketing products in the unbanked areas. The MFIs and SHGs, apart from being the business correspondents can also serve as the commission agents in cross marketing services. This major setback has added the work pressure on the existing employees of the banks.

**Table 1**
**Composite Performance Index of the Cross Marketing Business of the Public Sector Banks**

| **Sl. No** | **Name of the Bank / and the Parameters** | Tools of Cross Marketing (Direct Personal contact | Purpose of Cross Marketing | Method of Cross Marketing (Joint events 53 %) | Challenges of Cross Marketing | Gains of Cross Marketing (Cost reduction and | Preference for Selection (Multiple products under | Marketing Strategy (Own marketing agents and | Benefits of Marketing (Maximisation of business | Employees Participations (Mandatory responsibility | Targeted Customers (Existing plus new | Strategy of Cross Marketing | Customer’ s Response (Products under one roof | Total Score | Average | Rank |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | **1** | **2** | 3 | **4** | **5** | **6** | **7** | **8** | **9** | **10** | **11** | **12** | | | |
| 1 | Punjab and Sind Bank | 47 | 45 | 32 | 39 | 30 | 26 | 25 | 25 | 11 | 21 | 12 | 9 | 322 | 26.83 | 1 |
| 2 | Bank of Maharashtra | 47 | 39 | 26 | 37 | 26 | 21 | 25 | 25 | 11 | 21 | 12 | 9 | 299 | 24.92 | 2 |
| 3 | Union bank of India | 39 | 42 | 29 | 25 | 26 | 23 | 20 | 17 | 11 | 17 | 12 | 10 | 271 | 22.58 | 3 |

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|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 4 | Bank of Baroda | 37 | 33 | 30 | 31 | 25 | 24 | 19 | 17 | 11 | 18 | 12 | 9 | 266 | 22.17 | 4 |
| 5 | Punjab National Bank | 38 | 38 | 28 | 23 | 26 | 21 | 21 | 20 | 11 | 16 | 12 | 11 | 265 | 22.08 | 5 |
| 6 | UCO Bank | 36 | 35 | 26 | 29 | 26 | 24 | 19 | 17 | 11 | 20 | 12 | 8 | 263 | 21.92 | 6 |
| 7 | Indian Overseas Bank | 35 | 38 | 29 | 25 | 23 | 27 | 18 | 19 | 11 | 16 | 12 | 9 | 262 | 21.83 | 7 |
| 8 | Central Bank of India | 37 | 41 | 27 | 23 | 27 | 20 | 21 | 16 | 11 | 14 | 12 | 11 | 260 | 21.67 | 8 |
| 9 | Bank of India | 36 | 34 | 26 | 31 | 26 | 19 | 20 | 19 | 11 | 16 | 12 | 10 | 260 | 21.67 | 8 |
| 10 | Canara Bank | 41 | 34 | 29 | 22 | 23 | 21 | 21 | 18 | 11 | 16 | 12 | 11 | 259 | 21.58 | 9 |
| 11 | State Bank Of India | 38 | 38 | 26 | 22 | 22 | 23 | 20 | 18 | 11 | 17 | 12 | 10 | 257 | 21.42 | 10 |
| 12 | Indian bank | 34 | 34 | 34 | 26 | 25 | 21 | 20 | 18 | 11 | 12 | 12 | 9 | 256 | 21.33 | 11 |
| Total | | 465 | 451 | 342 | 333 | 305 | 270 | 249 | 229 | 132 | 204 | 144 | 116 | 3240 | 270 | |
| Average | | 39 | 38 | 29 | 28 | 25 | 23 | 21 | 19 | 11 | 17 | 12 | 10 | 270 | 22.62 | |
| Rank | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | | | |

**Note:** Parameters are carefully selected to reflect upon the business with the high score value in percentage and are presented in the table than the low scored ones.
**Source:** Calculated by the authors on the basis of the total score of each parameter across the banks as collected during the field study from all the tables

**Policy Implications:** Cross marketing is an emerging business, which has been carried out without any investment but with the employees' participation to earn the non-fund income and to effectively use the banking staff. Cross marketing strategy should be further strengthened and popularized especially among the general public who are not necessarily the customers of the banks. At the same time, marketing the core banking products and the financial services assumes greater significant owing to the sustainability of the banking business, bank - customers' relationship and bank - society interface. Marketing core banking products shall be the priority to the banks to meet their mandatory commitments and to justify their existence, as the same gives them perennial income. Also, it is the core banking products that establishes direct relationship with the people and the society, although the other products would only give additional income. This should not be misconstrued that the banks shall not involve in the cross marketing of the financial products and services. But keeping the health, core financial product shall be marketed on priority over the other products which are only subsidiary business. In this regard, designing and introducing new and innovative products depending on demand, needs and wants of the consumers, is equally important for the sustainable financial business. If the banks concentrate on introducing the new and innovative products, not only will it lead to expansion of operations in the financial market but will also cover the excluded population. In this regard, designing the tailor made products facilitate the banks to attract the people not reached yet. While introducing such tailor made products, the financial institutions shall be aiming to facilitate common man to reach the banking institutions with the minimum resource and to develop relationship. The products and schemes in force did not canvas to cover all, as they have targeted mostly urban clients. But, in reality, the banks are expected to meet the needs of all in the society. Further given the diversity of the people, the banks shall consider the socio-economic and cultural factors of the people while designing the customized products and services. The designed product shall have an impact in such a way that improves living standard of the stakeholders. Indeed, although maximization of customer satisfaction has been the goal of public sector banks in particular, this rationale has been largely substituted by the pure business consideration like profit. This mismatch has created relationship gap between the banks and the general public and particularly of the bank customers. It is high time that the banks and financial institutions should strive hard to restore the confidence of the people in general and the customer in particular. It must be noted that once the customers are satisfied, they work as ambassadors of the banks, which in turn helps in building social capital. The banks shall also need to carry out all their transactions in the regional and local languages in order to maximise the customer satisfaction. Besides, it is also the need of the hour to keep the customer in good mood and the bank employees shall be polite in transacting with them.

The success of cross marketing is entirely depending upon the training imparted to the bank staff who are engaged in the marketing activities. Training makes the cross marketing business very effective, especially in convincing the potential customers. Thus training must be a continuous process to the bank employees on changing nature and benefits of the products. And shall be evolved by the banking administration. Until the staff acquires full knowledge and convincing skills about the products, even the experienced staff cannot market to the level of satisfaction of the customers. In this regard, banks are suggested to earmark exclusive resources for training and development purposes about the innovative products, innovative marketing strategies, etc., on regular basis.

There can be an exclusive specialised staff members to market the products of other financial institutions and others products in the premises. The specialised staff would be very effective in marketing the products in terms of the importance, differences in comparative perspectives, benefits of the products and what not to the existing or new customers. Also, to avoid the business conflicts, the specialised staff may be appointed or deputed at branch level to carry out the cross marketing activities. Yet other benefits of having specialised staff is to reduce the work load and work pressure on the existing staff members. A proper work schedule shall be maintained and ensure that all the staff members are deputed for the additional duties and responsibilities of the banking company. Rewarding the achievement in cross marketing is a good strategy for further motivations and for many more milestones. The monetary or non-monetary benefits or incentives shall be awarded to the employees who excels in the cross marketing activities. It could be in form of appreciation, career advancement and so on, to keep the employees in enthusiasm. At the same time, staff/employees who could not be good in the business and did not bring the positive results shall also be punished in terms of the various methods of disincentives. In the light of the emerging situation, a nominal amount may be paid towards commission and can increase the marketing operations by the public sector banks. This would not only minimize the business stress but also bring in quality in the financial business. Appointment of the specialized personnel on part-time basis to market the financial products would go a long way. The Customer Relationship Management (CRM) strategies of the banks shall be evolved, particularly in the public sector, as it exists in other private sector businesses. Investing in the effective CRM should be a long term strategy, so that banks can benefit over a period of time. The exclusive database of the customers can be maintained at the organization level and the products may be marketed as per the need of the customers.

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