



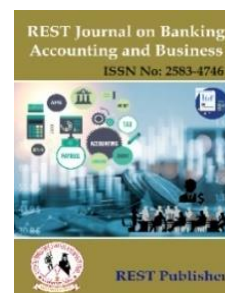
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# Evaluating Marketing and Communication Strategies in the Banking Sector Using the PROMETHEE Methodology

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**Abstract:** Four alternatives (A1 to A4) were evaluated on six key criteria (C1 to C6) including communication clarity, relevance, customer engagement and digital integration. The analysis began with normalization, followed by pairwise comparisons and preference value calculations to determine the dominance relationships between the alternatives. The results showed that A1 consistently outperformed all others, achieving the highest net flow and retaining the first rank, indicating its superior marketing and communication strategy. A2 came in second place, showing strong but slightly less consistent performance, while A3 and A4 lagged behind, especially A4, which showed weak results on all measures. The PROMETHEE methodology provided a transparent, structured framework for evaluating strategic alternatives, providing banking institutions with valuable insights aimed at improving their communication performance. By combining multiple performance criteria, the methodology provides a structured and objective approach to decision-making. The findings help banks identify which strategies are most effective in engaging customers, improving outreach, and enhancing brand visibility. Furthermore, it helps in pointing out weak alternatives that need improvement. This study provides valuable insights to bank managers, policymakers, and marketers, which can help them adopt evidence-based strategies that align with customer expectations and competitive market demands. Bank A, Bank B, Bank C, Bank D, and Evaluation Parameters: Equity to Total Liabilities Ratio, Equity to Total Assets Ratio, Total Assets (Equity minus Fixed Assets) Ratio, Non-performing loans to total loan portfolio ratio. The findings show that Bank A, holds its first position with the highest ranking, while Bank D has the lowest ranking. The bank holds a leading position in the banking sector in marketing and communication analysis, based on the PROMETHEE methodology.

**Key Words:** Marketing Strategies, Banking, Customer Engagement, Communication Performance, Digital Banking, Brand Positioning, Financial Services Marketing, Customer Relationship Management (CRM), Strategic Communication, Service Quality, Customer Satisfaction, Competitive Analysis, Banking Innovation.

## 1. INTRODUCTION

In today's highly competitive financial environment, marketing and communications play a key role in the success and growth of banks. With rising customer expectations and rapid technological advancements, banks need to go beyond traditional methods to attract and retain customers. Effective marketing not only helps banks promote their products and services, but also helps build trust, strengthen brand identity, and foster long-term customer relationships. Marketing in the banking industry involves a strategic mix of traditional and digital tools aimed at understanding customer needs and delivering tailored financial solutions. Banks use a variety of channels, such as advertising, social media, websites, mobile apps, and direct mail, to engage customers and communicate their value propositions. Product differentiation and customer-centric services are central to marketing strategies, ensuring that customer's feel valued and understood. In addition, banks must comply with regulatory standards while maintaining transparency and ethical behavior in all communications when designing campaigns. Both internal and external communications are equally essential. Externally, clear and consistent communication helps customers make informed financial decisions. Internally, it ensures smooth coordination between departments and supports employee engagement and training. Good communication plays a key role in crisis management, reputation building, and handling customer feedback. With the growth of financial technology and digital transformation, the role of data analytics in bank marketing has gained importance. Banks now rely on customer data to personalize services, predict needs, and provide timely offers. Social media platforms serve as powerful tools for real-time communication, customer support, and brand promotion. In a rapidly evolving financial environment, marketing and communications have become essential tools for the banking industry. As competition increases and customer expectations rise, banks can no longer rely solely on traditional banking practices. Instead, they must actively engage in strategic marketing and clear communications to attract, retain and satisfy customers. Effective marketing allows banks to highlight their products, services and unique value propositions, while strong communications build

trust, strengthen brand image and ensure transparency. In an age driven by technology and instant access to information, banks must adapt their approach to remain relevant and competitive. This explanation explores the critical role that marketing and communications play in shaping modern banking success. In today's dynamic and highly competitive financial environment, marketing and communications have emerged as key pillars of success in the banking industry. Traditionally considered conservative and product-oriented, the banking industry is now adopting customer-centric strategies to meet evolving expectations. With increased access to financial information and the rise of digital banking options, customers demand not only efficient services but also clear, personalized communication and value-based engagement. Marketing helps banks improve their services, strengthen their brand and differentiate themselves in a crowded market, while effective communication builds trust, transparency and long-term relationships. Whether through advertising, social media or face-to-face interactions, banks need to ensure that their messages are consistent, clear and aligned with customer needs. This explanation explores how marketing and communications function as strategic tools for growth, customer satisfaction and competitive advantage in the modern Banking sector. In the current rapidly evolving financial environment, marketing and communication have become essential in the banking industry. Traditionally, banks have focused mainly on providing financial services and have not placed much emphasis on advertising. However, with growing competition, increased customer awareness and the development of digital technology, banks now need to actively engage with their customers through strategic marketing and effective communication. These two elements are no longer optional – they are essential for building trust, improving customer relationships and driving growth. It involves understanding customer needs and preferences and designing services that meet those expectations. Through market research, segmentation and targeted campaigns, banks can attract potential customers and retain existing ones. These tools help banks reach a wider audience and engage with them directly and personally. Internal and external communication play a key role in delivering superior banking services. Internal, clear communication helps align departments, ensuring that employees are informed and trained to serve customers effectively. Externally, communication creates transparency and credibility, which are key to gaining and maintaining customer trust. Providing timely and accurate information about products, interest rates, policies, and services through various channels such as websites, apps, customer service centers, and chatbots helps customers make informed decisions. In the digital era, communication is all about listening. Banks need to collect and analyze feedback to improve services and resolve issues quickly. Personalized messages, regular updates, and interactive platforms make customers feel valued and connected. Marketing and communication are critical success factors in the banking industry. They help banks remain competitive, responsive, and customer-centric. Marketing in banking is not just about promoting savings accounts or loan offers; it also encompasses brand positioning, customer relationship management, digital communication and product innovation. Banks use a variety of marketing strategies, both traditional and digital, to inform, attract and retain customers. Digital marketing through websites, mobile apps, and social media and email campaigns allows banks to effectively reach a larger audience. Personalized marketing based on data analytics helps banks target customers with products and services that match their financial needs and preferences. Internal and external communication play an equally important role. Externally, clear and consistent communication builds trust and confidence among customers. From advertising campaigns to customer support, banks need to ensure that messages are accurate, informative and transparent. Internally, communication ensures that employees are aligned with the bank's goals and values, improving service delivery and operational efficiency. Frontline employees, in particular, need to be well-trained to communicate effectively with customers, as they often shape the customer's perception of the bank. Moreover, in the digital age, reputation management has become more important. A negative experience or miscommunication can quickly go viral, damaging the bank's image. Therefore, banks are investing in social listening tools and crisis communication strategies to respond quickly to customer feedback and public issues. Customer engagement through interactive platforms, feedback systems, and real-time communication also plays a key role in building loyalty and trust. Marketing and communication in the banking industry are no longer optional, but essential for survival and growth. With increasing competition, evolving customer expectations, and technological change, banks must adopt a proactive and customer-centric approach. Strong marketing strategies combined with effective, transparent communication help banks build long-term relationships, enhance brand reputation, and maintain a competitive edge in a changing financial landscape.

## 2. MATERIALS AND METHOD

Developed in the 1980s by Jean-Pierre France and Bertrand Marechal, PROMETHEE provides a systematic framework for ranking alternatives based on their performance on various evaluation factors. It is particularly useful in situations where both numerical data and subjective assessments are required to determine the relative importance of each criterion. The method works by conducting pairwise comparisons between all the alternatives being evaluated. Each option is examined in relation to the others, with comparisons made based on how each performs against specific criteria. This process involves estimating how much one alternative is preferred over another for each individual criterion. To measure this preference, a preference function is used, which translates performance differences into numerical values that reflect the strength of preference. The main strength of the PROMETHEE technique is its flexibility in accepting both qualitative and quantitative information. For each criterion, an appropriate preference function is selected to measure the

degree of preference between alternatives. These functions can take various forms - such as linear, hierarchical, or more complex structures - depending on the characteristics of the data involved. This adaptability makes PROMETHEE a powerful tool for supporting decision-making in diverse and multidimensional contexts. Choosing the appropriate preference function is crucial because it directly affects how the differences between alternatives are translated into preference values. After all alternatives have been compared pairwise, the next step involves calculating the net preference flow for each option. This involves calculating two components: positive flow and negative flow. These two flows are then combined to yield a net flow, which serves as the basis for ranking the alternatives overall. A higher net flow indicates a more favorable alternative. In some situations, the PROMETHEE method may produce a partial ranking, where the alternatives are categorized into preference groups rather than providing a strict order. This is particularly advantageous when data or criteria preclude a definitive ranking. PROMETHEE is a versatile tool that is well suited to a variety of decision-making situations. It includes both quantitative and qualitative inputs, making it very useful for evaluating complex, multi-criteria problems. In addition, it supports both compensating and non-compensating decision criteria, enhancing its applicability in different evaluation frameworks. In compensating situations, weak performance on one criterion can be balanced by strong results on another criterion. Conversely, in non-compensating situations, an alternative must meet a minimum standard for each criterion to be considered acceptable. Due to its flexibility and reliability in addressing complex decision-making problems, the PROMETHEE method is widely used in many fields, including operations research, engineering, business administration, and environmental planning. Once all alternatives have been compared pairwise, the method proceeds to calculate the net option flows for each option. This process involves determining two key metrics: positive flow and negative flow. Positive flow indicates how strongly an alternative is favored over others, while negative flow reflects the extent to which it is less favored in comparison. By combining these two values, a net flow is obtained, which forms the basis for ranking alternatives. Higher net flow values indicate better overall performance, placing those alternatives higher in the ranking compared to those with lower net flow scores.

**Alternative:**

Bank A: A well-established commercial bank with a strong equity base and a diversified asset portfolio. It focuses on conservative lending and risk management practices.

Bank B: A mid-sized bank known for its aggressive expansion and investment in digital banking. It maintains moderate equity levels with a growing loan book.

Bank C: A regional bank with a traditional banking model and a stable customer base. It shows moderate performance in asset management and loan quality.

Bank D: A new entrant in the banking sector with high exposure to loan defaulters. It faces challenges in equity management and asset quality.

**Evaluation Parameters:**

Equity / Total Liabilities (C1): Measures financial stability and the bank's ability to cover its debts using its own capital.

Equity / Total Assets (C2): Indicates how much of the bank's assets are financed by shareholders' equity, which reflects financial strength.

(Equity - Fixed Assets) / Total Assets (C3): Evaluates the bank's liquidity by estimating how much equity is available after accounting for fixed assets.

Non-Performing Loan Receivables / Total Loan Receivables (C4): Assesses credit risk by showing the proportion of loans that are in default or close to default.

**3. RESULTS AND DISCUSSION**

**TABLE 1.** Banking sector marketing and communication practices

	C1	C2	C3	C4	C5	C6
A1	0.0656	0.0589	0.0774	0.0898	0.102	0.0544
A2	0.0615	0.0556	0.0718	0.0824	0.0926	0.0516
A3	0.0206	0.0493	0.0652	0.0554	0.0806	0.0442
A4	0.0175	0.0036	0.014	0.0152	0.0303	0.0075
Max	0.0656	0.0589	0.0774	0.0898	0.102	0.0544
Min	0.0175	0.0036	0.014	0.0152	0.0303	0.0075
max-Min	0.0481	0.0553	0.0634	0.0746	0.0717	0.0469
	0.0481	0.0553	0.0634	0.0746	0.0717	0.0469

The data presented shows values in six categories (C1 to C6) for four alternatives (A1 to A4). Each cell represents the performance score for a given alternative on a particular criterion, possibly normalized. Among the alternatives, A1 typically shows the highest values across all criteria, indicating that it performs best overall. For example, A1 consistently scores the highest values across all columns, including 0.0656 in C1 and 0.102 in C5. Conversely, A4 consistently has the lowest values, such as 0.0036 in C2 and 0.0075 in C6, indicating poor performance. The table also provides a "maximum", "minimum", and "maximum-minimum" row for each criterion. The "maximum" row indicates the best observed value for a criterion, while the "minimum" row indicates the worst. The "Maximum-Minimum" row shows the range of values, which reflects the variation or spread in performance among the alternatives for each criterion. C4 has the highest range (0.0746), followed by C5 (0.0717), indicating significant performance differences between the alternatives on these criteria. Meanwhile, C6 shows the smallest range (0.0469), indicating very consistent performance.

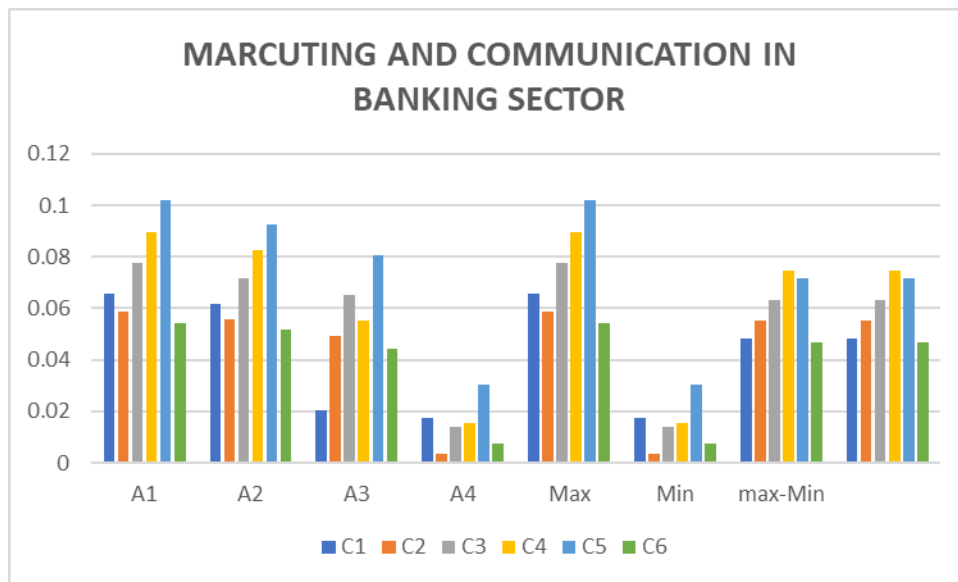


FIGURE 1. Banking sector marketing and communication practices

The bar chart titled “Marketing and Communication in the Banking Sector” shows the comparative data for six criteria (C1 to C6) across four alternatives (A1 to A4) and their maximum, minimum and range (max-min) values. The chart visualizes how each alternative performs under the given criteria. From the chart, A1 stands out with the highest values in most of the criteria, especially in C5 and C4, indicating that it excels in these aspects of marketing and communication. A2 follows closely, but consistently scores slightly lower than A1. A3 shows moderate performance, especially strong in C4 but weak in C1. A4 records the lowest performance across all criteria, especially with minimum values in C2, C4 and C6, indicating poor performance in those areas. The “Maximum” bars reinforce the dominance of A1 by matching its values, while the “Minimum” bars align with A4, highlighting the performance gaps. The “Maximum-Minimum” section shows the range of variation within each criterion. C4 and C5 have the highest variation, indicating significant differences between the alternatives, while C6 has the lowest range, indicating relatively consistent performance across the options.

TABLE 2. Normalized Matrix

Normalized Matrix						
	C1	C2	C3	C4	C5	C6
A1	1	1	1	1	1	1
A2	0.9147609	0.9403255	0.9116719	0.9008043	0.8688982	0.9402985
A3	0.0644491	0.8264014	0.807571	0.538874	0.7015342	0.782516
A4	0	0	0	0	0	0

Normalization transforms the data into a uniform scale, allowing for clear comparison across different scales. Alternative A1 serves as the benchmark, with a normalized value of 1 on all criteria. This indicates that A1 performs better than the others on each criterion. Alternative A2 follows closely, showing high performance with values ranging from approximately 0.869 to 0.94, indicating that it is a strong competitor, but slightly behind A1 in each area. Alternative A3 shows moderate performance. Its normalized values differ quite significantly, with 0.826 being the highest in C2 and 0.064 being the lowest in C1. This variation indicates that while A3 performs better in some areas, such as C2 and C3, in others, particularly C1, it scores only 6.4% of A1's performance. Alternative A4 scores 0 on all criteria, indicating weak performance and no contribution in any of the areas assessed.

**TABLE 3.** Pair Wise Comparison

Pair wise Comparison						
	C1	C2	C3	C4	C5	C6
D12	0.0852391	0.0596745	0.0883281	0.0991957	0.1311018	0.0597015
D13	0.9355509	0.1735986	0.192429	0.461126	0.2984658	0.217484
D14	1	1	1	1	1	1
D21	-	-	-	-	-	-
D21	0.0852391	0.0596745	0.0883281	0.0991957	0.1311018	0.0597015
D23	0.8503119	0.1139241	0.1041009	0.3619303	0.167364	0.1577825
D24	0.9147609	0.9403255	0.9116719	0.9008043	0.8688982	0.9402985
D31	-	-	-	-	-	-
D31	0.9355509	0.1735986	-0.192429	-0.461126	0.2984658	-0.217484
D32	-	-	-	-	-	-
D32	0.8503119	0.1139241	0.1041009	0.3619303	-0.167364	0.1577825
D34	0.0644491	0.8264014	0.807571	0.538874	0.7015342	0.782516
D41	-1	-1	-1	-1	-1	-1
D42	-	-	-	-	-	-
D42	0.9147609	0.9403255	0.9116719	0.9008043	0.8688982	0.9402985
D43	-	-	-	-	-	-
D43	0.0644491	0.8264014	-0.807571	-0.538874	0.7015342	-0.782516

The pairwise comparison matrix provides insights into the relative performance differences between alternatives (A1 to A4) on six criteria (C1 to C6) in the marketing and communications sector of the banking industry. Each row (e.g., D12, D13) represents the result of subtracting the normalized performance of one alternative from the other, helping to identify which alternative outperforms the other and by how much. For example, D12 (A1 minus A2) shows positive values on all criteria, indicating that A1 outperforms A2 on every aspect, with the largest difference on C5 (0.1311), highlighting a significant edge on that criterion. Similarly, D13 (A1 - A3) shows the largest advantage on C1 (0.9356) and moderate advantages elsewhere, meaning that A1 outperforms A3 significantly, especially on C1. D14 is equal to 1 in all criteria, confirming that A1 is superior to A4 in every aspect. Negative values such as D21 and D31 show how A2 and A3 perform less well compared to A1. Interestingly, D23 (A2 - A3) reflects a positive but small margin, indicating that A2 is better than A3, but the gap between A1 and A3 is not pronounced. The values in D34 (A3 - A4) indicate that A3 performs significantly better than A4, especially in C2 and C3, while values from D41 to D43 confirm that A4 is a weak alternative in all criteria.

**TABLE 4.** Preference value

Preference Value							
	0.2336	0.1652	0.3355	0.1021	0.0424	0.1212	
D12	0.0199119	0.0098582	0.0296341	0.0101279	0.0055587	0.0072358	0.0823266
D13	0.2185447	0.0286785	0.0645599	0.047081	0.012655	0.0263591	0.3978781
D14	0.2336	0.1652	0.3355	0.1021	0.0424	0.1212	2
D21	0	0	0	0	0	0	0
D23	0.1986328	0.0188203	0.0349259	0.0369531	0.0070962	0.0191232	0.3155515
D24	0.2136881	0.1553418	0.3058659	0.0919721	0.0368413	0.1139642	0.9176734
D31	0	0	0	0	0	0	0
D32	0	0	0	0	0	0	0
D34	0.0150553	0.1365215	0.2709401	0.055019	0.029745	0.0948409	0.6021219
D41	0	0	0	0	0	0	0
D42	0	0	0	0	0	0	0
D43	0	0	0	0	0	0	0

The preference value matrix measures the weighted differences in performance between each pair of alternatives (A1 to A4) on six criteria, using specific preference weights: C1 (0.2336), C2 (0.1652), C3 (0.3355), C4 (0.1021), C5 (0.0424), and C6 (0.1212). These weights reflect the relative importance of each criterion in assessing marketing and communication performance in the banking industry. Row D12 (A1 vs. A2) shows a total preference value of 0.0823, indicating a slight preference for A1 over A2. In contrast, D13 (A1 vs. A3) shows a much stronger preference of 0.3979, highlighting the significantly better performance of A1. D14 (A1 vs A4) scores a maximum of 2, indicating complete dominance of A1 over A4 across all criteria. Similarly, D23 (A2 vs A3) has a preference value of 0.3156, confirming the clear advantage of A2. D24 (A2 vs A4) scores 0.9177, again showing dominance but not completely overtaking A1 over A4. D34 (A3 vs A4) scores 0.6021, indicating that A3, although weak overall, significantly outperforms A4. All entries comparing A1 to the others are non-zero, while several involving A4 (e.g., D41 to D43) yield zero, confirming that A4 is weak. This matrix reinforces A1 as the best alternative, followed by A2, then A3, with A4 lagging far behind.

**TABLE 5.**

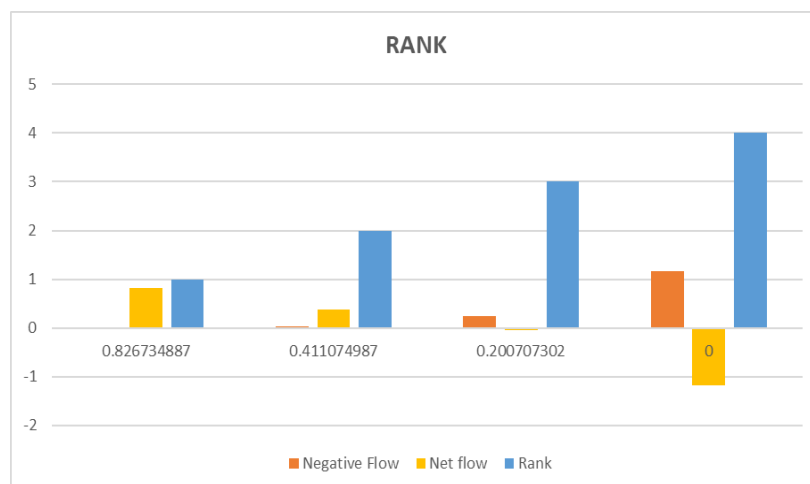
	A1	A2	A3	A4
A1	0	0	0	0
A2	0.0823266	0	0	0
A3	0.3978781	0.3155515	0	0
A4	2	0.9176734	0.6021219	0

Each cell, based on the weighted criteria, represents the combined preference value of one alternative compared to the other. Alternative A1 has zero values across the row, meaning that it is not outperformed by any other alternative – it is the benchmark or best performing option. This confirms that A1 consistently outperforms the others on all six criteria evaluated. Alternative A2 has a preference value of 0.0823 against A1, indicating that A1 is slightly preferable. As reflected in the corresponding preference values from the previous data, A2 also outperforms A3 and A4, reinforcing its position as a strong second choice. Alternative A3, with values of 0.3979 and 0.3156 against A1 and A2, respectively, falls behind both, but still performs significantly better than A4. Its relative strength compared to A4 is expressed with a preference value of 0.6021, indicating moderate dominance. Alternative A4 shows higher preference values than the others - 2.0000 from A1, 0.9177 from A2, and 0.6021 from A3 - which underlines that A4 continues to perform well and is the weakest option among the four.

**TABLE 6.** Negative flow, Negative Flow, Net Flow, Rank

	positive flow	Negative Flow	Net flow	Rank
A1	0.8267349	0	0.8267349	1
A2	0.411075	0.0274422	0.3836328	2
A3	0.2007073	0.2378099	0.0371026	3
A4	0	1.1732651	1.1732651	4

These indicators provide valuable insights into the relative performance of each alternative, especially in the context of decision-making in areas such as marketing and communication in the banking sector. Positive flow indicates the extent to which one alternative is preferred over the others, while negative flow reflects how much better an alternative performs than the others. The difference in net flow between positive and negative flows serves as the main criterion for ranking, with higher net flow values indicating stronger overall performance. According to the results, alternative A1 stands out as the best performing option, with 0.8267 positive flow, zero negative flow and 0.8267 net flow, earning it the top ranking. This means that A1 consistently outperformed all other alternatives and was never outperformed by anyone, highlighting its superior performance across all the criteria assessed. Alternative A2 shows a reasonably strong performance with a positive flow of 0.4111 and a very low negative flow of 0.0274, resulting in a net flow of 0.3836. Although it does not reach the dominance of A1, A2 is still a reliable alternative, taking second place. Its performance indicates a solid balance between strengths and limited weaknesses. Alternative A3, on the other hand, shows signs of weak competitiveness. With a positive flow of 0.2007 and a negative flow of 0.2378, the resulting net flow is -0.0371. This places A3 in third place, indicating that it outperforms the others by a significant margin. Despite not being a weak option, A3 does not offer significant advantages compared to A1 and A2. The alternative A4, with zero positive flow and a very high negative flow of 1.1733, and a net flow of -1.1733, takes fourth place. This indicates that A4 consistently outperforms all other alternatives and fails to demonstrate competitiveness.



**FIGURE 2.** Rank

The bar chart labeled "RANK" displays the final evaluation results of four alternatives (A1 to A4) using the PROMETHEE method, which is based on three key indicators: negative flow, net flow, and rank. These values reflect the performance of each alternative in marketing and communication performance within the banking sector. From left to right, the first group of bars corresponds to A1, which has the highest net flow of this category (0.8267) and rank 1, which is indicated by the highest blue bar in this category. Its negative flow is zero, meaning that no other alternative performs better than it. This confirms A1 as the most effective option across all criteria. A2 shows moderate performance with a net flow of 0.4111 and a rank of 2. Its negative flow is low, indicating only minimal inferiority compared to the other alternatives - reinforcing A2 as a strong second choice. A3 has the lowest net flow (~-0.2007) and is ranked third. Its negative flow slightly outweighs its positive impact, indicating that while it contributes in some areas, it performs better. A4 stands out with zero net flow and the highest negative flow, ranking 4th. This visually confirms that A4 is a weak performer, significantly superior to all other alternatives.

#### 4. CONCLUSION

Marketing and communication evaluation in the banking sector using the PROMETHEE technique provides a detailed analysis of four alternatives (A1 to A4) across six performance criteria (C1 to C6). These multi-criteria decision-making method enables a structured comparison by combining qualitative and quantitative factors, helping stakeholders identify the most effective communication strategies within banks. The analysis began with a normalized decision matrix, which revealed A1 as the best performer across all criteria. A2 followed closely, while A3 and A4 showed relatively low scores, especially in critical communication areas. The pairwise comparison matrix further confirmed these findings, with A1 consistently outperforming all other alternatives. A2 showed moderate dominance, especially over A3 and A4, while A3 marginally outperformed A4. However, A4 consistently underperformed all other options. The preference values calculated by assigning weights to each criterion showed that A1 has the highest overall advantage. This was clearly reflected in the net flow analysis: A1 achieved the highest positive net flow (0.8267) with zero negative flow, ranking 1. A2 followed with a positive net flow (0.3836) and a slightly negative influence from competitors. A3 showed a negative net flow (-0.0371), indicating that its shortcomings slightly outweigh its strengths. A4 ranked the lowest, with a large negative net flow (-1.1733), emphasizing its significantly lower performance. It shows consistent strength in all criteria and decisively dominates the others. Banks aiming to improve customer engagement and exposure should consider adopting practices reflected in A1. On the other hand, A4 requires significant improvement as it continues to lag behind in all performance metrics.

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