

REVIEW ON SOCIAL MEDIA MARKETING WITH SPECIAL REFERENCE OF PUBLIC AND PRIVATE SECTOR BANKS

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INTRODUCTION

Banking operations are becoming increasingly customer dictated. The demand for 'banking supermalls' offering one-stop integrated financial services is well on the rise. The ability of banks to offer clients access to several markets for different classes of financial instruments has become a valuable competitive edge. Convergence in the industry to cater to the changing demographic expectations is now more than evident. Bancassurance and other forms of cross selling and strategic alliances will soon alter the business dynamics of banks and fuel the process of consolidation for increased scope of business and revenue. The thrust on farm sector, health sector and services offers several investment linkages. In short, the domestic economy is an increasing pie which offers extensive economies of scale that only large banks will be in a position to tap. With the phenomenal increase in the country's population and the increased demand for banking services; speed, service quality and customer satisfaction are going to be key differentiators for each bank's future success. Thus it is imperative for banks to get useful feedback on their actual response time and customer service quality aspects of retail banking, which in turn will help them take positive steps to maintain a competitive edge.

The working of the customer's mind is a mystery which is difficult to solve and understanding the nuances of what customer satisfaction is, a challenging task.

This exercise in the context of the banking industry will give us an insight into the parameters of customer satisfaction and their measurement. This vital information will help us to build satisfaction amongst the customers and customer loyalty in the long run which is an integral part of any business. The customer's requirements must be translated and quantified into measurable targets. This provides an easy way to monitor improvements, and deciding upon the attributes that need to be concentrated on in order to improve customer satisfaction.

The financial reform process initiated in 1991, poses lot of challenges before the banking sector in India as never before. After nationalization of commercial banks in India in 1969 and 1980, the ownership of major commercial banks was taken over by the Government. After nationalization, competition was restricted and the banking sector was insulated from world financial markets. There was a comfort among the bankers when approval, guidance or confirmation of actions taken was received from the higher authority. All banks look back in order to learn from the corporate failures of the past while designing their future strategies, more so for the public sector banks. With the entry of new generation tech-savvy private banks and the expansion of operations of foreign banks, the banking sector has become too competitive. To deal with the emerging situations, bankers have to shed a lot of old ideas, change in practices, develop customer loyalty programmes, and adopt a distinct approach to meet the challenges

ahead.

In a fiercely competitive market, non-price factors like customer service become more important. Hence, it is desirable for banks to develop a customer-centric approach for future survival and growth. The awareness has already dawned that prompts, efficient and speedy customer service alone will tempt the existing customers to continue and induce new customers to try the services offered by a bank. Further, it has been realised that Indian banks have miles to go to capture the recent trends and to be at par with the Western counterparts. As a result, many banks have introduced new customer friendly measures like 24-hour banking, 7-day and anywhere banking, internet banking, extended business hours, ATM network, etc. It is important to continuously build on this goodwill in the months to come. In today's competition in Indian banking industry, customers have to make a choice among various service providers by making a trade-off between relationships and economies, trust and products, or service and efficiency.

Customers are increasingly aware of the options of offer in relation to the rising standards of service. In this context, expectations rise and customers become more critical of the quality of service. Service quality, customer satisfaction, customer retention and delight are now the major challenges in gripping the banking sector in India. Again, the deregulation in this sector created a great change in present scenario. In addition to the service diversification, the idea of customer satisfaction and formulation of marketing strategies to drag the customer towards the banks are now the key issues in order to survive.

Level of customer satisfaction is becoming the major target of banks to increase the market share. More specifically, the cost of retaining existing customers by enhancing the products and services that are perceived as being important is significantly lower than the cost of winning new customers. Customer satisfaction is nothing but an outcome of purchase and use resulting from the comparison of the rewards and costs vis-à-vis customers' expectations and actual performance of the product purchased in relation to the expected consequences. Customer satisfaction is a measure of extent the existing bank is fulfilling the general expectations of a customer and how far and/or close does the existing bank come to the customer's ideal bank in his mind. Customer satisfaction can be viewed as the future intentions of customers towards the service provider, which is more or less related to the attitude (Levesque T et al, 1996). Recently, there has been a keen interest, especially in banking, where banks are looking at the life time value of the customer base rather than focusing on the cost of transactions (Ambler, 1995). Customers perceive services in terms of the quality of the service and how satisfied they are overall with their experiences.

Customer satisfaction is influenced by price, product quality; service quality and brand image. Poor quality places a firm at a competitive disadvantage. If customers perceive quality as unsatisfactory, they may be quick to take their businesses elsewhere. Thus, it is clear that service quality offers a way of achieving success among competing services, particularly in the case of firms that offer nearly identical services, such as banks, where establishing service quality may be the only way of differentiating oneself. Such differentiation can yield a higher proportion of consumers' choices and, hence, mean the difference between financial success and failure.

Today, banks have diversified their activities and are getting into new products and services that include opportunities in credit cards, consumer finance, wealth management, life and general insurance, investment banking, mutual funds, pension fund regulation, stock broking services, custodian services, private equity, etc.

Further, most of the leading Indian banks are going global, setting up offices in foreign countries, by themselves or through their subsidiaries.

Banking is the key factor of all economic activities. Banking activities are considered so vital for the economic development of any country that any changes in its process are deemed to have repercussions on the country's growth. Banking system in India is currently changing its fibre and is undergoing sweeping and phenomenal changes. The three gates of changes namely liberalisation, technological innovation and globalisation have shifted the focus from security orientation to market orientation thereby making manpower the key factor. The government is giving a re-look at the organisational preparation of the public sector banks so as to enable them to face competition on the national and global scene. The government has also relaxed its restriction on the entry of new private sector banks resulting in the establishment of a number of new private sector banks which have been hopefully posing greater challenges to the public sector banks.ⁱ

1.1. MARKETING OF BANKING SERVICES

The banking sector is passing through a period of rapid changes in response to the changes in the social, economic, political and culture spheres the world over. Banks are also faced with a major challenge of competition and greater awareness among the customers and their increased demands for special service. At the same time, some of the existing services offered by banks for years have been subjected to closer scrutiny and there is a wider diversification of services to the customers.ⁱⁱ

1.1.1. Definition of Marketing

Marketing may be defined as a scientific reconciliation of customer needs with the capabilities of the supplier or producer, so that there is mutual satisfaction. Banks make profit from selling competitive services and this must involve the creation of a marketing strategy, which precedes all their other activities.

Concept of Marketing implies the following:

1. Identifying profitable markets.
2. Assessing the existing and future needs of customers.
3. Setting business development goals.
4. Formulating operational plans to achieve the business goals.
5. Implementing and reviewing the operational plans.

The marketing function encompasses the planning and operation, the existing as well as potential business. Marketing has assumed significance in the context of Indian banking owing to the numerous market-related developments that have taken place in recent years. In the Indian context, the concept of marketing of the banking services began in the early 80s. In the later part of 80s, the concept underwent a significant change, mainly due to the introduction of sophisticated technological services in the banks. Thus, the idea of consumer (customer) satisfaction became an integral part of the bank management in the 90s. A wider choice of investment is now open to the investors. With competition from other institutions intensifying, walk-in business for banks in respect of deposits can no longer be accepted. This is the challenge.

1.1.2. Dynamics of Bank Marketing

Banks are important financial intermediaries, which accept deposits from the public for the purpose of lending and investment. Through this function, they get related business or ancillary services like remittances, demand

draft issue, mail transfers, telegraphic transfers, collection of bills, sale and purchase of foreign exchange, safe custody and safe deposit vault, guarantee facilities, sale of travellers, cheques, trustee and executor services, etc. Apart from these traditional services, others such as merchant banking, portfolio management, leasing, hire purchase, etc. are services that have been added in recent years. These services are being rendered by the banks mainly with a view to attract and retain deposits and advances of the customers and thus develop their business further. Some of the services which were earlier the preserve of specialized agencies like investment further. Some of the services, which were earlier, the preserve of specialized agencies like investment banks have been taken over by commercial banks. As a result, the wall separating investment banks and commercial banking has been cracking.

But then, for commercial banks whose main resources come from deposits mobilized from the public, there are many competitors. Today deposit mobilization is

not the exclusive preserve of banks. There is intense competition for deposits not only from other banks but also from non-banking institutions. Public sector as well as private sector companies are collecting large amounts of deposits directly from the public through various methods. Similarly, the corporate sector has direct access to the saving and capital markets, and has succeeded in raising sizeable resources by way of equity shares and debentures in the capital market.

Public sector bodies are allowed to raise funds from the public directly by way of bonds on attractive terms. A number of Government-sponsored savings schemes such as PPF, Indira Vikas Patras, NSCs, etc. have mobilized huge amounts of public savings, thus adversely affecting the banking system in their deposit mobilization efforts.

1.1.3. The Process of Marketing

The process of marketing in banks comprises three stages;

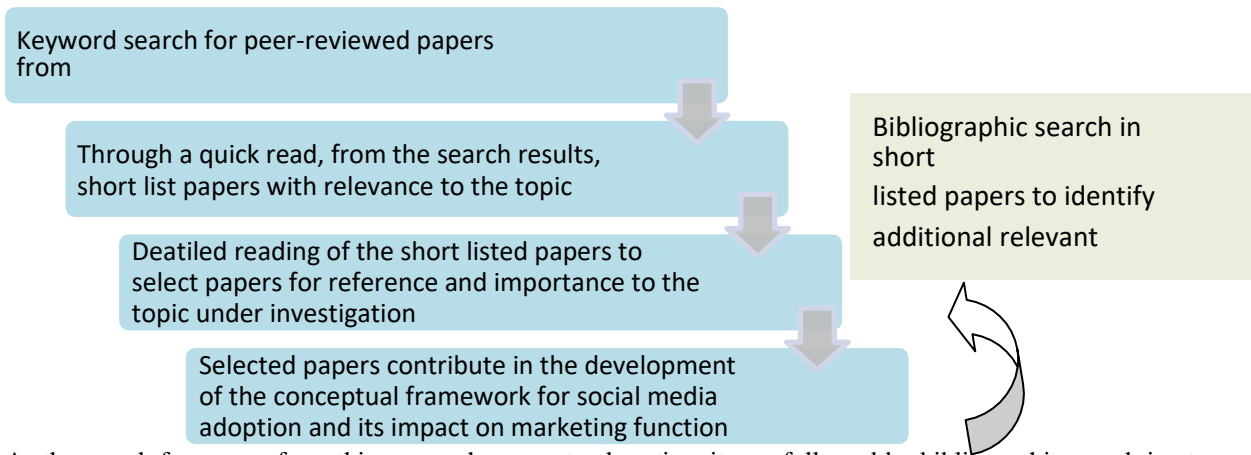
- (a) discover what the consumer wants;
- (b) create the product or service, which satisfies him;
- (c) then see that the customer gets it by selling to him or her.

2.1 Literature Review Framework

The objective of the literature review is to develop a conceptual framework that identifies the constructs adopted to study social media adoption and its impact on the selected constructs of marketing strategies. Figure 2.1 gives the steps followed for literature review.

A search for empirical studies in the extant literature was conducted to investigate the work of previous researchers on social media, its adoption in business, especially the marketing function. Business/management academic databases accessed included ABI/Inform, Business Source Complete, Emerald Insight and SAGE Humanities & Social Sc. Collection. Only refereed journal articles were included in this study as refereed journal articles represent state-of-the-art research outputs (Chan & Ngai, 2011; Ngai & Wat, 2002).

To look for relevant literature, keyword search was done using keywords like social media, social media marketing, social media technologies, social networking, social media channels, social media and co-creation.



As the search for papers from this approach was not exhaustive, it was followed by bibliographic search i.e. to look for more relevant research material in the bibliography of the already identified research papers. The aim of this approach was to identify, assess, and summarize all relevant studies using a replicable and transparent process (Tranfield, Denyer, & Smart, 2003).

The papers found from the search response were analyzed to verify whether they were appropriate to the purposes of this research. Of the hundred and fifty papers identified, hundred and two were short listed for relevance to the topic of research. From the hundred and two papers read in detail, sixty-eight were picked for reference and importance to constructs investigated by previous researchers that had relevance or reference to topic under study. Based on the journals referenced, the break-up of the relevant reading material reviewed is given in Table 2.1.

TABLE 2.1 Journal-wise Break-up of Relevant Referenced Papers

Journal Name	No. of Papers Referenced
Business Horizons	14
Journal of Enterprise Information Management	7
Internet Research	5
MIT Sloan Management Review	5
Information & Management	2
International Journal of Information Management	2
Industrial Management & Data Systems	3
Journal of Research in Interactive Marketing	2
Journal of Theoretical and Applied Electronic Commerce Research	2
Psychology & Marketing	2
MIS Quarterly	2

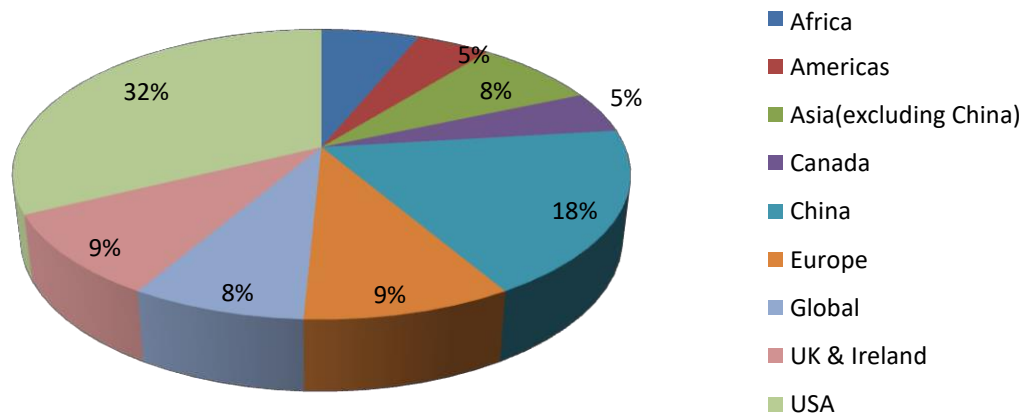
Management	2
Industrial Marketing Management	1
Journal of Business Research	1
Journal of Leadership, Accountability and Ethics	1
Journal of Management Information Systems	1
Journal of the academy of marketing science	1
Management Decision	1
Management Research Review	1
Qualitative Market Research: An International Journal	1
Social Behaviour & Personality	1
Omega, International Journal of Management Science	1
Technology Forecasting & Social Change	1
Technovation	1
The IUP Journal of Marketing Management	1
Information Development	1
Contemporary Management Research	1
Allied Academies International Conference	1
Bulletin of Science, Technology & Society	1
International Conference on Enterprise Marketing and Globalization (EMG)	1
Online Information Review	1
Proceedings of the Academy of Marketing Studies	1

Also, depending on the region where the study was conducted, the breakup of the relevant referenced papers is shown in Figure 2.2.

The selected papers were later analyzed and classified according to the relevance with marketing constructs and the underlying theories and models, especially

Technology Acceptance Model (TAM) and Technology-Organization-Environment (TOE) and Uses and Gratification theory.

FIGURE 2.2 : Region wise breakup of papers selected for Literature Review



Based on the literature review findings, a conceptual framework was developed which illustrated the factors leading to social media adoption by marketing and the major marketing function areas in which social media impacts. The social media adoption factors were derived from personal and social behaviour theories and models.

2.2 Social Media Literature

The remarkable development of social media and its social media platforms have transformed the people interactions (Colliander and Dahlén, 2011; Cho et al., 2014). While Social Media is emerging as a powerful tool both for customers and companies, real value of social media comes from its ability to connect people and organizations and building relationships between them (Nair 2011). In the following pages, literature on social media and its adoption in business, especially marketing will be reviewed.

Much of the research on social media usage with respect to organisations points towards business engagement, mainly relationships with customers and managing brand communities (e.g., Baird & Parasnis, 2011; McCarthy et al., 2014; Trainor et al., 2014), content and information management models (e.g., Aladwani, 2014) or participation in policy making (Whelan et al., 2013).

Businesses can use social media tools to facilitate intra- and inter-organizational activities among peers, customers, business partners, and organizations - for collaborative product development (e.g., Mangold & Faulds, 2009; Porter & Donthu, 2008), creation of knowledge sharing communities (e.g., Fernando, 2010; Kasavana, Nusair, & Teodosic, 2010; Yates & Paquette, 2011), marketing strategies for brand management (Jin, 2012; Laroche, Habibi, & Richard, 2013), and collaborative learning and creativity (e.g., Peppler & Solomou, 2011). Using Social media, organizations improve their brand equity, customer retention, and other business issues (Hanna et al., 2011; He, Zha, & Li, 2013; Kaplan & Haenlein, 2010; Laroche et al., 2013).

Based on literature review, application of social media in marketing business domains is categorized in Table 2.2. The main domains covered are marketing, customer relationship management (CRM). Domains relevant to this research are discussed in the following pages.

TABLE 2.2 Social Media Applications Relevant to Marketing

Adapted from Ngai et al. (2015)

Business Applications	Related Areas	Articles
Marketing	Consumer attitude and behavior	Mathwick (2002), Akar and Topçu (2011), Gamboa and Gonçalves(2014) and Krasonikolakis et al. (2014)
	Consumer communication and Recommendation	de Valck et al. (2009), Kozinets et al. (2010), and Jin and Phua (2014)
	Consumer Trust	Hsiao et al. (2010), Chu & Kim (2011)and Pentina et al. (2013), and Hajli (2014a),
	Branding	Barwise and Meehan (2010), Colliander and Dahlén (2011), Yan(2011) and Tsai and Men (2013)
	Marketing management	Weinberg and Pehlivan (2011), Barger and Labrecque (2013), Dateling et al. (2013) and Moncrief et al. (2015),
Customer Relationship Management	Customer Experiences	Karakaya and Barnes (2010) and Nambisan andWatt (2010)
	Relationship quality and customer satisfaction	Hsieh et al. (2010) and Hajli (2014b)
	Customer knowledge management and trust cultivation	Porter and Donthu (2008), Chua and Banerjee (2013)
Knowledge Sharing	Motivations	Chai and Kim (2010), Shiue et al. (2010), Chang and Chuang (2011), Hau and Kim (2011)
	Professional virtual community	Chiu et al. (2006) and Lin et al. (2009)
	Emergency Cases	Smith (2010), Yates and Paquette (2011), Gruber et al. (2015),
	Impacts	Hsu and Lin (2008) and Wei (2009)
Collaborative activities	Learning	Peppler and Solomou (2011) and Remesal andColomina (2013)

	Product design and project operations	Piller et al. (2005), Baldwin and von Hippel (2011), Kaplan and Haenlein (2014)
Others	Tourist industry	Parra-López et al. (2010) and Xiang and Gretzel (2010)
	Public relationships	Eyrich et al. (2008) and Steyn et al. (2010)
	Medical sector	Denecke and Nejd (2009), Brown-Johnson et al. (2015)

Marketing: With the growing popularity and usage of social media by individuals, in the last few years, attention it is getting from academia and business is increasing. For organizations, social media is becoming an integral part of their marketing mix. And as a result of the growing academic interest in social media, a wide range of studies are getting published on various topics related to social media.

Gil-Or (2010a) through his research found that the marketing teams, while integrating traditional marketing strategies with social media, needed to learn to incorporate new social media based strategies to maintain and improve long-term relationships with existing customers and also how to reach out to other prospective customers. Through their study on how companies could maximize their efforts in social media marketing, Ming and Yazdanifard (2014) had revealed that a company must engage with their consumers frequently to develop a long term relationship with them. And Pookulangara & Koesler (2011) in their research found that social media gives the

company access to customer information which was not previously available, and make the communication with their customers more effective.

Dateling et al. (2013) conducted a research to understand the impact of social media on South African businesses and study how these businesses were adapting their marketing strategies to incorporate social media. The researchers found that South African businesses were mainly using social media for digital product promotion, customer care/online reputation management and the distribution of content, all of which may play an important role in the marketing process.

Online consumer behavior is one area of interest in the study of social media usage in business. Studying the relational norms and behaviours of online consumers, Mathwick (2002) had clustered the consumers into four groups: transactional community members, socialisers, personal connectors, and lurkers. The author suggested that investing in community-building infrastructures and activities (i.e. chat rooms, interactive events etc.) had a positive effect on the future loyalty of its customers (Mathwick, 2002).

Akar and Topçu (2011) developed a consumer-based attitude scale based on seven factors. These factors were: attitudes toward social media marketing, social media use, socialmedia knowledge, social media monitoring, foresight on social media, and fears regarding social media marketing. According to Akar and Topcu (2011), these factors reflected the attitudes of consumers and their acceptance of social media marketing.

Several studies have focussed on impact of social media on branding. Barwise and Meehan (2010) observed that company reputation got enhanced when social media amplified company's achievement of delivering what it promised. Colliander and Dahlén (2011) studied the results of brand promotion in social and -traditional digital

media and found that -blogs generated better brand attitudes and purchase intentions than traditional online magazines, which is largely a result of the para- socialinteraction (PSI) effect. The authors also discovered that because of such effect, publicity had to take into account the user perceptions of the credibility of writers and their relationship with the brand.

Building a case for social media, Zhu et al. (2015) cited various research that supported the notion that congruence of advertisement and website content decrease feelings of intrusiveness and increase positive reactions toward ads (Choi & Rifon, 2002; Edwards, Li, & Lee, 2002; Newman, Stem, & Sprott, 2004). Similarly, Zhu et al. (2015) argued that for social media marketing to be effectual, the actions planned had to be harmonious and in line with what social media users require.

Yan (2011) examined the use of social media by consumers to air their views about social responsibility of brands, and find out whether they had influence over the brand to which they connected. Yan (2011) found that -organizations using social media can provide a sense of belonging to their external audiences and can communicate their social responsibility more frequently and to a higher extent than they could through traditional media alone. This would allow the companies to have the opportunity to increase their brand equity, brand association, and perceived quality (Yan, 2011).

Much attention has been given by researchers to marketing communication and recommendations to customer through social media platforms. De Valck et al. (2009) found that decision making of the users, including need identification, actual behaviour, and post-purchase assessment, got impacted by their interactions, information and experience sharing with other users in the virtual space. Studying WOM marketing in online communities, Kozinets et al. (2010) proposed a 'narrative model' that showed that collective WOM increased or amplified the marketing messages. They also stated that -marketing messages and meanings get altered systematically in the process of embedding them. Chu and Kim (2011) in studying the spread of electronic word-of-mouth via social networking sites, found that the trust factor positively influenced word-of-mouth behaviour on the social networking sites,

i.e. more opinions will be shared on sites which had a higher level of trust with the users (Chu & Kim, 2011).

With increasing interest in social media for marketing, several studies have focussed on efficient management of marketing. Weinberg and Pehlivan (2011) highlighted the different types of social media marketing mix and developed a framework for social media spending. Using half-life and depth of information to differentiate between social media types, their framework was a guide to marketers in the allocation of resources to social media in accordance with their social objectives. Barger and Labrecque (2013) presented an integrated marketing communication perspective and listed seven key social media metrics: volume, share of voice, engagement, advocacy, return on investment, leads generated, and response time. Moncrief et al. (2015) investigated the influence of social media on activities of managing sales, especially the ways social media could be used to sales managers to give supervision, training, and compensation to its sales forces.

Customer Relationship Management: Customer Relationship Management (CRM) systems help in the organization's interactions with their target customers, and in establishing trust, loyalty and long-term engagement with them. With increasing population using social media tools, many businesses are adopting social media for customer relationship management. Researchers in turn, are studying how companies are using social media to

manage diverse customer experiences.

Malthouse et al. (2013) suggested that as customers were no longer passive, customer relationship management (CRM) must adapt to using social media and organizations must identify contact points for allowing and utilizing customer interactions (Malthouse et al., 2013). There are a range of social media platforms available today that enables companies and leaders to have meaningful, real time engagement with their customers (Gruber et al., 2015).

Porter and Donthu (2008) investigated how cultivating customer trust could create values for a firm through their sponsored virtual communities. Karakaya and Barnes (2010) studied the impact of customer care experience on brand or company selection in social web sites. Nambisan and Watt (2010) examined the online community experiences of customers in relation to their attitudes toward product, company, and service quality and recommended that companies could enhance the effectiveness of their online communities by delivering positive experiences to their customers. Hsieh et al. (2010) studied blog user satisfaction with the information and system quality of blog sites. There are studies that focus on customer knowledge management (CKM) and trust cultivation. Chua and Banerjee (2013) investigated the extent to which social media use could support CKM (customer knowledge management) in organizations that relied on a traditional bricks-and-mortar business model. A study by Hajli (2014b) presented a clearer picture of consumer behaviour in the era of social commerce and proposed a new theory in social commerce research.

Studying customer loyalty through the usage of social networks, Gamboa and Gonçalves (2014) discovered that Facebook enhances the relations that increase loyalty through trust, customer satisfaction, perceived value, and commitment.

Information and knowledge sharing: Sharing of information, skills and know-how by individuals, friends, families, communities, and organizations is knowledge sharing (Miller and Shamsie, 1996). Social media gives ability to individuals and organizations to share information in online groups, especially information related to their products and services, brand information, and/or stories about satisfied customers. Researchers have spent time trying to understand why users are keen to share information and knowledge online when it does not give any obvious benefits.

Motivations for the promotion of innovative-conducive knowledge sharing among users of a large online gaming community in South Korea were studied by Hau and Kim (2011). The study identified intrinsic motivation, shared goals, and social trust as the salient factors in promoting innovative-conducive knowledge sharing of users. Chiu et al. (2006) studied the knowledge sharing behaviour of members of a professional virtual community. The researchers found that social interaction ties, reciprocity, and identification could increase quantitatively the knowledge sharing of individuals, whereas shared language and vision could qualitatively enhance knowledge sharing.

Hsu and Lin (2008) analyzed the knowledge sharing factors of blog users in relation to their attitudes toward blogging. The study revealed that altruism and reputation, which are two major knowledge sharing factors, had positive effects on attitudes toward blogging.

Collaborative activities: Collaborative activities involving people working together to complete a task, are greatly enhanced in social media environments. Organizations are using social media to increase the collaborative

activities among customers and between customers and organizations. Using the capabilities of social media to create communities that interact and collaborate, several companies have begun using Social Networking Sites to create and develop brand communities (Kaplan and Haenlein, 2010; Laroche et al., 2012).

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