



RETAIL BANKING TRANSFORMATION AT ICICI BANK LTD.

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INTRODUCTION

ICICI Bank Limited (Formerly known as INDUSTRIAL CREDIT AND INVESTMENT CORPORATION OF INDIA) is an Indian multinational banking and financial services company with its registered office in Vadodara, Gujarat and corporate office in Mumbai, Maharashtra .

It offers a wide range of banking products and financial services for corporate and retail customers through a variety of delivery channels and specialised subsidiaries in the areas of investment banking, life, non-life insurance, venture capital and asset management.

The bank has a network of 5,418 branches and 13,383 ATMs across India and has a presence in 17 countries. ICICI Bank is one of the Big Four banks of India. The bank has subsidiaries in the United Kingdom and Canada; branches in United States, Singapore, Bahrain, Hong Kong, Qatar, Oman, Dubai International Finance Centre, China[8] and South Africa; and representative offices in United Arab Emirates, Bangladesh, Malaysia and Indonesia. The company's UK subsidiary has also established branches in Belgium and Germany.

ICICI stands at 2nd RANK among the top private sector banks in India. And at 3rd RANK among the largest top 3 banks in India followed by HDFC at 1st and SBI at 2nd.

HISTORY

ICICI Bank was established by the Industrial Credit and Investment Corporation of India (ICICI), an Indian financial institution, as a wholly owned subsidiary in 1994 in Vadodara. Sir Arcot Ramasamy Mudaliar was elected as the first Chairman of ICICI Ltd. The parent company was formed in 1955 as a joint-venture of the World Bank, India's public-sector banks and public-sector insurance companies to provide project financing to Indian industry. The bank was founded as the Industrial Credit and Investment Corporation of India Bank, before it

changed its name to ICICIBank. The parent company was later merged with the bank.

ICICI Bank launched internet Banking operations in 1998. ICICI's shareholding in ICICI Bank was reduced to 46 percent, through a public offering of shares in India in 1998, followed by an equity offering in the form of American depositary receipts on the NYSE in 2000. ICICI Bank acquired the Bank of Madura Limited in an all-stock deal in 2001 and sold additional stakes to institutional investors during 2001– 02.

In the 1990s, ICICI transformed its business from a development financial institution offering only project finance to a diversified financial services group, offering a wide variety of products and services, both directly and through a number of subsidiaries and affiliates like ICICI Bank. In 1999, ICICI become the first Indian company and the first bank or a financial institution from non-Japan Asia to be listed on the NYSE.

In October 2001, the Boards of Directors of ICICI and ICICI Bank approved the merger of ICICI and two of its wholly owned retail finance subsidiaries, ICICI Personal Financial Services Limited and ICICI Capital Services Limited, with ICICI Bank. The merger was approved by the Reserve Bank of India in April 2002.

In 2008, following the 2008 financial crisis, customers rushed to ICICI ATMs and branches in some locations due to rumours of an adverse financial position of ICICI Bank. The Reserve Bank of India issued a clarification on the financial strength of ICICI Bank to dispel the rumours.

In March 2020, the board of ICICI Bank Ltd. approved an investment of Rs 1,000 crore in Yes Bank Ltd. This investment resulted in ICICI Bank Limited holding in excess of a five percent shareholding in Yes Bank.

LITERATURE REVIEW

REVIEWS OF SOME SELECTED RESEARCH PAPERS

1. Title of the Paper:

THE ROLE OF MOBILE BANKING IS TRANSFORMING THE BANKING INDUSTRY IN INDIA - A QUANTITATIVE STUDY

YEAR	AUTHOR	FACTORS/VARIABLES STUDIED	SAMPLE SIZE	TOOLS/TECHNIQUES ADOPTED
2022	Harikumar P. Laxmi Kirana P and Shoraisam Kiran Singh	Significance of mobile banking in transforming the banking industry in India	196 respondents	- Descriptive research technique was used. - “Mean and T-test” were applied to reach to results.

FINDINGS OF THE STUDY:

Empirical Findings suggested that Banks ought to offer types of assistance to the clients by a few dispersion channels through on the web. They need to give safer and dependable administrations to the clients through mechanically arranged conveyance channels to expand bank development.

The study concluded that there are several roles. Electronic banking is helping consumers and service providers to do banking exchanges easily.

Mobile banking provides comfort 24*7. Due to digital banking, loan fees is decreased and the market can see some creative items. Customers are using their cell phones to access their ledgers, send assets, and make payments at stores and company foundations through mobile banking, which plays a significant role in transforming the banking industry in India.

2. Title of the Paper :

ANALYSIS OF CONSUMERS PERCEPTION TOWARDS DIGITALIZATION IN BANKING SECTOR WITH SPECIAL REFERENCE OF ICICI BANK

YEAR	AUTHOR	FACTORS/VARIABLES STUDIED	SAMPLESIZE	TOOLS/TECHNIQUES ADOPTED
2021	Ravi Sharma, Prof. Dr. Sudhinder Singh Chowhan and Dr. Rachna Arya	Psychological behaviour of consumers towards digitalization	410	- Exploratory and Descriptive research techniques were used. - "T-test" was applied to reach to results.

FINDINGS OF THE STUDY:

It has been concluded that there may be selective perception of consumer towards services provided by private banking sector and the objective , to understand the psychological behaviour of consumers towards digitalization in private banking sector in reference to ICICI Bank was fulfilled in a positive manner to further give more wings to Digitalization.

3. Title of the Paper :

Retail banking strategies: A study with special reference to ICICI bank

YEAR	AUTHOR	FACTORS/VARIABLES STUDIED	SAMPLE SIZE	TOOLS/TECHNIQUES ADOPTED
2020	Dr. Aluregowda, Ranjan Sathyadas S and Mahadevaswamy R M	<ol style="list-style-type: none"> The study covered the banking strategies of ICICI bank to attract and retain the customers. Customer perspective towards services offered by bank. Examine the recent trends in ICICI retail banking. 	50 (Due to covid 19)	<ul style="list-style-type: none"> Non- Probability Convenience Sampling technique has been used. Exploratory and Descriptive research techniques were used.

FINDINGS OF THE STUDY:

Empirical Findings revealed that ICICI branch in Mandya city is successful in adopting retail banking strategies to retain their customers. As per the study, majority of customers expressed their satisfaction for various banking services offered by the bank.

Bank personnel are educating the customers about the banking services timely and providing the information to customers about changing products and services, to meet the needs of the customers continuously.

4. Title of the Paper :

Change Management Profile of ICICI Bank-Responding to Changing Requirements of Human Resources Climate Digitisation and Technology Transfer

YEAR	AUTHOR	FACTORS/VARIABLES STUDIED	SAMPLESIZE	TOOLS/TECHNIQUES ADOPTED
2020	Ravindra Sangvai	<p>1. The research traced the multiple change management programs undertaken by the bank.</p> <p>2. Examined whether the change management practices are helping in creating the new merged entity and introduce the required culture synchronisation.</p>	No sample size as the study is confined to exploratory research only.	Exploratory research technique was used.

FINDINGS OF THE STUDY:

Researcher concluded that there are many successful change management initiatives regarding digitisation and technology transfer as well as use of artificial intelligence, big data and cyber security etc, done by the bank.

The study suggested that pursuing and monitoring change management is an enabler for survival and retention of market share as well as growth of market share for the bank in competitive environment.

5. Title of the Paper :

Consumer Satisfaction Index : A comparative analysis of ICICI

bank, HDFC Bank AND bank in Gwalior

YEAR	AUTHOR	FACTORS/VARIABLES STUDIED	SAMPLESIZE	TOOLS/TECHNIQUES ADOPTED
2019	Dr. Satyendra P. Singh and Dr. Tanu Jain	1. Studied the level of customer satisfaction towards various services offered by prominent private sector banks in Gwalior. 2. Compared their performance on the basis of consumer satisfaction Index.	300 respondents	- Exploratory and Descriptive research techniques were used. - 11 Parameters were used to judge consumer satisfaction like., ATM services, Internet & Mobile banking, Grievance handling & Overall atmosphere etc.

FINDINGS OF THE STUDY:

Research revealed that HDFC Bank is number one on four parameters, ICICI Bank also on four parameters and Axis Bank on three parameters in the eyes of retail banking customers of Gwalior. It indicated that there is tough competition among the three most prominent private sector banks operating in Gwalior.

It has been concluded that HDFC Bank is the best private sector bank operating in Gwalior in the eyes of its retail banking consumers. Axis Bank is on second position while ICICI Bank is not far behind.

6. Title of the Paper :

A STUDY ON DIGITAL TRANSACTIONS IMPACT ON FINANCIAL PERFORMANCE OF BANKING SECTOR WITH REFERENCE TO SBI AND ICICI

YEAR	AUTHOR	FACTORS/VARIABLES STUDIED	SAMPLESIZE	TOOLS/TECHNIQUES ADOPTED
2019	Vijay Lakshmi and Jay Lakshmi M	1. Digital Transactions Bimpact of Banking Technology Index on Business per Employee 2. Operating profitability 3. NEFT, RTGS, ATM transactions and Mobile transactions	No sample size as the study is confined to exploratory research only.	Exploratory research technique was used. “Bivariate Correlation and Ordinary Least square” were applied on the data collected.

FINDINGS OF THE STUDY:

The study result revealed that the digital transactions strongly correlated with Business per Employee of ICICI and SBI.

The bivariate correlation indicated that the NEFT, RTGS and Mobile Transactions are having the negative relationship with the Operating profitability of the ICICI bank and SBI.

RESEARCH METHODOLOGY**SOURCES OF DATA COLLECTION**

- PRIMARY DATA SOURCES- Information collected from respondents by the way of questionnaire
- SECONDARY DATA SOURCES- Information collected from various existing data sources like- websites, articles, newspapers and journals.

TECHNIQUE OF THE ANALYSIS

Non-Probability sampling technique, as I have to take non-random responses and be more specific to the topic. Because the people who,

- Do not have a bank Account

- And the ones who hold Account in banks other than ICICI
Will be useless for my study as it will indicate their unreal
experience or attitude.

PROPOSED STRUCTURE (DESIGN)

- EXPLORATORY- Study of various research papers
and,
- DESCRIPTIVE- Primary data collected by the way of
questionnaire

