Chapter 3

Customers' Experience of Bancassurance Channel

3.1 Introduction

Recently customer experience has gained great deal of attention among financial service industry. This is because nowadays, customers are not hesitating to switch to those companies that are able to offer them better customer experiences (Shaw and Ivens, 2005). The term customer experience (CE) means the sum of all experiencesa customer has with a supplier of goods orservices, over the duration of their relationship.It is a journey which makes the customer feel happy, satisfy and justify with a sense of being respected, served and cared, according to his/her expectation or standard. It starts from first contact and continued through the whole relationship. It can also be used to mean an individual experience over one transaction ormultiple of them (Varma, 2012).

The banking industry has changed rapidly in the changing economic environment throughout the world.Financial deregulation and technological innovation have restructured the banking industry (Kumarswamy, 2012). To remain competitive in this financial metamorphosis, banks have begun to take innovative approaches towards banking (Sharma et al., 2012). One such activity is bancassurance business model. Bancassurance refers to the selling of insurance policies through a bank's established distribution channels (Aggrawal, 2004; Malik, 2014; Neelamegan and Veni, 2009; Viswanadham, 2005).It is the concept of selling insurance plans along with a complete range of banking and investment products and services (Venugopal, 2011).

In case of bancassurance business, banks face competition within banking industry and with insurance industry also. In an era of financial business where product, price, people and technology are all so similar (Drotskie, 2009), it is a challenge for bancassurance channel to attract and retain its customers. In such scenario differentiation is the key to success (Varma, 2012). In banking, customer experience is an important differentiator (Croxford et al.,2006).It is therefore, the customer experience thatcan make the difference in bancassurance channel (Shaw, 2005) and enable the channel to develop competitive advantage (Shukla, 2007).

In today's commoditized economy, customer experience is a critical differentiator for bancassurance channel. This is because the significant things that customers remember, over and above a product or service, is the feel and perception of an organization that are derived through the customer experience(Drotskie, 2009). Providing a good customer experience is also important because it affects customer satisfaction (Liljander and Strandvik, 1997) and delivers customer loyalty (Yu and Dean, 2001; Pullman and Gross, 2004; Mascarenhaset al., 2006). Considering all these aspects, assessment of customers' experience in bancassurance becomes vital not only to survive and grow but also to fixate on creating positive customer experiences.

3.2 Customers' experience in bancassurance

Many researchers have studied customer experience in banking industry.Grewal et al. (2009) studied the factors affecting customers' experience in retail banking and emphasized that service delivery and servicequality shape customer experiences. Backstrom and Johansson (2006) concluded that

friendliness of the bank personnel, theircompetence and knowledge about the products and services offered, as well as apleasant and welcoming branch environment, can lead to an enhanced customerexperience. The branch layout and design has a significant impact on the customerexperience. Ng (2002) finds that the physical features of the retail outlet such asthe layout and background music influence customers' experiences. Various channels may be used for efficient and seamless delivery of services with a focusto broaden the dialog and deepen the relationship between theadvisor and the banking customer, hence improving the customer experience (Laukkanen, 2007; Yap et al., 2010; Ioannou and Zolkiewski, 2009).Ramathe (2010) found that past experiences, brand and prices impact customer experiences in retail banking.

Studies have also been conducted regarding customers' experience in insurance industry**.** Accenture (2013) in their report concludes that in today's commoditized insurance environment, customer experience is becoming one of the primary drivers of differentiation in insurance industry. Deliveringan exceptional and unique customer experience improves profitability by reducing costs, increasing retention and achieving a higher share of wallet. Capgemini and efma (2013) explains that insurers must enhance customer experience to improve retention. Their report reveals thatonly 30% of insurance customers report a positive 'insurance customer experience'. 70% of insurance customers are at risk of competitive attack or switching carriers due to absence of positive customer experience. Market leaders in insurance business have viewed customer experience as a means to demonstrate true customer centricity. They are rightly focusing on their claims processes as an important part of the overall

policyholders' experience (Michaels, 2013). The customer experience delivered by many providers in the UK insurance industry still appears to be quite poor (Microsoft, 2015).Breading and Partner (2014) in their research report assesses how the insurers in North America are leveraging customer communications and document management to enhance the customer experience. Customer communication management is initiatedin insurance industry to provide personalized experiences to customers (Cognizant, 2013).

There are other researchers who have considered customers' experience in bancassurance. Morgan (1994) emphasized the need to create integration as fundamental to thecustomer's experience of Bancassurance. Berghe and Verweire (2001) in their studyhave mentioned that experience of customers for insurance service through bank is high as bankshave developed a strong customer focus resulting in simpler and more transparent productsdesigned for the large customers.Bancassurance channel is also regarded as reliable(Choudhury and Singh, 2015a) and responsive (Choudhury and Singh, 2015b). Cotham, Ross and Rajagopalan (2008) explore the scenario ofbancassurance in the market of Asia (China and India) from consumer's point of view. Thestudy concludes that the customer experience is far from delightful.Choudhury and Singh (2015c) found that customers have favourable experience of buyinginsurance policy through bancassurance channel.

Previous researches thus undertook descriptive studies of customers' experience in bancassurance.This chapter attempts to investigate empirically customers' experience in bancassurance by considering the dimensions identified in the previous studies.

3.3 Impact of Demographic Variables on Customer Experience

Considerable numbers of studies have been conducted regarding influence of demographic variables on customers' experience. Demographic variables are one of the major factors determining consumer experiences and subsequent behaviour (Tinne, 2012; Gareth, 2011; Shaw, 2012). Customers' gender, age, monthlyincome and level of education play a decisive role in improving customer experiences (Mhlanga et.al, 2015; Geissler and Rucks, 2011; Chung & Kim, 2011).Lee (2011) found that age, income, educational level, marital status, ethnicity and gender influence customers' experience. Customers with different demographic characteristics tend to have different experiences (Rahman, 2012).Kivelaet al. (2000) found that there is significant difference in experiences of the customers of different genders. Customers' experiences of the level of service vary according to gender (Kotlerand Keller, 2006).Several authors (Auty, 1992; Kivela 1997; Meredith, Scheweand andKarlovich, 2002; FolkmanandBellenger, 2003; Mohsin, 2005; Siegel, 2002) found significant differences in theexperiences of customers from different age groups.Customer's experience varies with age (Neal et. al, 2002).

Liu and Jang (2009) and Bowie and Buttle (2006) found a significant difference in overall experiences of customers from different monthly income groups. There tends to be a significant difference in overall experiences of customers from different monthly income groups (Kivelaet al., 1999). Spielberg (2005) posits that education influences people's experiences.Zheng (2010) and Bowie and Buttle (2006) also found significant differences in overall experiences of customers with different levels of education.

From the above literature, it is clear that different demographic variables like age, gender, income, marital status, education, employment have an influence over customers' experience. Therefore, all these variables are taken in the present study to investigate if the above-mentioned variables also affect the customers' experience in bancassurance channel.

3.4 Objectives

The main objective of this chapter is to analyze customers' experience in buying insurance policy through bancassurance channel.To achieve this objective, following corollary objectives have been framed.

i) To identify core factors that influence customers' experience in bancassurance.

ii) To study the influence of demographic profile on customers experience

3.5 Hypothesis

The following hypothesis is tested in this chapter

- There is no significant association between demographic variables and customers' experience with bancassurance.

3.6 Research question

The answer to the following research questions are sought in this chapter.

i) What is the overall level of experience of customers of bancassurance channel?

ii) What are the factors affecting the experience of customers of bancassurance channel?

3.7 Analysis and findings

The analysis and findings of this chapter are reported under following paragraph:

3.7.1 Reliability of the tool

Table 3.1: Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.908	.918	31

Source: Compiled from questionnaire

The reliability of the scale is performed and coefficient of Cronbach's Alpha was found to be 0.908 for 31 items (or statements) considered for the study. A very high value of Cronbach's Alpha (0.908) is indicative of very high degree of reliability of scale and it also shows that the items are highly correlated. Cronbach's Alpha of more than 0.70 is considered to be good measure of reliability of scale (Nunnaly, 1978).A high value of Cronbach'sAlpha also indicates that the items considered for measuring the latent variable are actually measuring the latent variable.

3.7.2 Measuring Experience of the customers

The two basic statistics (i.e. mean and standard deviation) for measuring experience of customers with respect to the various items considered for the study are presented in table 3.

Table 3.2: Item Statistics

Particulars	Mean	Std. Deviation
Getting help in filling up application form	4.31	0.538
Not disclosing personal information	4.18	0.439
Not disclosing financial information	4.16	0.434
Comfort with type of document sought	4.16	0.411
Comfort with type of information asked	4.14	0.399
Convenience of paying first premium	4.13	0.386
Details in the policy bond are same as in application form	4.06	0.531
Keeping accurate records of premiums	4.05	0.411
Medical examination for getting insurance policy	3.99	0.451
Time required to get policy document	3.95	0.636
Payment of renewal premium	3.79	0.668
Getting individual attention	3.69	0.661
Willingness to provide service do not vary	3.65	0.675
Giving intimation about renewal premium date	3.43	0.896
Eager to solve problems at an earliest	3.43	0.683
To tell exactly when the service will be performed	3.43	0.721
To suggest most suitable policy	3.21	0.807
Explaining insurance policy	3.09	0.873
Procedure for getting maturity value	3.09	0.367
Time taken in getting maturity value	3.09	0.37
Getting help in revival of lapsed insurance policy	3.07	0.312
Intimation about the maturity amount	3.07	0.339
Help in getting maturity amount	3.07	0.334
Information about fund value	3.07	0.379
Receiving help in getting fund value	3.06	0.353
Procedure for assignment of insurance policy for loan	3.05	0.291
Getting a loan on insurance policy	3.04	0.307
Correction in the inappropriate policy	3.03	0.294
Information about changes in regulation of life insurance	2.4	0.798
Information about new policy in market	2.37	0.938
To get occasional gifts	1.22	0.692

Source: Compiled from questionnaire

From table 3.2, the top items contributing to favourable customer experience are identified as ‘getting help in filling up application form’, ‘not disclosing personal information of customers’ and ‘not disclosing financial information of customers’.The top factors responsible for unfavourable experience of customers are ‘information about changes in regulation of life insurance’, ‘information about new policy in market’, and ‘to get occasional gifts’.

3.7.3 Scale Statistics

Table 3.3: Scale Statistics

Mean	Variance	Std. Deviation	N of Items
105.47	81.500	9.028	31

Source: Compiled from questionnaire

There are total 31 numbers of items and each item is noted down based on the responses from the respondent usingLikertscale. The responses were from very favourable experience to very unfavourable experience. For the response of very favourable experience, a score of 5 was assigned. Similarly for the response of favourable, moderate, unfavourable and very unfavourable experience a score of 4, 3, 2, and 1 were assignedrespectively. Thus, for a scale consisting of 31 items the maximum possible score is 155 (31×5) and minimum possible scoreis 31 (3 ×11). The range is 124 [155(max)-31(min)]. Now if, 124 is divided by 5, 24.8 is obtained. This 24.8 is added to 31 (lowest possible score), then the range of 31 – 55.8 is obtained. Similarly, other intervals are obtained and several layers of customers’ experience are obtained which is given in exhibit 3.1 and its interpretation is also given as follows:

Exhibit 3.1: Interpretation table

31-55.8	Very unfavourable experience
55.8-80.6	Unfavourable experience
80.6-105.4	Moderate experience
105.4-130.2	Favourable experience
130.2-155	Very favourable experience

By looking at the scale statistic the mean score is 105.47 which fall under favourable experience. Thus, it can be inferred that customers of bancassurance have 'favourable experience' with respect of getting life insurance related services from State Bank of India

Table 3.4: Experience of customers

Particulars	**Frequency**	**Percent**
moderate experience	216	62.6
favourable experience	119	34.5
very favourable experience	10	2.9
Total	345	100.0

Source: Compiled from questionnaire

Using exhibit 3.1, overall experience is calculated for each of the respondent and that can be seen in Table 3.4. It has been observed that 62.6% respondents are having moderate level of experience with bancassurance services provided by the State Bank of India, Guwahati.

3.7.4 Identification of core factors affecting customers' experience in bancassurance

Table 3.5: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.841
Bartlett's Test of Sphericity	**Approx. Chi-Square**	7286.913
	Df	465
	Sig.	.000

Source: compiled from questionnaire

Table 3.5 shows that the p-value is 0.000 (which is less than 0.05) corresponding to KMO & Bartlett's Test. This confirms that the data considered for factor analysis is appropriate.

Table 3.6: Total Variance Explained

Component	Initial Eigen values			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	9.189	29.641	29.641	9.189	29.641	29.641	4.473	14.428	14.428
2	4.050	13.063	42.704	4.050	13.063	42.704	3.668	11.833	26.261
3	2.225	7.177	49.882	2.225	7.177	49.882	3.392	10.941	37.202
4	1.443	4.654	54.535	1.443	4.654	54.535	2.532	8.167	45.369
5	1.290	4.161	58.697	1.290	4.161	58.697	2.532	8.166	53.536
6	1.196	3.858	62.555	1.196	3.858	62.555	1.973	6.364	59.900
7	1.104	3.562	66.116	1.104	3.562	66.116	1.927	6.216	66.116
8	.992	3.201	69.318						
9	.920	2.969	72.287						
10	.854	2.755	75.042						
11	.767	2.473	77.515						
12	.728	2.348	79.863						
13	.657	2.121	81.983						
14	.646	2.085	84.069						
15	.583	1.882	85.950						
16	.509	1.643	87.593						
17	.469	1.514	89.107						
18	.442	1.427	90.533						
19	.422	1.361	91.894						
20	.397	1.279	93.173						
21	.346	1.117	94.290						
22	.318	1.025	95.315						
23	.301	.971	96.286						
24	.269	.869	97.155						
25	.232	.748	97.903						
26	.216	.697	98.600						
27	.181	.585	99.185						
28	.118	.381	99.565						
29	.058	.188	99.754						
30	.043	.139	99.893						
31	.033	.107	100.000						
Extraction Method: Principal Component Analysis.									

Source: compiled from questionnaire

Table 3.6 shows the actual factors that were extracted. When we look at the section labeled “Rotation Sums of Squared Loadings” it shows us only those factors that met the cut of criterion by extraction method. In this case, there are 7 factors with Eigen values greater than 1. The “% of variance” column enlightens us how much total variability (in all the variables together) can be accounted for by each of these factors. Here 66% total variability explained by the first 7 factors and thus we have 7 components based on principal component analysis

Table 3.7: Rotated Component Matrix[a]

Statements	Component						
	1	2	3	4	5	6	7
comfort with type of information asked	**.867**	.032	.148	.076	.015	.145	.038
comfort with type of document sought	**.849**	.050	.165	.104	.019	.181	.075
not disclosing personal information	**.823**	.153	.121	.054	-.032	-.122	.153
not disclosing financial information	**.814**	.180	.148	.051	-.055	-.165	.147
convenience of paying first premium	**.582**	.043	.040	.125	.220	-.007	.416
getting help in filling up application form	**.574**	-.019	.226	-.027	.157	-.064	.107
medical examination for getting insurance policy	**.460**	.070	.062	.355	-.063	.271	.037
procedure for getting maturity value	.108	**.902**	.141	.125	.147	.168	.008
time taken in getting maturity value	.091	**.887**	.102	.159	.143	.048	-.005
help in getting maturity amount	.134	**.833**	.099	.128	.223	.174	.046
intimation about the maturity amount	.039	**.725**	.067	.099	.229	.273	.137
willingness to provide service do not vary	.134	.082	**.851**	.116	-.035	.080	.093
getting individual attention	.173	.064	**.819**	.187	-.012	.081	.082
to tell exactly when the service will be performed	.193	.139	**.750**	.113	.147	-.091	.170
eager to solve problems at an earliest	.215	.103	**.686**	.302	.135	.070	.238
to suggest most suitable policy	.356	.034	**.484**	.402	.163	.036	.064
information about new policy in market	-.017	.144	.135	**.754**	.054	.106	.034
information about changes in regulation of life insurance	.076	.230	.173	**.670**	.245	-.023	.125
explaining insurance policy	.324	.076	.327	**.557**	.158	.052	.053
giving intimation about renewal premium date	.025	.046	.187	**.509**	.029	-.056	.445
payment of renewal premium	.150	.140	.333	**.415**	.096	-.041	.380
getting a loan on insurance policy	-.040	.151	-.024	.061	**.772**	-.051	.010
to give occasional gifts	.147	.063	.162	.328	**.661**	.191	-.160
procedure for assignment of insurance policy for loan	.012	.456	.027	.108	**.650**	.266	.098
getting help in revival of lapsed insurance policy	.114	.289	.167	.184	**.560**	.247	.096
correction in the inappropriate policy	.023	.287	.077	-.097	**.549**	.053	.436
receiving help in getting fund value	.011	.340	.058	.050	.110	**.846**	.077
information about fund value	.009	.273	.050	.039	.229	**.832**	.086
time required to get policy document	.277	-.026	.149	.231	-.039	.086	**.651**
details in the policy bond are same as in application form	.460	-.036	.211	.031	.021	.112	**.597**
keeping accurate records of premiums	.151	.213	.328	.051	.075	.123	**.415**

Extraction Method: Principal Component Analysis.Source: compiled from questionnaire

Table 3.7 contains the rotated factor loadings that represent how the variables are weighted for each component and also the correlation between the variables and the components. This process helps to identify the low correlation variables with the components. Component 1 is a combination of factors like comfort with type of information asked, comfort with type of document sought, not disclosing personal information, not disclosing financial information, convenience of paying first premium, getting help in filling up application form, medical examination for getting insurance policy with loadings .867, .849, .823, .814, .582, .574& .460respectively.

Similarly, component 2 consists of factors like procedure for getting maturity value, time taken in getting maturity value, help in getting maturity amount and intimation about the maturity amount with loadings .902, .887, .883 and .725 respectively.

Component 3 is a combination of factors like willingness to provide service do not vary, getting individual attention, to tell exactly when the service will be performed, eager to solve problems at an earliest, to suggest most suitable policy with factor loadings .851, .819, .750, .686 and .484 respectively.

Component 4 is a grouping of factors like information about new policy in market, information about changes in regulation of life insurance, explaining insurance policy, giving intimation about renewal premium date and payment of renewal premium with loadings .754, .670, .557, .509 and .415 respectively.

Component 5 is combination of factors like getting a loan on insurance policy, to give occasional gifts, procedure for assignment of insurance policy for loan, getting help in revival of lapsed insurance policy, and correction in the inappropriate policy with loadings .772, .661, .650, .560 and .549 respectively.

Component 6 is blending of factors like receiving help in getting fund value and information about fund value with loadings .846 and .832 respectively.

Component 7 is combination of factors like time required to get policy document, details in the policy bond are same as in application form and keeping accurate records of premiums with loadings .651, .597 and .415 respectively.

Finally, all the components thus located are presented in Table 3.8.

Table 3.8: Result of factor analysis

Component	Variables included	Name of the component
1	• comfort with type of information asked • comfort with type of document sought • not disclosing personal information • not disclosing financial information • convenience of paying first premium • getting help in filling up application form • medical examination for getting insurance policy	Ease of buying
2	• procedure for getting maturity value • time taken in getting maturity value • help in getting maturity amount • intimation about the maturity amount	Getting maturity benefit
3	• willingness to provide service do not vary • getting individual attention • to tell exactly when the service will be performed • eager to solve problems at an earliest • to suggest most suitable policy	Reliability of the channel
4	• information about new policy in market • information about changes in regulation of life insurance • explaining insurance policy in detail • giving intimation about renewal premium date • payment of renewal premium	Responsiveness of the channel
5	• getting a loan on insurance policy • to give occasional gifts • procedure for assignment of insurance policy for loan • getting help in revival of lapsed insurance policy • correction in the inappropriate policy	After – sale services
6	• receiving help in getting fund value • information about fund value	Getting stock market linked information
7	• time required to get policy document • details in the policy bond are same as in application form • keeping accurate records of premiums	Accuracy of the channel

Source: compiled from questionnaire

3.7.5 Influence of demographic variables on customers' experience

To find out the influence of demographic variables on customers' experience, multiple linear regression analysis is used. For performing the test, overall customers' experience is considered as dependent variable. All the features under the demographic profiles are converted into dummy variables. All ofthese dummy variables are considered as independent variables. The result of the regression analysis is presented in table 3.9 and table 3.10

Table 3.9: Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.449[a]	.202	.163	8.57778

Source: compiled from questionnaire

From table 3.9, it can be concluded that only 16% of the variance in customer experience is accounted by the independent variables.

Table 3.10 shows that among all independent variables considered, the independent variable of income between 8 lakh to 11 lakh has predictive ability of customer experience.

Table 3.10: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	**(Constant)**	113.467	5.728		19.811	.000
	Gender	-1.201	1.199	-.055	-1.002	.317
	Married	.030	2.572	.001	.012	.991
	Divorced	-6.666	5.657	-.066	-1.178	.240
	Widow/widower	-.012	3.658	.000	-.003	.997
	Lessthan2lakh	-2.890	2.918	-.097	-.990	.323
	Between2lakhto5lakh	-4.891	2.513	-.255	-1.947	.052
	Between5lakhto8lakh	-.706	2.609	-.028	-.271	.787
	Between8lakhto11lakh	5.982	2.872	.174	2.083	**.038**
	Lessthanclass10	1.804	2.720	.066	.663	.508
	Lessthanclass12	1.123	2.657	.040	.423	.673
	undergraduate	-.032	2.542	-.001	-.013	.990
	Graduate	3.490	2.371	.182	1.472	.142
	postgraduate	1.764	2.694	.059	.655	.513
	professional	1.526	4.730	.029	.323	.747
	Employee of officer grade	-5.662	4.060	-.231	-1.394	.164
	Employee of non-officer grade	-6.477	3.931	-.288	-1.648	.100

Source: compiled from questionnaire

From table 3.9 and table 3.10 it can be concluded that since the value of adjusted R square is very low (.163) and only one independent variable, income between 8 lakh to 11 lakh predicts customer experience, thus there is little influence of demographic variables on customers' experience.

3.8 Conclusion

The study finds that customers have favourable experience in case of buying insurance policy from bancassurance channel. This is significant for bringing more customers and retaining old customers. This is definitely strong points for the bank, but yet there are scopes for the improvement in customers' experience as there are scopes to uplift them to the level of very high level too. To upgrade customers' experience, Bank should put emphasis on creating great customer experience throughout multiple channels (online channels and traditional brick and mortar channels) (Michaels, 2013). There should be clear communication to the customers about the features of policy (Varma, 2012; Breading and Partner, 2014). Apart from these, employees are also an important part in delivering positive customer experience. Banks should train their employees to become knowledgeable, motivated and engage in creating memorable customer experience (Varma, 2012).

Customers' have favourable perception about agency channel of public sector life insurance companies (Vikas, 2011; Devi, 2008; Khurana, 2013; Bapat et al., 2014; Madan, 2012). Therefore, even a small decline in the customers' experience in bancassurance channel may lead to out swing of customers from bancassurance channel to agency channel of public sector life insurance companies.

Since, customers' perception is found to be same for both the distribution channel of insurance, i.e., agency channel and bancassurance channel, but customers will prefer bancassurance channel if efforts are placed in time and in right direction. This is because, customers trust bank usually more than insurance companies (Wang and Hwang, 2009). Customers consider bank as most authentic channel over other mode of distribution channel for buying insurance (Tiwari and Yadav, 2012). Reliability and trust are very important to gain customers' loyalty and these are possessed by banks (Kuusik and Varblane, 2009). Customers prefer bank due to convenience, interpersonal relationship, safety and customized service (Popli and Rao, 2009; Fan et al., 2011; Kumari, 2012; Ali and Chatley, 2013; Berghe and Verweire, 2001; Shukla et al., 2012).

In case of selling insurance policy, bank has a competitive advantage over traditional channel of insurance companies. Bank has financial data of their clients. Therefore, bank can offer tailor made insurance solutions according to the financial position and requirement of its customers. Offering customized insurance plans will boost up the business of bancassurance channel.

The study also identifies factors responsible in forming unfavourable experience among customers. One such factor is in case of giving occasional gifts to customers. Giving occasional gifts creates positive switching barriers for customer (Kovesi and Demontrond,2010) that affirmatively affects customers' experience with the service provider. This is because switching barriers influence the degree to which customers experience a sense of being locked into a relationshipwith the service provider(Allen and Meyer, 1990). This means if the customer experiences 'wanting to be' (positive) statusin a relationship or 'having

to be' (negative) condition in a relationship(Hirschman, 1970). In this context providing positive switching barriers creates affirmative reason to remain and reflect wanting to be in a relationship (Hirschman, 1970; Han, 2007).Other features like keeping customers informed about new policy coming into market and informing customers regarding changes in rules and regulation of insurance service are identified as responsible for unfavourable customer experience in bancassurance. In this regard, bank should focus on communication management to enhance customer experience (Breading and Partner,2014). Various channel of communication may be used for expanding the contact with customers. This will improve customers' experience(Laukkanen, 2007; Yap et al., 2010; Ioannou and Zolkiewski, 2009).

The study identifies seven core factors that affect customers' experience in bancassurance. These factors are ease of buying, getting maturity benefit, reliability of the channel, responsiveness of the channel, after- sales service, getting stock market linked information and accuracy of the channel. Therefore, service providers should try to create ease of buying for the customers in order to have favourable customer experience followed by providing help in getting maturity benefit by the customers. Service providers should also ensure the reliability of channel.

The study aims to find out the influence of demographic variables on customers' experience. It is found that the demographic variables hardly influence customers' experience. This finding supports the study of Kaura (2011). Singh and Bhattacharjee (2010) also found that other than gender there is no impact of demographic variables on customers' decisions. Thus, it is

immaterial for the service providers to frame policy considering the demographic profile of the customers. The service providers should attempt to uplift the overall experience of the customers.