

## IDBI Bank — A Case of Fluctuating Brand Design and Corporate Identity Impact on Customer Loyalty and Satisfaction

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### Abstract

*This study explores the branding strategies related to corporate brand design and brand image of the bank. It seeks to follow the changes that have occurred with the banks evolution and change and aims to study the impact of these strategies on the customer segments associated with the bank. It has particular focus on the different logos adopted by the bank during the past decade as an important element of the bank's positioning strategy. It also attempts to study the opinions of the employees and customers regarding the changes to draw attention to issues related to brand logo and its impact on identity within the target market of the bank.*

**Key Words :** Brand Logo, Corporate Design, Image Building, Retail Banking, Reverse Merger

### The IDBI BANK

The acronym IDBI comes from Industrial Development Bank of India. IDBI was formulated in 1964 as a wholly owned subsidiary of the Reserve Bank of India to help in the industrial development of the country focusing on the priority sectors identified by the Government. Later as the group developed and diversified, the IDBI Bank Ltd was created in 2004 to serve India with a range of banking operations.

Over the years the institution has taken several important strategic corporate decisions and been through many changes in its form .The latest change has been the reverse merger of the former parent group IDBI with its subsidiary IDBI Bank.

### Introduction

#### Corporate Brand Design

Corporate design is linked very closely to the concept of

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Corporate Identification and the evolution of the organization. Schmidt, K and Ludlow, C (2002) state that when a design becomes a corporate logo, it helps to trigger certain amount of identification, motivation and generates associations in the customers mind for a particular organization. This helps the organization to gain a STYLE, which can be understood in a CONSISTENT manner. It also helps the organization to get RECOGNISED and remain high on the scale of MEMORABILITY, which is the important aim of brand management. Studies by Henderson et al (2003) indicate that it is very important that a clear distinction is to be created so as to have a clear place in the mind of the end user of the brand at any given time.

Research by Van, R.; Cees, B.M and Van den Ban (2001) shows that most successful companies have adhered to the basic structure of their brand designs and logos and have done only a few cosmetic changes to the overall appearance with the motive of bringing a fresh look. For example SHELL and Coca Cola.

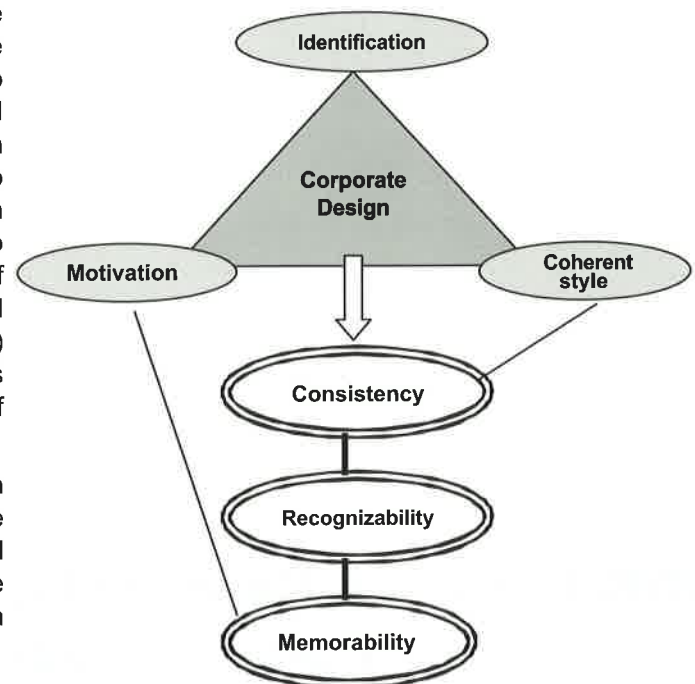
However, when a major restructuring occurs in a company or an organization, the changes in the design, if any, signify that a big change has occurred. The impact of the new corporate design or logo is often significant and the first impression created speaks volumes of the attitude generated among the consumers.

*"Design / Logo is a powerful ally who can unite, motivate, signal a change or continuity, trigger emotional and rational appeals, make associations, create differentiations and raise sales."*- Schmidt, K.

Gray(2006) indicates that in order to unleash the full performing capacity of the brand design, it has to be treated with carefully planned strategies and effectively within a holistic approach. Care has to be taken that the design is not a superficial link to the corporation. Instead the design should help link deep with the aims, mission and vision of the corporation. The design speaks all silently. Like everything else, design too generates first impressions that long last. Ogrizek (2002) suggests that Financial institutions especially banks can also leverage their branding status and customer recall through involvement in non business activities and improve their CSR image thereby enhancing customers trust in them.

## The Study of IDBI Bank

This paper deals with a financial institution and its changing brand Identity over a short span of time. The brand design was an important agency of giving the customers a message about the Institutions culture and how it was attempting to reinvent, reposition and refurbish itself over a period of time. The changes in the brand architecture were kept in accordance with the



**Figure 1: The links of a corporate design: Shows the various parameters that influence an organization**

shift in the roles and responsibilities that the Bank decided to do in every change.

IDBI was set up under an act of Parliament as a wholly-owned subsidiary of the central bank called Reserve Bank of India (hence forth referred to as RBI) in July 1964 for catering to the developing sectors of the country and was designated in the category of development banks. In February 1976, the ownership of IDBI was transferred to Government of India. In January 1992, IDBI accessed domestic retail debt market for the first time with innovative deep discount bonds and registered path-breaking success. In December 1993, IDBI set up IDBI Capital Market Services Ltd. as a wholly-owned subsidiary to offer a broad range of financial services, including Bond trading, Equity broking, Client asset management and depository services. In September 1994, in response to RBI's policy of opening up domestic banking sector to private participation, IDBI in association with Small Industries Development Bank (SIDBI) set up IDBI Bank Ltd.

## Milestones of IDBI

IDBI is the tenth largest developmental bank in the world. It has been credited for building huge institutions like National Stock exchange of India (NSE), The National Securities Depository Services Ltd., and Stock Holding Corporation of India (SHCIL).

- 1964 : Created by the Act of Parliament as a wholly owned subsidiary of RBI
- 1976 : Ownership transferred to Government of India
- 1982 : Export Import bank spun off
- 1990 : SIDBI set up as wholly owned subsidiary
- 1994: IDBI act amended to permit public ownership. Setup IDBI Bank Ltd.
- 1995: Successful IPO. Government stake reduced to 72%. Further restructuring reduces it to 58%
- 2001: 51% of ownership in SIDBI divested
- 2002: Government of India plans Corporatisation of IDBI.
- 2003: IDBI acquired the entire shareholding of Tata Finance Ltd to diversify into "IDBI Home Finance Ltd". This signaled its entry into Retail Finance sector.
- 2005: Decision to merge IDBI Bank with IDBI.
- 2006: Merger process completed. New institutions with a completely new look floated for the public.
- Technology was deployed mainly as business support and not to create business opportunities
- Organization structure was branch driven with no clear focus on product suite delivery to the customer
- Key performance attribute continued to be building of assets and total deposits as against profitability

#### The Image Building Process of this Phase:

- Target customer segment: The IDBI as an institution concentrated on corporate banking as its customer segment.
- Mission : IDBI's activities transcended the confines of pure long-term lending to industry and encompassed, among others, balanced industrial growth through development of backward areas, modernization of specific industries, employment generation, entrepreneurship development along with support services for creating a deep and vibrant domestic capital market, including development of apposite institutional framework.
- Product portfolio : Fund Based-Working Capital Finance, Short Term Finance, Bill Discounting, Export Credit, Term Lending etc., Non Fund Based – Letter of Credit , Bank Guarantee etc
- Network : Only in few Major cities in India with Indore as a registered Office
- Differentiations : Elite Banking / Class Banking (Corporate)

#### The first Logo: 1994- 2001: Corporate Bank for the Elite



#### (Logo recreated from employees recollection)

IDBI has played a pioneering role, particularly in the pre-reform era (1964-91), in catalyzing broad based industrial development in the country in keeping with its Government-ordained 'development banking' charter. In pursuance of this mandate, IDBI's activities transcended the confines of pure long-term lending to industry and encompassed, among others, balanced industrial growth through development of backward areas, modernization of specific industries, employment generation, entrepreneurship development along with support services for creating a deep and vibrant domestic capital market, including development of apposite institutional framework.

- Traditional focus of the bank was on corporate banking business
  - 95% of assets have been corporate assets
  - 77% of liabilities have been corporate liabilities

#### The second Logo: 2002 - 2005:

The Major Image Building process and a Holistic Change management.



#### Brand Image and Change Management



Studies by Boyle (2007) indicate that brand management is often a part of the change management, especially in relation to the corporate brand. In a situation of mergers, it is well accepted that the failure of cultures to adapt and meld is one of the main causes of difficulty. It is cited that when hard factors such as costs, staff numbers and profit forecasts are difficult to manage, soft factors like culture and core values are often ignored or neglected.

The novel concept of holistic positioning, propositioned by recent studies (Schmidt et al 2002, Lindstrom 2005) identify CULTURE as one dimension of the complete approach that actually and subtly integrates other factors such as behavior, communication, and design etc. It identifies that market conditions and strategies will be affected by culture and vice versa.



This phase of the bank showed how change management could be done holistically. The company underwent many alterations in its focus, vision and image building strategy to bring an altogether new look and purpose to the banking system of IDBI Bank.

- **Target Customer Segment:** Change of focus from Corporate to retail segment. Masses became the priority market to be tapped and looking at the huge retail market the banks focus widened.
- **Mission:** To provide the best of services in banking to retail customers falling in the upper income segment. Convert class banking to elite mass banking.
- **Product Portfolio:** Introduced retail products – like saving bank, current account etc in addition to all the corporate products from the earlier organization.
- **Network:** 55 cities with 75 branches and over 210 ATMs.
- **Differentiations:** Retail Products. cross selling. introduced sale of third party products. One stop shop for a range of products. Better core banking connectivity. Bought a core banking product “Finacle” from Infosys, which can provide over all banking system to the bank.
- **Look of the Organization:** A modern fresh young look to the brand logo with the International color of the millennium selected for its brand design – Teal. The logo was in small case and in italics representing flexibility and inclination towards retail customers.
- **Slogan:** What can I do for you?

### “Mission IDBI Bank”: The Image Building Process of this phase:

During 2001, the transformation was at its peak process. According to several business magazines the IDBI Bank Ltd was exhibiting a growth rate of 200 percent. The transformation was for 2 years and several important changes had been taking place due to the efforts of the banking institution management.

#### Major Changes:

- The entire software of the bank had been converted from an earlier bank master to finacle- a core banking software from the Indian IT giant Infosys worth \$ 400 million.
- The earlier corporate bank philosophy of ELITE banking was converted to mass banking and products had been converted from corporate banking products to retail banking products.
- For the visual projection of the bank, the color composition was changed from navy blue to a modern teal. This color was also the color of the new millennium.
- The spirit of the bank was made more aggressive through a range of competitive products in the market to meet the competitive spirit from the competitors.
- Logo was transformed from an earlier rather stiff I of the IDBI Bank to a more relaxed tilted I to show humbleness and a readiness to serve the customers thereby enhancing their readiness for customer service.
- Newer products called 3rd party products were designed to enhance the opportunities for cross selling and convert themselves into a one stop shop for all of the customer’s financial needs.

All the image building processes were aimed at being YOUNGER, DYNAMIC, and AGGRESSIVE and FAST GROWING. The bank made newer in growth in the market by becoming pioneers in the salary accounts of many companies and businesses.

At that point in the existence of the institution, the then MD and CEO Mr. Guneet Chadha was primarily responsible for creating a previous financial institution in to a charming, promising and fast growing IDBI Bank Ltd. Despite an environment reeling from an economic slowdown, Mr. Chadha consciously adopted an expansionary strategy. In a span of 2 years the bank had doubled its network and footprint across the country, covering 55 cities with 75 branches and over 210 ATMs. Manpower also grew from a modest 550 to over 1,200 in the same period.



The bank fully executed its new, state-of-the-art, online, real-time technology platform across the entire network. There was a steady rise in the number of new customers. IDBI Bank clocked over 500,000 customers in one financial year as against 210,000 in the same period in the previous financial year. Despite its aggressive growth strategy, the bank never lost sight of asset quality. During the same period, a massive clean-up drive was launched and non-performing assets were pruned ruthlessly.

## Employee Training and Customer Focus

### ***Capital Formation- Human and technological capital to generate financial capital***

Most of the employees of the previous IDBI Bank Ltd recall the focus of the Training sessions that they had to undertake when the IDBI Bank Ltd was created. According to them, the entire exercise revolved around the fact that the focus was the bank was undergoing a massive change on the system side as well as on the business side. The new line of thought had to be embedded in the minds and thereby the service behavior of the employees to make sure that the spirit of Service remained consistent across all the channels of delivery and that an overall consistent image was created in front of the customers.

The training modules started with focus on the NEW logo. The entire message was in the formation of the new logo itself which was now changed from a stiff, capital, navy blue I – that essentially spoke of an official strict and very formal approach towards its Banking services to the corporate clients to an “in a new form which was now small case and teal colored. The fact that it was italicized gave the form a more friendly and informal appearance and the slight tilt to the form representing IDBI Bank Ltd personnel who was humble, homely friendly and ready to serve the customers with a smile. The training to the employees on customer service made use of these parameters when training them for right from the customer service approach, receiving phone calls, meeting clients up to the correct welcoming sentence, voice intonation and modulation, facial expressions, warm smile etc. The training effectiveness was constantly tested by means of dummy customers who interacted with the employees at the teller counters, front desks, inquiry etc to analyze the performance of the employees.

Such kind of aggressive focus on customer friendly service training was a very new thing for most of the employees of the previous IDBI Bank and also for the new partners who were joining IDBI Bank. The efforts

put into the training module created an atmosphere of sincerity and commitment to the overall performance and efficiency of the Bank employees. It was a change for the new batch.

Human Capital formation was thus given priority with an ambitious recruitment drive.

The Efforts were thus aimed at:

- Reconstitution of Senior Management Team with significant experience from foreign banks and private sector banks: CEO, Retail bank head, Retail risk head, Product heads, Treasurer, Treasury marketing head, CFO, CTO, Ops. head, HR head.
- Performance Assessment changed to focus on leading indicators and profits
  - Formulation of KRAs, Tiering process to differentiate performers
  - Performance linked ESOP scheme initiated in Oct. 2000 covering 75% of employees
- Significant training initiatives undertaken
  - Relationship and sales management
  - New technology platforms
- Young Professionals (85% CAs / MBAs) with average age of 31 years
- Lower cost base than foreign banks

These efforts brought successful results that showed in the satisfaction of the customers, which converted, into huge customer retention and new customer formations.

As the young spirit of the bank spread across the customer base whether old or prospective, the degree of brand commitment was also enhanced multifold and customers made it a point to attend the annual general meeting to put in their views and suggestions and to know the direction of the banks progress.

An important decision of that time was to make a clear-cut differentiation between corporate clients and retail or mass clients. To enhance effectiveness of service towards each segment, separate divisions were created for corporate banking and retail banking. Not just the products and the service methodology but also the employees were clearly demarcated with a separate, specially trained group consisting of young employees to cater to retail or mass clients. These clients were infused with the young spirit as represented by the tilted I-- (i).

On the other hand, the employees serving the corporate clients continued their rather official approach to be in tune with the corporate clients who were supposedly more serious businessmen who were more adapted to

the previous service standards.

Because the employees had to cater to only those kinds of clients for whom they were trained, there was no chance of Mix-up. As a result the final output and expression of service quality towards the customers was efficient for each of the groups respectively.

### The Third Logo

2006 onwards -- THE REVERSE MERGER decision:



Towards the end of 2005, a decision of reverse merger was taken to blend IDBI Bank with IDBI Ltd.

### Major reasons for the decision of reverse merger were:

- IDBI was gradually becoming a sick organization, which was losing funds in its projects and was unable to meet up to the competition from other players among the group of Indian financial institutions.
- It was projected that the merger would help to have a mutual benefit between the two institutions wherein the funds of IDBI and the Infrastructure of IDBI Bank Ltd. could be used for mutual growth and development that could help both institutions to sustain the enhancing competition from domestic companies as well as foreign players who have been eager to enter Indian market for the past few years.
- The merger could help create an institution that could help to create a young and healthy PSU that would be capable enough to withstand any market shocks and debacles.

### New Branding: Repositioning Strategy

- **Target Customer segment** : Both Corporate and retail customers.
- **Mission** : To be one of the largest banks of India serving both development and commercial banking

needs of India.

- **Product portfolio** : Corporate and Retail banking products. No major change from the earlier portfolio.
- **Network** : 432 branches, 255 centers, 525 ATMs, 18 Extension counters.
- **Differentiation** : Technology Enabled Agile Banking
- **Look of the organization**: Helping India achieves its ambitions. Modern. Sharp and smart.
- **Slogan** : Aao Sochein bada ( Translated -- Lets think Big )

The formation of the new company after the reverse merger brought some vital changes in the Branding and Image building efforts as well. The earlier small case teal colored I was replaced by a capital. tall standing, large case I. The color composition changed from teal and white to a newer green and orange. The stiffness of the I brought back with it a stiff, more official image of the Bank, which was a complete opposite of the friendly, more humble and friendly looking teal. The new logo was thus a merger of the old name of the bank into which the logo of IDBI had been incorporated.



Post merger organizational structure has been retained as before. However, nomenclature has been shifted from Corporate banking division and retail banking division to commercial banking strategic business units (CBS) for the previous corporate banking division and Developmental Banking Strategic Business unit (DBS) from the previous retail banking unit.

- Retail Banking Unit → Commercial Banking Strategic Business Units
- Corporate Banking Unit → Developmental banking strategic Business Unit.
- The CBS consists of personnel from IDBI bank while the DBS has people from IDBI.

The entire turnaround in the appearance and outlook of the organization was a big surprise for its entire clientele base.

### The Impact of the Constant Changes in the Brand Logo and Brand Identity



**1994-2001**  
Profile:  
Corporate  
Banking



**2002- 2005**  
Profile:  
Corporate +  
Retail Banking



**2006 onwards**  
Profile:  
Corporate +  
Retail Banking  
Reverse merged  
organization

Opinions regarding these changes were obtained from the employees and the banks long time customers at various points across India. Most employees who were interviewed for this had obtained the special CRM training in the pre-merger IDBI Bank Ltd.

#### Employee Feedback on the Changes

(Consolidated views of 62 employees at Mumbai, Indore, Bhopal, Raipur and Jabalpur branches, obtained by qualitative data collection over a period of 2 months)

As regards employees, the news of the reverse merger had constantly been creating waves of panic and the employees were becoming increasingly apprehensive of their new position and responsibility in the Banks hierarchical structure. There was an atmosphere of uncertainty regarding salary, status, perks and avenues for growth and development of the bank as well as the individual in the new settings. Some personnel were of the opinion that in the process of making a new company IDBI Bank had been made more of a scapegoat to cover the failure of IDBI and to make an experiment to see how well such companies could fare in the future. The possible plan of the government to unite in merger more of such PSUs together to create financially viable institutions could be one of the reasons of the creation of the new company.

At one point the panicky situation was so high that about 900 employees resigned in the course of a year. For instance, in the state of Madhya Pradesh, IDBI Bank had the biggest branch in the city of Raipur in which about 5 to 6 employees were resigning per month on an average. The shortage of the employees was so intense that the Branch head of this branch had to occasionally handle lot of operations work also.

Post merger, most employees who came from IDBI Bank and belonged to the CBS unit constantly felt a step motherly treatment from their new bosses. Their

counterparts who belonged to the DBS unit were given comparatively better treatments and a better position in the banks hierarchy and job responsibility. According to the employees in the CBS unit, small things made a lot of difference in the employee morale and motivation on the whole. For example, the CBS unit had to be content with small amounts of yearly stationery and calendars as a gift for the New Year. On the other hand, members of the DBS unit even got personal telephone calls inquiring about their welfare from the head office. The employees of IDBI Bank had been professionally trained to handle retail banking operations while the employees of IDBI had the experience of corporate banking in the area of government institutional funding. In the course of the merger, the IDBI Bank staff experienced a level of disillusionment to be working along side colleagues who did not have experience in handling retail customers thereby not keeping up to the desired standards of customer service.

When asked about the NEW logo, most employees expressed a feeling of LOSS. As retail bankers who had, in their pre-merger IDBI Bank, received a special training to handle CRM with modern means and a new brand Image – the new logo was quite distracting. It failed to connect them with the spirit of customer service and they were trying hard to get accustomed to the changes in their Identity. A small proportion of employees said that they did not concern themselves so much with the logo as it was something very peripheral. They were more worried about the internal restructuring and changes caused by the merger, the day to day problems caused by these changes, customer queries and the ever increasing customer complaints and grudges that they needed to respond to.

#### Customer Feedback on the Changes Occurred

(Consolidated views of 152 long time customers of Mumbai, Indore, Bhopal, Raipur and Jabalpur branches, obtained by qualitative data collection over a period of 2 months)

Most customers were confused about the changes that had been taking place in the organization. Banking in India is mostly influenced by the relationship between the customer and the banker. Most customers would continue transactions with an organization because they knew the staff at a particular branch very well and they were confident of getting help from the service providers because of the relationships that they had developed over the years.

Based on the customer's responses, 3 distinct impacts were identified as below:



### Mixed Culture in the Merged Organization

The reverse merger phenomenon caused many changes in the employee structure as many people left and many new faces emerged in the scenario. Each bank was now a combination of the staff from IDBI Bank Ltd. and IDBI, which made the maximum impact on Customer service. Customers complained that the New Bank had degraded in its classiness and appeal. The new employees did not seem to carry the same Charisma and confidence that the old employees, which had undergone a special training, previously, possessed. The new staff members did not have the elegance and refined manners to talk, behave and carry themselves in grace, as did the old staff. Quite a few banks changed location and brought in new interiors, which were not as appealing as the former.

### Change of Logo

Most customers tend to agree that the logo of the IDBI Bank Ltd as it was previously, in teal and italic fonts, was more appealing and graceful than the present. This logo added gloss and sophistication to the organization. It also communicated the new line of retail banking service delivery. The customers felt that they belong to a special bank with which they loved to be associated with. The new orange logo is, seemingly, not so attractive and does not carry the same appeal as before. Some customers felt that it was a rather unnecessary action to bring in a new logo or even make any major changes in the brand design of the bank. A small change could also have been equally communicative of something new, as was seen in the case of ICICI Bank logos.

### New Organization

When asked about the identity of the 2 merging institutions, most customers gave similar responses for each. There was no clear distinction among the responses for IDBI Bank Ltd. and IDBI. The respondents had a clearer understanding of the IDBI Bank Ltd. But very few knew about the mission and profile of IDBI. In the merger, customers were more acquainted with only one of the partners. Secondly, the product profile and services offered in the merger were almost the same as the previous IDBI Bank Ltd. (pre merger). There was nothing distinctly different from the facilities offered by the previous organization to make a distinct impact.

In such a situation, the customers did not see the need or the impact of the new Logo. According to them, the decision of the merger was more of an internal restructuring decision, which did not create any major changes on the customer interface, or the business paradigm of the bank. It was more of a merger of

balance sheets, which had least impact on the CRM. Hence it was difficult for the customers to relate to and adapt to the new logo of the organization resulting into comments such as forced change in brand image, unnecessary change done etc

## Problem Identification and Analyses

Most corporations undergoing change management often face problems both internally and externally.

### Some internal problems could be:

- Attitudes of resentment and resistance towards change
- Cultural mismatch
- Inflexible attitudes preventing realization of a mergers potential
- Loss of competition target, resulting in the need of new targets and new visions
- Decision for major product brands involved in the merger and their future
- Strategic decisions on name, logo, slogan --- to retain or combine or renew.
- Uncertainty of survival and success.

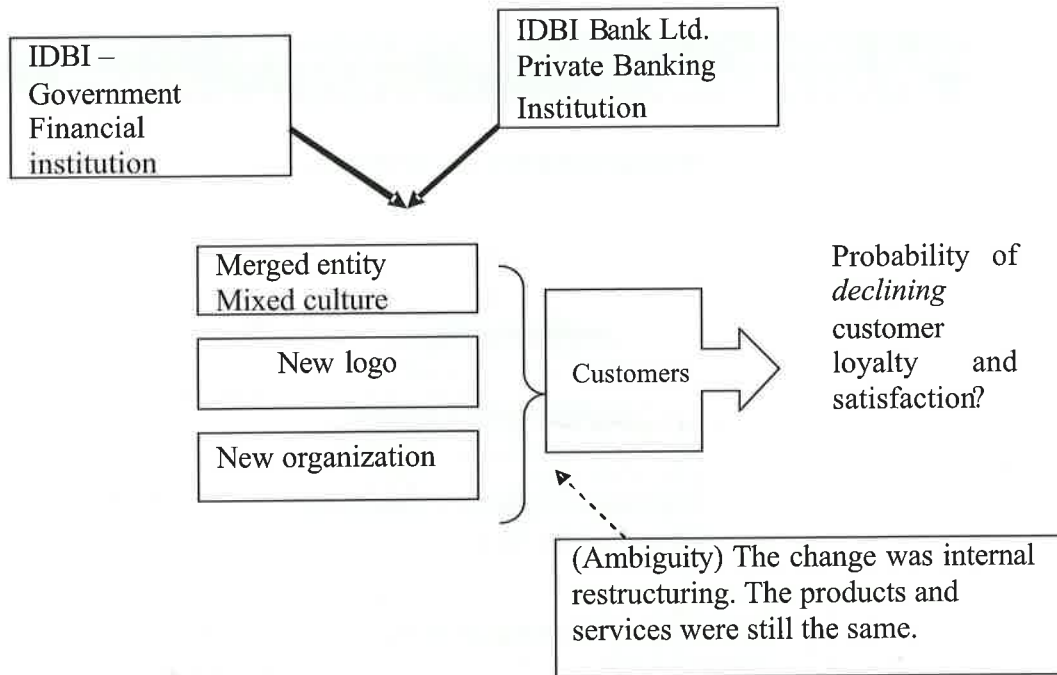
### Some External problems could be:

- Communicating Changes to the end user effectively
- Dealing with Customers queries and curiosities regarding the new entity.
- Maintaining consistency in service delivery and keeping the front end as smooth as before.
- Retaining customer loyalty and satisfaction in the new environment.
- Enhancing opportunities for positive word of mouth by improving on Holistic appeal

These problems are individually quite complex and they are also interdependent to a large extent. Holistic process could help to identify the need for retention of the old or creation of new dimensions to the merger. The final goal has to be to minimise the risks and maximize the potential of the merger.

In the case of IDBI Bank, the following chart could be created to represent the link between the 3 impacts and customers attitude towards the changes.





It shows the areas of incongruence between the changes caused by the merger and the reasons as understood by the customer. This causes several areas of inconformity between the customer and the organization. As a result customer loyalty and satisfaction with the organization could be adversely affected.

**Some important points are conclusive from the analyses:**

- The first change in the logo from navy blue colored, capital letters to the teal colored italic letters logo was to communicate the message for the new retail product line and banks inclination towards retail banking, and the banks attitude towards the customer meaning the change was more for the business side than the internal,
- The second change in the logo was however, representative more of an internal change than the business side. It seems that the parent organization in this reverse merger forced its logo onto the new entity, which was neither necessary nor wanted for the business. Since the product line and the services remained the same the business side or the customers did not require any message from the logo.
- There were curiosities regarding the need to change the brand image on the whole and the customer segment gave an indication of unfulfilled curiosities regarding the issue.

**Challenges for the New IDBI Bank Ltd.**

The amount of resources that may have gone in the entire process of change towards creating a new Look

and feel to the organization may thus not be justified in terms of the returns that it expected from customers. A fluctuating brand Image could very well speak of an unstable organization that is yet to finalize on its future course of action and also could cast doubts about the mission and vision of the company. All these ambiguities coupled with service unsatisfaction may result into declining brand loyalty and negative word of mouth. Needless to say, the Bank needs to be able to satisfy both its internal and external customers to create a positive and inspiring environment for all its associates. It needs to intensify its efforts towards creating a holistically smooth organization, which speaks more of new goals and objectives and reduces the negative impacts of the constant changes in its brand identity on its customers.

**Limitations of the Case**

It was difficult to obtain in depth information about the IDBI Bank Ltd .in its first phase. Although data was gathered from the banks branch office at Indore, which also happens to be the registered office of IDBI Bank Ltd; not much could be gathered regarding the primary phase of the bank from both the employees as well as the customers. Confidentiality issues prevented the bank from giving any sample of the first logo of the bank. Hence, the logo had to be recreated through employee's recollections for this study

Appendix

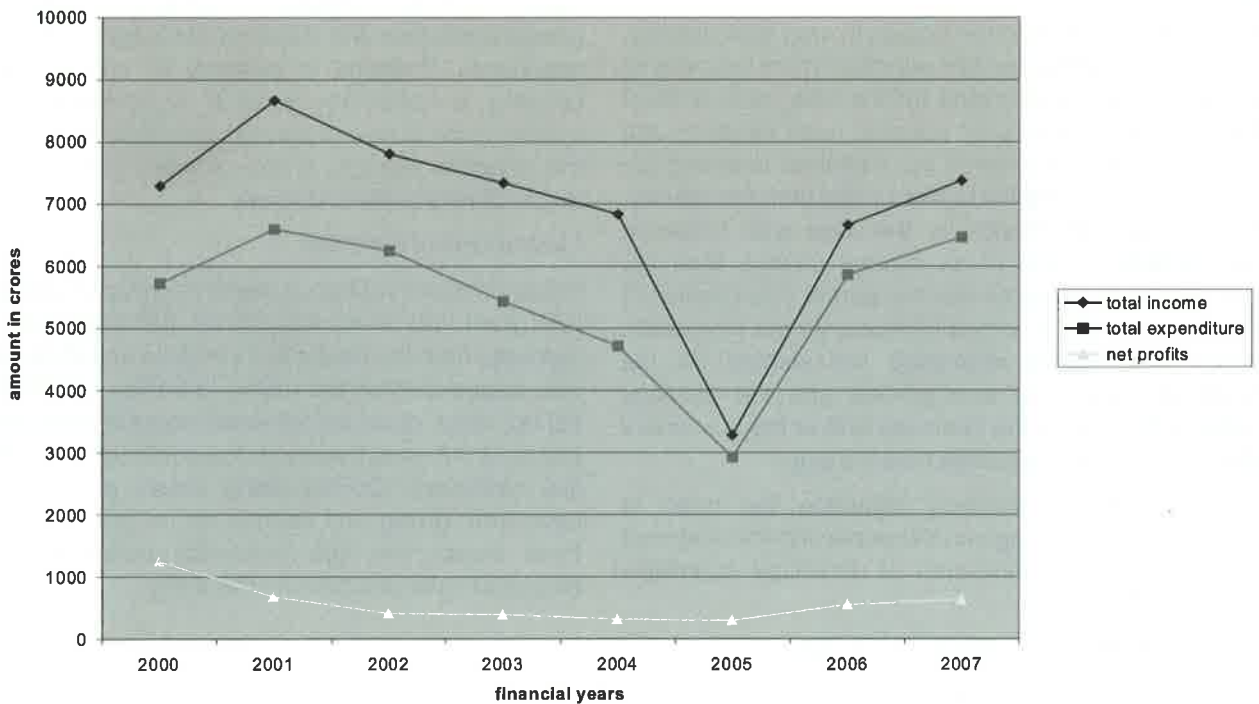


Recognizing Key Value Drivers



(Source: IDBI bank presentation on process of change and evolution in Business strategy for the bank for the year 2002.)

financials for IDBI bank 1999-2007



Comparative Statement of Financials for IDBI Bank

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