



i-CAN-IDEATE

IDEAS THAT HELP US GROW TOGETHER

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FROM GS'S DESK

Shri. Ravi Kumar K.

Great organizations are built over the foundations of continuous employee development!



Dear Canpals,

We are a part of a great organization with strong roots, healthy fundamentals and a vibrant employee base. Our mother Bank has transformed itself into a 'Great institution' by ensuring a continuous process of engagement, employee development and course correction. **CBOA is committed to work alongside our Bank management on this front!**

Friends, we have successfully completed FY2022. Under the able leadership of our beloved MD&CEO and all your untiring efforts, we were able to grow both aggressively and sustainably. Now, for FY2023, our beloved MD&CEO's mission is to see our Bank reaching Rs. 20 Lakh Crores of overall business aided by a three-pronged approach of CSR, i.e. CASA, Service Charges and Recovery. Undoubtedly, all the three sub-heads are extremely critical for our Bank's growth and profitability. Underscoring this purposeful mission and a strong guiding path laid down by our beloved MD&CEO, CBOA envisions achievement of the business target well before the timeline.

With the same positive intent, zeal and commitment towards an informed discourse on CSR, we are happy to shed some light on the first aspect of CSR, i.e. CASA, in this third issue of our monthly newsletter. It is to be noted that the suggestions are purely illustrative not exhaustive and are intended towards initiating an informed discussion.

Happy Reading and Happy Learning!

**CANARA BANK OFFICERS
ASSOCIATION'S
MONTHLY NEWSLETTER**

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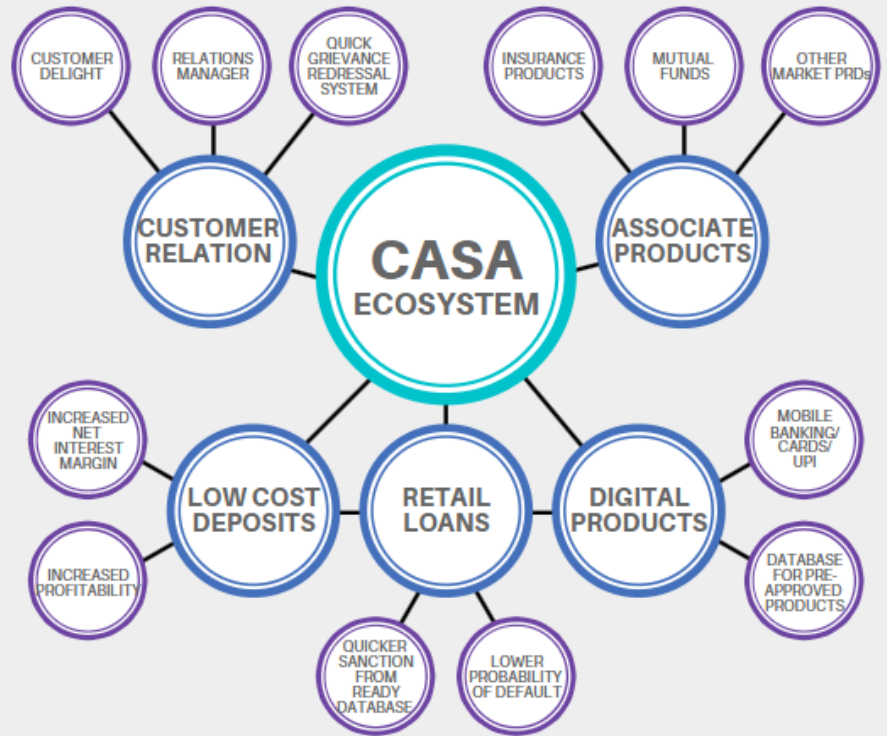
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UNDERSTANDING THE CASA ECOSYSTEM

THE CASA ECOSYSTEM

UNDERSTANDING THE IMPORTANCE OF RETAIL BANKING, BANKS ARE PLACING INCREASED THRUST ON TAPPING THE CASA ECOSYSTEM. THE ECOSYSTEM IS NOT JUST A SOURCE OF LOW-COST DEPOSIT BUT BRINGS IN A GALORE OF COST EFFECTIVE, LOW RISK BUSINESS OPPORTUNITIES.

IN THIS AGE OF DISRUPTION, THE NEW BANKING INDUSTRY ORDER IS TO BECOME ONE-STOP-SOLUTION PROVIDER TO THE CUSTOMERS. CREATING DURABLE RELATIONSHIPS AND BUILDING EFFICIENT TECHNOLOGICAL PLATFORMS, LIKE A SUPER APP, TO RAPIDLY ENABLE SUCH SOLUTIONS IS NEED OF THE HOUR.



SOURCE: REPRESENTATION CREATED BY EDITORIAL TEAM

FOUR PILLARED APPROACH TO INCREASE CASA

Pillar 1: Forging partnerships:

Keeping pace with the evolving landscape of the banking industry in the wake of growing urbanization, structural shift from agriculture based to industrial & services led, Banks are competing towards seizing the larger pie in the opportunity of tapping the growing demand. Various strategies ranging from voracious digital marketing to market expansion and product diversification lie in front of the banks; however, the common theme among all remains building strong partnerships with the customer. In this line some of the prioritized strategic initiatives that the Bank may take are:

a. Huge number of **Multi-National companies and Educational institutions** are setting up their offices in Metro/Tier-I cities like Bangalore, Chennai, Pune, Delhi, Noida and Hyderabad. This opens up galore of opportunities for our bank to understand the financial needs of their employees/staff/families, forge new relationships, get into tie-ups and bring those quality accounts to the bank. Services of specialized departments at the Head Office and Circle Offices may be explored for this purpose who can plan and implement meticulously.

b. Concept of '**Liasioning/Partnerships Executive**' along with some staff at the Regional Office level may be explored. The role could be clearly delineated for the team, so as to continuously plan, liaison and build partnerships with local authorities and private corporations. The incoming business can then be directed to the respective departments/branches for further action.

c. More **professional and specialized approach** could be ascertained towards social media branding of our bank. Brand positioning may be carried out by deftly in order to increase our presence in all social media platforms. Investment in targeted marketing has a high multiplier effect and could help bring new business to the bank.



FOUR PILLARED APPROACH TO INCREASE CASA

Pillar II: Fostering relationships:

A balance between growth and risk has to be achieved, in order to achieve strong performance. Our Bank may develop high levels of trust and professional commitment within its existing customers on the basis of its product and service delivery, eventually leading to a long-term symbiotic relation between the customer and the bank. The following strategies may be adopted for implementing this:

a. **Start with your Partners:** Our bank is in some financial relationship with companies/institutions like HSBC, TATA, BAJAJ, APOLLO, NEW INDIA ASSURANCE etc. Notwithstanding that, we still doesn't have access to the salary accounts of all their employees/staff/families. Steps may be undertaken at the Head Office level to convert this limited relationship into a full banking relationship. In that case, bank could pitch for becoming a 'complete banking solution provider' for every new subsidiary or newly opened unit of the above institutions.

b. The Regional Office, in tandem with branches may identify **HNI/High Impact customers**, and help conduct grievance redressal meetings, thanks giving meetings at regular intervals. This can trigger a 'virtuous contagion effect' among high income individuals.

c. A '**Customer Referral System**' may be devised, wherein for opening of new quality CASA A/C by the referee customer, the referrer customer will get an pre-defined incentive. The incentive may be directly credited to the referrer customer's A/C.

d. Promoting **RELATIONSHIP BANKING** for the existing customers: Not able to pay heed to customer is antithetical to idea of furthering CASA business in this highly competitive banking scenario. Dedicated Relationship Officers at every Branch/RO may be designated who can regularly monitor at least HNI customers and their issues. The aim is to go beyond 'Customer Satisfaction' and ensure 'Customer Delight'.



FOUR PILLARED APPROACH TO INCREASE CASA

Pillar III: Ease and Joy of Banking:

a. Allowing Customers to self service: Studies have found that bank business depends very much on the quality of the customer service provided and overall satisfaction of customers. In this regard eight of the most important attributes of bank towards ensuring customer satisfaction are: facility of online banking, paying individual attention to each client, personnel behavior winning customer trust, attractive & friendly bank equipment, zero fees for issuing checks, zero error records, security of transactions, helpful staff, and readiness of staff to answer to customer requirements regardless of occupancy. The bank may deploy the following strategic actions for implementing this pillar:

b. **Bank's 'Online/Offline Customer Service'** holds key to retention of customers in the bank, especially with respect of savings account customers. To stay competitive, our banks needs to continue building Omni-channel touch-points by providing 24X7 real-time access to banking, seamlessly across all channels. The customer service may be re-strengthened to ensure that all existing customers feel like connected to the bank at any point of time.

c. Given the processing time involved, our **account opening methodology** may be deemed highly inefficient in today's times. Technology may be leveraged for this purpose for instant biometric based account opening (Aadhaar based) or Tab-based account opening followed by Debit card issuance and permitting Mobile/Internet banking in one go. Speedy processing and respect of customer's time attract their attention. This in turn snowballs to higher customer base and improved CASA.

d. One of the major reasons of tepid demand for our bank accounts is the absence of bank's tie-ups with big online/offline retailers, Food Stores, petroleum Companies, Travelling companies. **Cost effective collaborations may be explored with e-commerce platforms** through debit/credit card purchases, cash back, discounts etc. This will not only help to publicize our brand to the end point customer, who often use these services but also encourage them to keep their account with the bank.



FOUR PILLARED APPROACH TO INCREASE CASA

Pillar IV: Empowering the employees:

Studies have shown that employee-orientation through frequent information dissemination sessions, streamlined communication protocols, and training & effectiveness programs have a positive impact on employee performance. These not only empower the employee in terms of greater understanding of the organizational objectives and outputs, but also project him/her as a confident and informed face representing the organization. In this line, the following strategies may prove noteworthy:

a. The first point of contact with the customer, our counter staff, needs to have the right resources to provide exceptional customer service. In order to ensure this, every employee has to have accurate up-to-date and consistent information, immediate answers to the questions raised and an easy way to search for information whenever required. **A better customer experience can be as simple as knowledgeable and up to date bank employees.**

b. Training is an indispensable aspect of empowering the employees. Specialized and targeted training modules relating to every activity at the branch level needs to be formulated.

c. It is very important for **every employee to regularly align with the corporate goals** and specific objectives of higher management. It is always highly motivating for an employee to see fruits of labour taking a tangible form in terms of business figures. Regularity in training sessions, both online or offline and ensuring continuous capacity building is the key to bank's CASA growth and in turn its overall growth.



GOAL, OUTCOME AND STRATEGIES

GOAL	OUTCOMES	STRATEGIES TO BE EXPLORED
INCREASING THE CASA RATIO TO 38% BY MARCH 2023	Each one brings one CASA Account	Referral system for customers
	Footfall increases in branch	Fee waiver on Opening CASA
	Increased awareness and comparisons with other banks of latest interest rates	Local media /FM advertisements / paper media
	More amount under CASA from premium customers	Dedicated Customer service team for HNI CASA customers
	More swipes per customer and increased balance maintained in saving accounts	Debit card rewards program
	100 percent ATM coverage made possible; more amount expected under CASA	Annual ATM Fee refunds
	Happy customer invests more	Any amount transaction alerts
	Repeated high investments expected under CASA account	Dedicated relationship manager for HNI CASA
	Interest rates comparison	Dedicated team for competition analysis
	Tech savvy customers would find it user friendly and help to increase customer base under CASA	Accept deposit applications digitally
	More visibility and convenience would mean more deposits	Installation of cash deposit kiosks in market areas across the city
	Non-monetary motivation to keep large deposits in our bank	Loyalty gifts to premium customers
	More convenience, more scope for deposits	Increase of cash deposit and cash withdrawal facility from non-home branches
More customer base attraction leading to increased CASA deposits for our mother bank	Increase facility in ATM centre i.e. Mobile top up and recharge, Railway ticket booking, Income tax payment counter and other services	

A high CASA ratio indicates operational efficiency, augmented branch value, strong customer base and improved profitability. We are committed to achieve the same!



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