

A Century in Transition: Governance, Technology, and Growth Strategy at Karnataka Bank Limited

Isha Devadiga¹ & P. S. Aithal²

¹ MBA Scholar, Poornaprajna Institute of Management, Udupi, 576 101, India,

ORCID iD: 0009-0000-5533-0320; Email: isha.mbaa24@pim.ac.in

² Professor, Poornaprajna Institute of Management, Udupi - 576101, India,

ORCID iD: 0000-0002-4691-8736; E-mail: psaithal@pim.ac.in

Area/Section: Company Analysis.

Type of Paper: Exploratory Research.

Number of Peer Reviews: Two.

Type of Review: Peer Reviewed as per [\[C|O|P|E\]](#) guidance.

Indexed in: OpenAIRE.

DOI: <https://doi.org/10.5281/zenodo.22848580>

Google Scholar Citation: [PIJMESS](#)

How to Cite this Paper:

Devadiga, Isha & Aithal, P. S. (2026). A Century in Transition: Governance, Technology, and Growth Strategy at Karnataka Bank Limited. *Poornaprajna International Journal of Management, Education & Social Science (PIJMESS)*, 3(2), 359-404. DOI: <https://doi.org/10.5281/zenodo.22848580>

Poornaprajna International Journal of Management, Education & Social Science (PIJMESS)

A Refereed International Journal of Poornaprajna Publication, India.

ISSN: 3107-4626

Crossref DOI: <https://doi.org/10.64818/PIJMESS.3107.4626.0070>

Received on: 12/08/2026

Published on: 21/09/2026

© With Authors.



This work is licensed under a [Creative Commons Attribution-Non-Commercial 4.0 International License](#), subject to proper citation to the publication source of the work.

Disclaimer: The scholarly papers as reviewed and published by Poornaprajna Publication (P.P.), India, are the views and opinions of their respective authors and are not the views or opinions of the PP. The PP disclaims of any harm or loss caused due to the published content to any party.

A Century in Transition: Governance, Technology, and Growth Strategy at Karnataka Bank Limited

Isha Devadiga¹ & P. S. Aithal²

¹ MBA Scholar, Poornaprajna Institute of Management, Udupi, 576 101, India,
ORCID iD: 0009-0000-5533-0320; Email: isha.mbaa24@pim.ac.in

² Professor, Poornaprajna Institute of Management, Udupi - 576101, India,
ORCID iD: 0000-0002-4691-8736; E-mail: psaithal@pim.ac.in

ABSTRACT

Purpose: The purpose of this paper is to conduct an exploratory case study of Karnataka Bank Limited by examining its historical development, financial performance, technology, governance, and growth strategy. The study applies SWOC, ABCD, financial analysis, and technological strategy analysis to evaluate the Bank's capabilities and challenges. It further provides suggestions for customer satisfaction, digital development, and sustainable growth.

Methodology: This study adopts an exploratory qualitative case study approach. Information was collected from scholarly articles, Google Scholar, official company publications, annual reports, financial reports, authenticated online sources, and AI-assisted research tools. The information was analysed using SWOC, ABCD, financial analysis, and technological strategy analysis in accordance with the objectives of the study.

Analysis & Suggestions: The analysis highlights Karnataka Bank's strong heritage, customer relationships, diversified banking activities, improving financial performance, and growing digital capabilities. Key challenges include competition, cybersecurity, technology investment, changing customer expectations, asset quality, and digital skill requirements. The study recommends strengthening digital banking, MSME-focused products, strategic partnerships, employee capabilities, customer feedback, and responsible governance.

Originality / Value: This paper provides a holistic analysis of Karnataka Bank Limited by integrating strategic, financial, technological, governance, human resource, and customer perspectives. It examines how an established banking institution is adapting to digital transformation and competitive changes. The study provides useful insights for researchers, banking professionals, policymakers, and other stakeholders interested in sustainable banking growth.

Type of Paper: Case Study based on Exploratory Research.

Keywords: Company Analysis, Karnataka Bank Limited, Governance, Technology, Growth Strategy, SWOC Analysis, ABCD Analysis, Financial Analysis, Technological Strategy, Digital Banking, Customer Satisfaction

1. INTRODUCTION :

Company analysis as a research case study is a systematic approach for examining an organisation within its actual business environment and understanding the relationships among its activities, resources, strategies, performance, and external influences. Case study research enables researchers to investigate complex organisational phenomena in depth and connect empirical observations with theoretical understanding. Eisenhardt explains that case study research is useful for developing theory through an iterative process that closely connects data, analysis, and emerging concepts (Eisenhardt (1989). [1]). A case study can also provide detailed understanding of a specific organisational situation while contributing to broader academic knowledge when the case is appropriately designed and interpreted (Gerring (2004). [2]). Therefore, company analysis provides a useful research approach for connecting management concepts with practical organisational realities.

The importance of company analysis becomes more evident when organisations operate in complex and continuously changing environments. An exploratory case study can help researchers examine issues where existing knowledge may not fully explain organisational developments, relationships, and

strategic decisions. Case-based research can generate theoretical constructs and propositions from empirical evidence and provide meaningful explanations of organisational phenomena (Eisenhardt & Graebner (2007). [3]). Welch et al. explain that case studies can support different approaches to theorising and therefore provide flexibility in understanding complex business situations (Welch et al., (2011). [4]). Flyvbjerg also highlights the value of case studies for understanding phenomena within their real-world contexts rather than treating them only as preliminary research methods (Flyvbjerg (2006). [5]). Thus, company analysis can assist researchers in identifying organisational strengths, limitations, opportunities, challenges, and emerging issues within a specific business context.

The impact of company analysis extends beyond describing the activities of an organisation because it can contribute to both academic understanding and managerial decision-making. A well-developed case study can reveal relationships among organisational factors that may not be visible through isolated analysis of individual variables. Ravenswood highlights the contribution of case study research to theory development and its continuing importance in management research (Ravenswood (2011). [6]). Similarly, Siggelkow explains that carefully selected and presented case evidence can provide persuasive insights into organisational phenomena and support the development of new theoretical understanding (Siggelkow (2007). [7]). The value of company analysis therefore depends on the quality of evidence, the appropriateness of the analytical approach, and the ability of the researcher to interpret findings within the organisational context.

The structure of a company analysis generally involves defining the research case, establishing the purpose and objectives, collecting relevant information, applying suitable analytical frameworks, interpreting the findings, and identifying strategic implications. Case research requires systematic planning so that research questions, evidence collection, analysis, and interpretation remain connected throughout the study (Voss et al. (2002). [8]). Stuart et al. similarly emphasise the importance of a systematic process in conducting case research so that the study develops beyond simple organisational description (Stuart et al., (2002). [9]). The use of an abductive and iterative process can further help researchers move between empirical evidence and theoretical understanding while developing interpretations of the case (Dubois & Gadde (2002). [10]). Accordingly, a comprehensive company analysis may incorporate organisational background, environmental analysis, strategic frameworks, financial performance, functional areas, technological developments, competitive conditions, and customer-related considerations.

In the present study, company analysis is adopted as an exploratory research approach to examine Karnataka Bank Limited through the broader themes of governance, technology, and growth strategy. The study applies different analytical perspectives, including SWOC analysis, ABCD analysis, financial analysis, and technological strategy, to examine the Bank's business position and development from multiple dimensions. The case study approach is appropriate for examining an organisation because it allows organisational practices and strategic decisions to be understood within their institutional, competitive, and operational contexts. The study therefore considers the Bank's business performance, governance practices, technological development, and customer-related expectations to identify important areas for improvement. Through this integrated approach, the study seeks to develop a structured understanding of Karnataka Bank Limited and generate meaningful insights regarding its continuing development, competitiveness, customer orientation, and future growth.

2. ABOUT KARNATAKA BANK LIMITED :

2.1 Background on The Karnataka Bank Limited:

The Karnataka Bank Limited is an established private sector banking institution in India, with its origins dating back to 1924. Over the years, the Bank has developed from a regionally focused institution into a broader banking organisation offering services to retail, agricultural, corporate, and other customer segments. The Indian banking sector has experienced significant changes in terms of competition, financial performance, regulation, and customer expectations, creating a need for banks to continuously strengthen their operational and financial capabilities. Research comparing public and private sector banks highlights the importance of profitability, efficiency, asset quality, and financial soundness in evaluating banking performance (Shukla (2016). [11]). In the specific context of Karnataka Bank, studies have also examined the relationship between capital adequacy, management efficiency, and profitability, indicating the importance of sound financial management for the Bank's performance (Buvaneswari et al. (2017). [18]).

The financial development of Karnataka Bank can be understood through its ability to maintain financial strength while responding to changes in the competitive banking environment. Banking performance is influenced by factors such as profitability, risk management, operational efficiency, and the ability to manage financial resources effectively. Research on Indian banks shows that private sector banks have experienced distinct patterns of performance and return volatility when compared with public sector banks, reflecting differences in their operating and competitive environments (Singh (2024). [13]). In relation to Karnataka Bank, capital adequacy and management efficiency have been identified as important factors associated with profitability, demonstrating the relevance of financial and managerial efficiency to the Bank's long-term performance (Buvaneswari et al. (2017). [18]).

Technology has become an important part of the transformation of banking services, particularly through internet banking, mobile banking, digital payments, and technology-enabled customer services. A study specifically examining Karnataka Bank found that investment in information technology has implications for bank performance, highlighting the importance of technological development in the Bank's operations (Jesudasan et al. (2013). [19]). At the customer level, research on online banking in India indicates that the quality and convenience of digital banking services can influence customer satisfaction (Banu et al. (2019). [15]). More recent research further indicates that digital banking can support financial performance and customer-centricity by improving service delivery and strengthening customer experiences (Bhatnagr et al. (2024). [16]).

The development of Karnataka Bank also involves its human resources and governance practices. Human resource processes are important for maintaining employee effectiveness and aligning individual performance with organisational objectives. A case study of Karnataka Bank examined performance appraisal as an integrated organisational process, highlighting the relevance of systematic employee evaluation to organisational functioning (Ganesh & Rao (2012). [20]). Corporate governance is another important dimension of banking institutions because effective governance mechanisms can influence financial performance and accountability. Empirical research on Indian banks has identified a relationship between corporate governance mechanisms and financial performance (Singh et al. (2022). [12]). Similarly, research on Indian banks suggests that board characteristics and governance-related factors can influence bank performance and asset quality (Bezawada & Adaelli, (2020). [14]). In the contemporary banking environment, Karnataka Bank operates within a highly competitive market in which governance, technology, service quality, and customer expectations are increasingly interconnected. Research on Indian banks indicates that corporate governance and market competition can influence profitability and asset quality, making these factors relevant to understanding the strategic environment in which banks operate (Bhatia (2024). [17]). For Karnataka Bank, the combination of its long institutional history, financial development, technological transformation, human resource practices, and governance provides a suitable basis for examining how an established banking organisation responds to changes in the Indian financial services environment. Thus, Karnataka Bank Limited represents a relevant case for analysing the interaction between governance, technology, financial performance, and growth strategy.

2.2 Rationale for Selecting Karnataka Bank as a Case Study:

Karnataka Bank Limited is selected as a case study because it provides a relevant example of an established private sector banking institution operating within the changing Indian financial services environment. The Bank has a long institutional history and has developed its operations across different banking segments while adapting to changing competitive and regulatory conditions. Research on Karnataka Bank has examined the relationship between capital adequacy, management efficiency, and profitability, demonstrating the relevance of the Bank for studying financial strength and managerial effectiveness (Buvaneswari et al. (2017). [18]). Broader research on Indian banks also shows that technology, efficiency, profitability, and financial performance have become important dimensions for evaluating banking institutions (Shanmugam & Nigam (2020). [21]). Therefore, Karnataka Bank provides a suitable organisational setting for examining how an established bank maintains its performance while responding to changes in the banking environment.

A major reason for selecting Karnataka Bank is its experience with information technology and the transition towards technology-enabled banking services. A study specifically conducted on Karnataka Bank examined the relationship between investment in information technology and the Bank's financial and operating performance, making the organisation particularly relevant for analysing technological

development in banking (Jesudasan et al. (2013). [19]). The study considered technological facilities such as internet banking, phone banking, ATMs, and other technology-based banking services. Research on Indian commercial banks similarly demonstrates that technological development is associated with differences in financial performance, highlighting the importance of technology in contemporary banking operations (Shanmugam & Nigam (2020). [21]). Research on digital bank transactions in India further indicates that digital channels have implications for the performance of the banking sector (Shaikh & Anwar (2023). [22]). These characteristics make Karnataka Bank an appropriate case for examining the technological transformation of a traditional banking institution.

Karnataka Bank is also selected because its development can be examined from both organisational and customer-oriented perspectives. Human resource management is an important part of banking operations because employee performance directly influences organisational effectiveness and service delivery. A case study of Karnataka Bank examined performance appraisal as an integrated process, providing a direct basis for understanding employee-related practices within the Bank (Ganesh & Rao (2012). [20]). At the customer level, online and digital banking have changed how customers interact with financial institutions. Research on online banking in India has identified customer satisfaction as an important outcome of digital banking services (Banu et al. (2019). [15]). Similarly, research on digital banking in India has examined customer satisfaction and demographic factors, highlighting the changing expectations of customers using technology-enabled banking services (Kamboj & Singh (2018). [23]). More recent research also connects digital banking with customer-centricity and financial performance, making this dimension particularly relevant to a bank such as Karnataka Bank (Kumar et al., (2024). [16]).

Finally, Karnataka Bank is selected because it provides an opportunity to study the interaction between corporate governance, financial performance, technological development, and long-term growth. Corporate governance is particularly important in banking because the sector operates under high levels of regulation and financial accountability. Empirical research has established a relationship between corporate governance mechanisms and financial performance in Indian banks (Singh et al. (2022). [12]). Research involving Indian private and public sector banks has also found that country-level corporate governance has a significant relationship with bank profitability, with private banks demonstrating stronger performance in the study (Almaqtari et al. (2022). [24]). In addition, research on Indian banks indicates that stronger adherence to corporate governance standards can improve profitability and reduce non-performing assets, while market competition also influences bank performance (Bhatia (2024). [25]). Thus, Karnataka Bank offers a comprehensive case through which governance, technology, employee practices, customer orientation, financial performance, and competitive responses can be examined together. This makes the Bank a relevant case for understanding how an established Indian banking institution adapts to contemporary changes while pursuing sustainable growth.

2.3 Scope and Relevance of Exploratory Research in Evaluating Karnataka Bank:

Exploratory research is relevant to the evaluation of Karnataka Bank Limited because it enables the organisation to be examined from several interconnected perspectives rather than being restricted to a fixed set of variables. Case study research is particularly useful for developing an in-depth understanding of organisational phenomena within their real-world context. Eisenhardt (1989) explains that case research can support theory development through an iterative process of examining evidence, identifying patterns, and developing concepts from the case (Eisenhardt (1989). [1]). Similarly, case study research can provide detailed knowledge of a particular organisation and help researchers examine complex relationships within a specific context (Gerring (2004). [2]). In the context of Karnataka Bank, an exploratory approach provides scope to examine financial performance, governance, technological development, human resources, customer orientation, and competitive conditions as interconnected aspects of the Bank's development.

The scope of exploratory research also includes the examination of technological transformation within Karnataka Bank and its implications for banking operations. Digital transformation in banking is not limited to the adoption of digital technologies; it can involve changes in organisational processes, employee capabilities, customer relationships, and business performance. Research on digital transformation in banking identifies combinations of employee-related, internal, and external factors that influence the effects of digital transformation on banking performance and business volume

(Porfirio et al. (2024). [26]). This perspective is relevant to Karnataka Bank because exploratory research can examine how an established banking institution adapts its existing operations to technological change. It allows the study to consider not only the presence of digital banking services but also how technology influences organisational processes, service delivery, customer interactions, and the Bank's broader strategic direction.

Exploratory research is further relevant because established banks need to manage existing operations while exploring new approaches to business models and innovation. Research on incumbent European banks shows that organisations can face barriers when exploring radically new business models because existing resources, capabilities, management expectations, and core business structures can constrain innovation (Sund et al. (2021). [27]). This is relevant to Karnataka Bank as an established banking institution because its transformation can be examined in terms of how traditional banking activities coexist with technology-enabled services and new forms of customer engagement. Exploratory research therefore provides scope to investigate the Bank's ability to balance its established banking practices with technological development and changing market expectations. Such an approach can help identify organisational opportunities and challenges that may not be visible through financial performance measures alone.

The relevance of exploratory research also extends to understanding the relationship between digital capabilities, governance, and banking performance. Recent research in the banking sector shows that dynamic capabilities such as sensing, seizing, and transforming can contribute to digital transformation, while governance, risk management, and compliance can further influence the relationship between digital transformation and organisational performance (Abdurrahman et al. (2024). [28]). Another study of digital banking transformation identifies technological and organisational factors as important elements in understanding the outcomes of transformation within banks (Porfirio et al. (2024). [26]). Therefore, exploratory research provides an appropriate framework for evaluating Karnataka Bank by bringing together its financial performance, technology adoption, governance, organisational capabilities, customer orientation, and competitive environment. The approach can provide a comprehensive understanding of how an established Indian banking institution responds to technological and market changes while pursuing sustainable growth.

3. REVIEW OF LITERATURE :

3.1 Previous research on banking business models, technological innovation, governance, and case study methodology:

Previous research on banking business models indicates that technological and market changes have increasingly influenced how traditional banks create, deliver, and capture value. Digital transformation literature suggests that organisations move beyond basic digitisation toward broader changes in business models, organisational structures, capabilities, and strategic processes (Verhoef et al. (2021). [29]). In the banking sector, digital transformation has become particularly important because incumbent banks need to respond to changing customer expectations, technological developments, and competition from digitally oriented financial service providers. Papathomas and Konteos (2024) identify different stages in the digital transformation journey of incumbent financial institutions and emphasise the importance of appropriate performance indicators for evaluating progress (Papathomas & Konteos (2024). [30]). These findings provide a useful foundation for examining how Karnataka Bank has developed its banking model while responding to technological and competitive changes.

Research on technological innovation further shows that digital transformation involves more than introducing new technologies into existing operations. Vial (2019) [31] conceptualises digital transformation as an organisational process in which digital technologies create disruptions that encourage firms to modify their value-creation paths while dealing with organisational barriers and structural changes (Vial (2019). [31]). In the banking context, Lóska and Uotila (2024) examined digital transformation in corporate banking and found that banks can progressively move from replacing traditional services with digital alternatives toward combining physical and digital services in a blended service model (Lóska & Uotila (2024). [32]). Similarly, research on innovation in incumbent banks indicates that established financial institutions may face organisational barriers when exploring new business models, requiring them to balance existing capabilities with new forms of innovation (Sund et al. (2021). [33]). These findings are relevant to Karnataka Bank because its technological development

can be examined in relation to the Bank's established branch-based operations, digital services, customer relationships, and changing competitive environment.

The literature also highlights the importance of innovation ecosystems in understanding technological development. Innovation increasingly occurs through relationships among organisations rather than within a single firm, particularly where digital technologies require complementary capabilities, partnerships, platforms, and external expertise. Jacobides, Brusoni, and Candelon (2021) explain that technology-based industries develop through interconnected ecosystems in which different organisations contribute to the development and use of emerging technologies (Jacobides et al. (2021). [34]). In banking, ecosystem relationships can involve financial institutions, technology companies, FinTech firms, payment networks, regulators, and customers. Research on AI-enabled business-model innovation also demonstrates that firms may need ecosystem integration and organisational capabilities to translate technological resources into new forms of value creation and delivery (Sjödin et al. (2021). [35]). For Karnataka Bank, this literature provides a basis for examining technological innovation not only as an internal organisational activity but also as part of a broader financial and digital ecosystem. Previous research also establishes the relevance of case study methodology for examining complex organisational transformation. Eisenhardt (1989) [1] explains that case study research can support the development of theoretical understanding through systematic examination of empirical evidence and iterative comparison of emerging concepts. Eisenhardt and Graebner (2007) further demonstrate that case studies can generate theoretical insights from rich organisational evidence, particularly when the phenomenon being studied is complex and involves multiple interacting factors (Eisenhardt & Graebner, (2007). [3]). Welch et al. (2011) extend this perspective by emphasising the value of methodological pluralism in case study research and the different ways in which case evidence can contribute to theory development (Welch et al., (2011). [4]). These methodological contributions support the examination of Karnataka Bank as a single organisational case because the Bank's development involves interconnected financial, technological, organisational, governance, and strategic dimensions.

The literature further supports the use of systematic combining when analysing an organisation through a case-study approach. Dubois and Gadde (2002) describe systematic combining as an abductive process in which theoretical perspectives and empirical observations are continuously connected during case research (Dubois & Gadde (2002). [10]). This approach is useful for analysing Karnataka Bank because the Bank's transformation cannot be understood through financial performance alone; it requires consideration of technological development, governance, customer orientation, organisational capabilities, and changes in the competitive banking environment. Previous research on banking transformation therefore provides the conceptual basis for examining changes in banking business models and technological innovation, while case-study literature provides the methodological basis for analysing these changes within their organisational context. Accordingly, Karnataka Bank Limited can be examined as a relevant case through which the relationship between banking business models, technological innovation, governance, and organisational transformation can be systematically explored.

3.2 Scholarly references on responsible technology, corporate governance, and performance benchmarking:

Scholarly research on responsible artificial intelligence and technology ethics in financial services highlights the importance of fairness, transparency, accountability, privacy, and responsible decision-making. Ratzan and Rahman (2024) developed and validated an instrument for measuring responsible artificial intelligence in banking, particularly in relation to concerns such as algorithmic bias in credit-related decisions (Ratzen & Rahman, (2024). [36]). Svetlova (2022) further argues that the ethical assessment of AI in finance should consider not only individual-level consequences but also broader systemic risks that may emerge from interconnected and automated financial systems (Svetlova, (2022). [37]). Research on fairness evaluation in machine-learning-based creditworthiness assessment also demonstrates the importance of systematic and standardised procedures for identifying and evaluating algorithmic fairness in financial decision-making (Genovesi et al. (2024). [38]). These findings are relevant to Karnataka Bank because the increasing use of technology in banking makes responsible data use, customer protection, transparency, and fairness important considerations in the Bank's digital transformation.

Corporate governance is another important dimension in evaluating technology-oriented banking organisations because technological development must operate within appropriate systems of accountability, risk management, and oversight. Research on Indian banks has established a relationship between corporate governance mechanisms and financial performance, demonstrating the importance of governance structures in banking organisations (Singh et al. (2022). [12]). Research examining board characteristics and Indian banks similarly indicates that governance-related factors can influence bank performance and asset quality (Bezawada & Adaelli (2020). [14]). In addition, research on digital banking connects technology adoption with customer-centricity and financial performance, suggesting that technological development should be supported by organisational and managerial capabilities rather than treated as an isolated technological activity (Kumar et al. (2024). [16]). These studies provide a useful basis for examining Karnataka Bank's governance practices alongside its technological development and strategic transformation.

The literature also establishes a relationship between ethical governance, risk management, and bank performance. Kacem and El Harbi (2023) examined large banks worldwide and found that risk-management committee characteristics can influence bank performance, while the adoption of ethics codes can affect the relationship between risk governance and performance (Kacem & El Harbi, (2023). [39]). Bhatia and Gulati (2021), through a meta-analysis of studies on banking governance, found that board characteristics and governance arrangements are associated with differences in bank performance, while the strength of the relationship varies according to institutional and methodological conditions (Bhatia & Gulati, (2021). [40]). Research on corporate governance, market competition, and Indian bank performance also indicates that governance and competitive conditions are relevant to profitability and asset quality (Bhatia, (2024). [17]). For Karnataka Bank, these findings demonstrate the importance of examining governance not only as a compliance mechanism but also as a factor associated with organisational performance, risk management, and long-term sustainability.

Performance benchmarking provides another useful perspective for evaluating the position of a banking organisation relative to comparable institutions. Benchmarking research on Indian banks has demonstrated how published financial information can be used to compare bank efficiency and identify differences in strategic and operational performance. Mukherjee, Nath, and Pal (2002) developed a benchmarking approach for Indian commercial banks using financial information and cross-efficiency measures, demonstrating how peer comparison can support competitive positioning and strategic assessment (Mukherjee et al., (2002). [41]). This approach is particularly relevant to a company analysis of Karnataka Bank because the Bank's financial and operational performance can be examined in relation to broader banking-sector standards rather than being assessed only through its own historical performance. Benchmarking can therefore complement financial analysis by providing a comparative basis for understanding efficiency, competitiveness, and strategic positioning.

Overall, previous research indicates that the evaluation of a contemporary banking organisation requires an integrated consideration of responsible technology, corporate governance, risk management, and performance. Ethical research highlights the need to consider fairness, accountability, transparency, and systemic risks associated with technology-enabled financial services (Ratzan & Rahman, (2024). [36]; Svetlova (2022). [37]). Governance research demonstrates the relationship between board structures, risk oversight, ethical practices, and bank performance (Singh et al. (2022). [12]; Kacem & El Harbi (2023). [39]; Bhatia & Gulati (2021). [40]). Benchmarking research further provides a basis for comparing a bank's efficiency and strategic position with relevant peers (Mukherjee et al. (2002). [41]). Thus, these strands of literature provide a suitable scholarly foundation for analysing Karnataka Bank Limited in terms of its responsible technological development, governance practices, risk management, financial performance, and competitive position.

3.3 Current Status:

Table 1: Current status of published scholarly research on Karnataka Bank Limited

S. No.	Key Issues	Current Status	Reference
1	Capital Adequacy and Profitability	Research on Karnataka Bank has examined capital adequacy and management efficiency and their relationship with profitability, highlighting the	Buvaneswari et al. (2017). [18]

		importance of sound financial management for the Bank's performance.	
2	Information Technology and Bank Performance	Studies on Karnataka Bank indicate that investment in information technology, including technology-enabled banking facilities, has an important relationship with the Bank's performance and operational development.	Jesudasan et al. (2013). [19]
3	Human Resource Development and Job Satisfaction	Research has examined the impact of human resource development practices on employee job satisfaction at Karnataka Bank, highlighting the importance of employee-related practices in banking organisations.	Ravi et al. (2017). [43]
4	Performance Appraisal	A case study of Karnataka Bank has examined performance appraisal as an integrated organisational process, indicating the relevance of systematic employee evaluation to organisational effectiveness.	Ganesh & Rao (2012). [20]
5	Non-Performing Assets and Profitability	Research on Karnataka Bank has examined non-performing asset management and its impact on profitability, indicating the importance of credit quality and effective asset management.	Subramani & Charithra (2021). [45]
6	Comparative Financial Performance	Comparative research involving Karnataka Bank has examined profitability, deposits, advances, interest income, and interest expenditure, providing a basis for evaluating the Bank's financial position against comparable institutions.	Kamath & Pai (2022). [42]
7	Corporate Social Responsibility	Studies on Karnataka Bank have examined its CSR practices, reflecting the Bank's involvement in social and community-oriented activities as part of its broader organisational responsibilities.	Sunagar & Navi (2023). [44]
8	Green Banking	Recent research has examined green banking initiatives at Karnataka Bank, indicating the growing relevance of environmentally responsible banking practices.	Nimitha & Goveas (2024). [46]
9	Digital Banking and Customer Satisfaction	Research on online banking in India shows that the quality and convenience of digital banking services influence customer satisfaction, providing a relevant basis for examining Karnataka Bank's digital services.	Banu et al. (2019). [15]
10	Digital Banking and Customer-Centricity	Recent research connects digital banking with financial performance and customer-centricity, highlighting the importance of technology-enabled services in improving customer experience and organisational performance.	Kumar et al. (2024). [16]

Overall Current Status:

Overall, the existing literature on Karnataka Bank covers important areas such as:

- Financial performance, capital adequacy, and profitability
- Information technology and digital banking
- Human resource practices and performance appraisal
- Non-performing asset management
- Comparative financial performance
- Corporate social responsibility and green banking
- Customer satisfaction and customer-centricity

Collectively, these studies show that Karnataka Bank has been examined from several financial, technological, organisational, and customer-oriented perspectives. However, the existing literature is largely focused on individual aspects of the Bank rather than providing an integrated analysis of governance, technology, financial performance, and growth strategy. This provides scope for the present

study to bring these dimensions together in a comprehensive company analysis of Karnataka Bank Limited.

4. OBJECTIVES OF THE PAPER :

- (1) To examine the historical development, business activities, and growth of Karnataka Bank Limited.
- (2) To analyse the internal and external factors affecting Karnataka Bank Limited using SWOC and ABCD analyses.
- (3) To evaluate the financial performance of Karnataka Bank Limited using relevant financial indicators.
- (4) To examine the role of technology, digital banking, and governance in the development of Karnataka Bank Limited.
- (5) To identify the major challenges and opportunities of Karnataka Bank Limited and provide suggestions for its future growth and customer satisfaction.

5. METHODOLOGY :

5.1 Exploratory Case Study Method:

The exploratory case study method is useful when a researcher seeks to develop an in-depth understanding of a contemporary phenomenon within its real-life context. It allows the researcher to examine a case from multiple perspectives and explore relationships, processes, and factors that may not be sufficiently understood through existing research. Rashid et al. (2019) explain that case study methodology enables an in-depth exploration of complex phenomena within a specific context and provides a systematic approach for business researchers to design, conduct, and report case studies (Rashid et al. (2019). [47]). Platt (2008) also highlights the usefulness of case study methodology in business research for examining organisational situations and developing a detailed understanding of business-related problems (Platt (2008). [48]). Exploratory case studies are particularly appropriate when the objective is to investigate an issue in its natural setting and identify important factors that can contribute to further understanding of the case (Verner & Abdullah (2012). [49]). Thus, the exploratory approach provides flexibility to examine an organisation through different dimensions rather than restricting the investigation to a single variable or predetermined relationship.

The exploratory case study method also supports systematic data collection, analysis, and interpretation. Runeson and Höst (2009) emphasise that case study research involves clearly defining the case, planning the study, collecting relevant evidence, analysing the evidence, and reporting the findings systematically (Runeson & Höst (2009). [50]). Amaratunga and Baldry (2001) demonstrate that case study methodology can also contribute to theory building by examining organisational phenomena in their actual context and identifying patterns from the available evidence (Amaratunga & Baldry, (2001). [51]). Similarly, Lindgreen et al. (2021) highlight the importance of clearly reporting case selection, research instruments, data collection, analysis, and validity considerations when presenting case-study research (Lindgreen et al. (2021). [52]). In the present study, the exploratory case study method is adopted to examine Karnataka Bank Limited through its historical development, business activities, financial performance, governance practices, technological transformation, and growth strategy. The approach therefore provides a suitable framework for developing an integrated understanding of the Bank and identifying important challenges, opportunities, and areas for future development.

5.2 Qualitative and Quantitative Data Sources: Financial Reports, Technical Whitepapers, Media Analysis, Academic Publications:

The present study uses both qualitative and quantitative secondary data sources to develop a comprehensive understanding of Karnataka Bank Limited. Financial reports, including annual reports, financial statements, and other corporate disclosures, provide quantitative information relating to financial performance, assets, liabilities, profitability, and other financial indicators, while also providing qualitative information about business activities, strategies, governance, and organisational development. Secondary data research enables researchers to use information that has already been collected and published for purposes that may differ from the current research objective (Castleberry (2001). [53]). Such sources may include internal organisational information, government documents, industry publications, news sources, and published academic studies. Document analysis is also an

established qualitative research method for examining documents as sources of evidence and identifying information relevant to the research question (Bowen (2009). [54]). In the present study, financial reports, technical and corporate documents, and academic publications are therefore used to examine Karnataka Bank from financial, organisational, technological, and strategic perspectives.

The study also incorporates media reports and other publicly available documentary sources to provide additional contextual information about Karnataka Bank and its external environment. Research on the use of secondary data demonstrates that web-based and traditional sources can be combined to support research based on existing information (Castleberry (2001). [53]). Ambrosini, Bowman, and Collier (2010) further demonstrate that case-study materials can serve as secondary research data when primary data collection is not undertaken, providing contextually rich information for organisational analysis (Ambrosini et al. (2010). [55]). The increasing use of secondary data in business research also demonstrates the importance of evaluating the opportunities and limitations associated with such evidence (Cerar et al. (2021). [56]). In addition, the selection of multiple sources of evidence can strengthen case-study research when each source has a clear relationship with the research objectives (Houghton et al. (2017). [57]). Accordingly, the present study combines financial reports, technical and corporate documents, media information, and academic publications to analyse Karnataka Bank Limited from quantitative and qualitative perspectives and to develop an integrated understanding of its financial performance, technology, governance, business activities, and growth strategy.

5.3 Use of Strategic Business Analysis Frameworks:

The present study uses strategic business analysis frameworks to systematically examine the internal capabilities and external environment of Karnataka Bank Limited. SWOC analysis is used to identify the Bank's strengths, weaknesses, opportunities, and challenges, thereby providing a structured view of its internal and external strategic position. The use of SWOT-type frameworks has been widely discussed in strategic management research because they provide a simple structure for organising important internal and external factors affecting an organisation (Pickton & Wright (1998). [58]). Helms and Nixon (2010) found that SWOT analysis continues to be widely used in academic research and business planning, while also emphasising the importance of combining SWOT with other strategic tools to improve the depth of analysis (Helms & Nixon (2010). [59]). Similarly, Ghazinoory, Abdi, and Azadegan-Mehr (2011) reviewed the development and applications of SWOT methodology and highlighted its usefulness for analysing organisational environments and developing strategic alternatives (Ghazinoory et al. (2011). [60]). In addition to SWOC, the present study uses ABCD analysis, which examines Advantages, Benefits, Constraints, and Disadvantages. ABCD analysis has been proposed as a framework for company case analysis because it enables researchers to identify determinants and critical elements associated with different organisational issues in a systematic manner (Aithal (2017). [61]).

The study also uses other strategic perspectives, including PESTLE analysis, financial analysis, and technology-related strategic assessment, to examine Karnataka Bank from complementary dimensions. PESTLE analysis provides a framework for examining broad external environmental factors such as political, economic, social, technological, environmental, and legal conditions, while strategic management tools more generally support the assessment of organisational position and strategic decision-making. Research on the use of strategic tools indicates that organisations employ multiple frameworks rather than relying on a single analytical technique, and that the usefulness of strategic tools depends on the context in which they are applied (Gunn & Williams (2007). [62]). Empirical research on strategic management tools also demonstrates that organisations use a variety of tools to support strategic planning and decision-making, with the selection and use of these tools influenced by organisational and managerial circumstances (Demir & Ugurluoglu (2019). [63]). Accordingly, the present study does not treat SWOC, ABCD, PESTLE, or other frameworks as independent conclusions. Instead, the frameworks are used together to examine Karnataka Bank's internal capabilities, external environment, financial position, technological development, governance, challenges, and opportunities. This integrated application provides a structured basis for interpreting the Bank's strategic position and identifying areas relevant to its future growth.

6. COMPANY PROFILE: KARNATAKA BANK LIMITED :

6.1 History and Founding:

The Karnataka Bank Limited was established in the early twentieth century as part of the development of indigenous banking institutions in the coastal Karnataka region. The Bank was incorporated on 18 February 1924 at Mangaluru, with the objective of serving the banking requirements of the South Kanara region. Its establishment reflected the emergence of locally rooted banking institutions that sought to provide financial services within their regional communities. A comparative case study of Karnataka Bank identifies 1924 as the year of its establishment and describes the Bank as an important private sector banking institution that subsequently expanded beyond its original regional base (Kamath & Pai (2022). [42]). The development of such institutions is also consistent with the broader history of Indian banking, in which banks evolved through different phases of institutional development before and after independence (Dhameja & Arora (2020). [64]).

The founding of Karnataka Bank can also be understood within the historical development of India's private banking sector. The Bank belongs to the group of old private sector banks that existed before the emergence of the new-generation private banks associated with the financial reforms of the 1990s. Research on Indian banking describes old private sector banks as institutions that continued under private ownership while operating within a banking environment that was substantially influenced by public-sector dominance and regulatory controls (Malik & Prakash (2008). [65]). This historical position is important for understanding Karnataka Bank because its development began several decades before the liberalisation of the Indian financial sector. The Bank therefore experienced major changes in the structure of Indian banking, including nationalisation, subsequent financial-sector reforms, increased competition, and the emergence of new private-sector banks.

During its early development, Karnataka Bank gradually strengthened its presence through expansion and consolidation. The Bank's growth was not limited to organic branch development; it also involved the integration of other banking institutions. The Bank took over Sringeri Sharada Bank in 1960, Chitaldurg Bank in 1964, and Bank of Karnataka, Hubli, in 1966, thereby strengthening its geographical and operational presence. These developments contributed to the transition of Karnataka Bank from a regionally established institution towards a broader banking organisation (Kamath & Pai (2022). [42]). The experience of consolidation was significant because mergers and takeovers became one of the mechanisms through which Indian banks developed their scale and expanded their customer and branch networks. The subsequent evolution of the Indian banking sector was also shaped by regulatory and structural changes that altered the competitive environment in which established private banks operated (Yoo (2005). [66]).

The post-independence period brought substantial changes to the Indian banking environment, including increasing government involvement, bank nationalisation, financial regulation, and later liberalisation. Although Karnataka Bank remained a private sector institution, it operated within this changing institutional environment and had to adapt to the transformation of Indian banking. Research on Indian banking reforms shows that the post-1991 period introduced important changes through deregulation, competition, and reforms aimed at improving the efficiency and soundness of the banking system (Yoo (2005). [66]). Research on productivity in Indian banking similarly distinguishes between public sector, old private sector, and new private sector banks and shows that the competitive and operational environment of Indian banks changed substantially following the reforms of the 1990s (Sengupta & Vardhan (2022). [67]). For Karnataka Bank, this transition created a shift from operating primarily as an established regional bank to competing within a more liberalised and increasingly competitive national banking environment.

The history of Karnataka Bank therefore represents a gradual process of institutional continuity, geographical expansion, consolidation, and adaptation to changes in the Indian banking sector. From its founding in Mangaluru in 1924, the Bank developed through expansion and the integration of other banking institutions before responding to the wider structural and competitive changes brought about by financial-sector reforms. Its long-term development can also be viewed in the context of the changing competitive dynamics of Indian retail banking, where established banks have had to respond to new competitors, changing customer expectations, and evolving banking products and services (Ramanathan & George (2016). [68]). The Bank's historical journey consequently provides an important foundation for examining its later development in areas such as technology, governance, financial performance, customer service, and growth strategy.

6.2 Vision and Mission:

The vision of Karnataka Bank Limited represents the Bank's long-term organisational direction and reflects its aspiration to remain a progressive, prosperous, and well-governed banking institution. The vision provides an overall direction for the Bank by bringing together organisational progress, financial prosperity, and sound governance. From a strategic management perspective, a vision statement communicates an organisation's desired future position and provides a basis for directing organisational activities. Research on organisational vision has examined how vision statements provide meaning and direction to organisations and how their characteristics can be associated with organisational performance (Larwood et al. (1995). [69]). Research examining vision and mission statements also indicates that the characteristics of these statements are relevant to their strategic usefulness and their relationship with organisational performance (David (2020). [70]).

The mission of Karnataka Bank provides greater clarity regarding how the Bank intends to pursue its broader vision. The Bank's mission emphasises technology, customer-centricity, national presence, corporate governance, and ethical values. These elements indicate that the Bank's strategic direction extends beyond financial growth to include technological development, customer service, responsible governance, and ethical business practices. Scholarly research indicates that mission statements can influence organisational outcomes through mechanisms such as employee commitment, organisational alignment, and employee behaviour. Bart, Bontis, and Taggar (2001) found that commitment to the mission and alignment of organisational systems with the mission were associated with employee behaviour, which in turn had a direct relationship with organisational performance (Bart et al., (2001). [71]). Thus, Karnataka Bank's mission can be viewed as a statement that connects its desired organisational direction with the major areas through which it seeks to operate and develop.

The technology and customer-centric elements of Karnataka Bank's mission are particularly relevant to the transformation of the banking industry. The Bank's emphasis on technology reflects the growing importance of digital banking, technology-enabled service delivery, and changing customer expectations. Its customer-centric orientation indicates the importance of maintaining customer relationships while developing services that respond to changing customer needs. Research on mission statements suggests that the content and characteristics of such statements can have different relationships with organisational performance, indicating that the substance of a mission is important rather than simply having a formal mission statement (Bart & Baetz (1998). [72]). In the context of Karnataka Bank, the emphasis on technology and customers therefore provides a strategic basis for examining its digital banking initiatives, service development, and efforts to strengthen customer relationships.

The governance and ethical dimensions of Karnataka Bank's vision and mission are also significant because banking institutions operate in a highly regulated environment where accountability, risk management, and stakeholder confidence are important. The Bank's vision incorporates the objective of being well governed, while its mission places emphasis on corporate governance and ethical values. Research on mission statement quality has found that the content of mission statements can be associated with organisational and financial outcomes, although the strength of these relationships varies according to the characteristics and implementation of the mission (Bartkus et al., (2006). [73]). Therefore, Karnataka Bank's vision and mission provide a useful strategic foundation for examining the Bank's governance practices, technological development, customer orientation, financial performance, and future growth strategy.

6.3 Key Products and Milestones:

Karnataka Bank Limited has developed a diversified portfolio of banking products covering deposits, loans, payment services, investment-related services, and other financial solutions. Its product development has evolved alongside changes in the Indian banking environment, allowing the Bank to move from traditional branch-based banking towards technology-enabled and digitally supported services. Research on Indian banking indicates that technological development has become an important factor influencing bank operations and financial performance, particularly through the adoption of digital channels and information technology (Shanmugam & Nigam, (2020). [74]). A comparative study of Karnataka Bank also highlights the Bank's development as a private sector banking institution and examines its financial and operational position in comparison with another established Indian bank (Kamath & Pai (2022). [42]). Thus, the Bank's product portfolio can be viewed

as part of its broader transition from conventional banking services towards a more diversified and technology-supported banking model.

One important milestone in Karnataka Bank's technological development was the adoption of core banking technology and the subsequent expansion of alternative delivery channels. The Bank implemented Finacle as its core banking solution and progressively integrated ATMs, internet banking, mobile banking, IMPS, UPI, and other electronic channels into its banking operations. Its digital development later included products such as KBL Mobile Plus, BHIM KBL UPI, and other mobile and internet-based services. A study specifically examining Karnataka Bank found that investment in information technology, including software, hardware, internet banking, ATMs, and related technologies, had significant relationships with several measures of the Bank's financial and operating performance (Jesudasan et al. (2013). [19]). Broader research on digital transformation also explains that technology can change organisational processes, customer interactions, and business models rather than simply replacing traditional systems (Vial (2019). [75]). The development of Karnataka Bank's technology-enabled products therefore represents an important stage in its transformation towards digital banking.

Another significant milestone has been the development of digitally enabled lending and customer-service products. Under its transformation initiatives, the Bank introduced KBL Xpress products covering areas such as home loans, personal loans, car loans, MSME loans, and savings accounts, together with digital underwriting and customer-journey digitisation. The Bank also introduced digital interfaces such as Digi Branch and the Digital Human Interactive Relationship Assistant (Dhira), enabling customers to access selected services through technology-based channels. These initiatives reflect the increasing role of digital transformation in improving service accessibility, process efficiency, and customer experience. Research on digital banking identifies technology-enabled banking as an important mechanism for improving financial performance and customer-centricity (Bhatnagar et al. (2024). [76]). Research on digital transactions in the Indian banking sector also demonstrates the growing significance of digital channels for banking-sector performance (Shaikh & Anwar, (2023). [77]). Consequently, Karnataka Bank's digital lending and service initiatives represent milestones in its attempt to simplify banking processes and respond to changing customer expectations.

Karnataka Bank has also expanded its product and service offerings beyond basic deposit and lending activities through digital payments, wealth management, insurance, mutual funds, and other technology-enabled financial services. Its digital platforms have supported services such as online investment products, insurance distribution, UPI-based payments, QR-code facilities, and other electronic transactions. The Bank subsequently introduced initiatives such as KBL SAMRIDHI for wealth management, WhatsApp-based banking services, and digital insurance facilities, while continuing to expand mobile and internet banking capabilities. Research on financial institutions' digital transformation suggests that successful transformation involves changes in customer-facing services, internal processes, and organisational capabilities rather than the adoption of technology in isolation (Papathomas & Konteos (2024). [78]). Similarly, research on AI capabilities and business-model innovation indicates that technology can support the development and scaling of new business models when technological capabilities evolve together with organisational processes and customer requirements (Sjödén et al. (2021). [79]). Karnataka Bank's expansion of digitally delivered financial products can therefore be understood as part of a broader strategic transformation of its banking model. The milestones achieved by Karnataka Bank demonstrate a gradual transition from conventional banking towards an increasingly technology-enabled and customer-oriented banking institution. The Bank's development of core banking, mobile banking, UPI services, digital lending, digital customer interfaces, wealth management, insurance, and other technology-supported services illustrates the progressive expansion of its product and service capabilities. Its recent digital initiatives have further strengthened this transition, with the Bank reporting that a very high proportion of its transactions are now conducted through digital channels and that its digital platforms have expanded to include mobile banking, internet banking, UPI, WhatsApp banking, and Digital Rupee services. These developments are consistent with research suggesting that digital transformation in financial institutions requires continuous adaptation of technologies, processes, customer interfaces, and organisational capabilities (Verhoef et al. (2021). [80]). Therefore, Karnataka Bank's major products and milestones provide an important basis for analysing its technological transformation, customer orientation, competitive position, and future growth strategy.

6.4 Organizational Structure and Subsidiary Relationship:

The organizational structure of Karnataka Bank Limited is based on a governance framework in which the Board of Directors provides overall strategic direction and oversight, while the Managing Director and Chief Executive Officer and senior management are responsible for the execution of business and operational activities. The Bank's structure reflects the governance requirements applicable to a regulated banking institution, where decision-making, risk oversight, accountability, and management responsibilities are distributed across different levels of the organisation. Research on bank governance indicates that the structure of banking organisations differs from that of many non-financial firms because banks operate under stronger regulatory requirements and involve greater complexity and opacity (de Haan & Vlahu (2016). [81]). Thus, Karnataka Bank's organisational structure can be understood as a combination of board-level governance and executive-level management supported by specialised functional and business units.

At the top governance level, Karnataka Bank operates through its Board of Directors, which is responsible for providing oversight and guiding the Bank's strategic direction. The executive management structure supports the implementation of the Board's decisions through key managerial and functional positions covering areas such as business operations, finance, technology, risk management, compliance, and company secretarial functions. The importance of board structure in banking organisations has been examined extensively in the scholarly literature. De Andres and Vallelado (2008) found that board composition and board size can have a significant relationship with bank performance, indicating that the design of board-level governance is an important consideration in banking organisations (de Andres & Vallelado (2008). [82]). In the case of Karnataka Bank, this governance arrangement provides a formal mechanism through which strategic decisions and management activities are supervised.

The Bank's organisational structure has also evolved in response to its expanding geographical presence, diversified business activities, and increasing use of technology. Karnataka Bank's FY2024–25 Integrated Annual Report indicates that the Bank operates through a wide branch and digital network and has established specialised capabilities such as a Digital Centre of Excellence and an Analytics Centre of Excellence to support its transformation initiatives. The Bank also uses regional and product-focused teams to strengthen business development and customer acquisition. Such organisational development is relevant because research on banking organisations suggests that organisational complexity can influence the effectiveness of internal structures and the benefits obtained from different organisational arrangements. Klein (2010), examining organisational structure in commercial banking, found that organisational form and the degree of decentralisation or consolidation can have implications for bank performance (Klein, (2010). [83]). Karnataka Bank's development of specialised business and technology functions can therefore be viewed as part of its response to increasing operational and strategic complexity.

Karnataka Bank also has a formal relationship with KBL Services Limited, which functions as its wholly owned non-financial subsidiary. The Bank's FY2024–25 consolidated financial statements identify The Karnataka Bank Limited as the parent and KBL Services Limited as its wholly owned subsidiary. This relationship means that Karnataka Bank exercises ownership and control over the subsidiary while the two entities remain legally distinct. The subsidiary relationship is relevant to understanding the overall organisational structure because banking groups may contain entities with different functions and regulatory treatment. Research on bank organisational structures highlights the importance of considering the complexity of banking groups and the relationship between parent organisations and their subsidiaries when evaluating governance and performance (Adams & Mehran (2012). [84]). In Karnataka Bank's case, the subsidiary forms part of the wider corporate structure while the Bank remains the principal banking entity.

Overall, the organisational structure of Karnataka Bank can therefore be viewed as a hierarchical but functionally diversified structure consisting of the Board of Directors, executive management, specialised business and control functions, branch and digital operations, and its wholly owned subsidiary, KBL Services Limited. This structure enables the Bank to combine governance oversight with operational execution while adapting to changes in technology, customer requirements, competition, and regulation. The relationship between the parent Bank and its subsidiary also illustrates how an established banking institution can operate through a broader organisational framework while

maintaining the Bank as the central entity. From a strategic perspective, the structure provides a basis for examining how governance, organisational capabilities, technology, and business expansion contribute to Karnataka Bank's long-term growth and transformation.

7. BUSINESS MODEL OF KARNATAKA BANK & COMPETITORS :

(1) Deposit Mobilisation and Lending Model:

Karnataka Bank's core business model is based on mobilising deposits, including Current Account and Savings Account (CASA) deposits, and deploying funds through loans, advances, investments, and other banking activities. This traditional banking model remains the primary foundation of the Bank's operations.

- **Revenue Channel:** Interest income from loans and advances, investment income, and fees and commissions from various banking services.
- **Value Proposition:** Provide diversified financial products to individuals, farmers, MSMEs, and corporate customers while maintaining financial stability and profitability.

(2) Customer-Segment and Relationship Banking Model:

Karnataka Bank serves different customer segments through retail banking, agricultural banking, MSME banking, and corporate banking. This enables the Bank to develop customer relationships and provide products suited to the financial requirements of different segments.

- **Revenue Channel:** Interest income from retail, agriculture, MSME, and corporate lending, together with fees from related banking services.
- **Value Proposition:** Provide segment-specific financial products and personalised banking services while building long-term customer relationships.

(3) Digital Banking and Technology-Enabled Model:

Karnataka Bank has increasingly incorporated digital technology into its business model through initiatives such as **KBL-NxT** and **KBL VIKAAAS**, along with mobile banking, internet banking, UPI, digital payments, and technology-enabled lending and customer services. These initiatives support the Bank's transition towards a combination of physical and digital service delivery.

- **Revenue Channel:** Digital transactions, increased customer access, digital loan processing, and operational efficiencies support the Bank's existing interest and fee-based income streams.
- **Value Proposition:** Provide convenient, faster, and accessible banking services through digital channels while continuing to maintain its physical banking network.

(4) Partnership-Based Financial Services Model:

Karnataka Bank uses partnerships with fintech companies, NBFCs, financial institutions, and Business Correspondents to complement its banking and technology capabilities. These relationships include areas such as **co-lending** and technology-enabled financial services, supporting the expansion of products and customer reach.

- **Revenue Channel:** Fee-based services, transaction income, lending opportunities, and additional business generated through partner-supported services.
- **Value Proposition:** Combine the Bank's established banking infrastructure and customer relationships with the specialised capabilities of external partners.

Table 2: Comparison with Major Competitors

Feature / Firm	Karnataka Bank	HDFC Bank	ICICI Bank	Axis Bank
Business Orientation	Diversified private-sector banking with relationship banking and digital transformation	Large-scale universal banking	Technology-enabled universal banking	Diversified universal banking
Revenue Model	Interest income, investments, fees and commissions	Interest income, investments, fees and commissions	Interest income, investments, fees and commissions	Interest income, investments, fees and commissions
Productization	Retail, agriculture, MSME, corporate and	Broad retail, corporate and financial products	Broad banking and digital financial products	Retail, MSME, corporate and digital products

	digital banking products			
Digital Banking	Growing digital banking and digital lending	Highly developed digital ecosystem	Highly developed digital ecosystem	Strong digital banking ecosystem
Customer Focus	Retail, agriculture, MSMEs and corporate customers	Retail, SMEs, corporate and institutional customers	Retail, SMEs, corporate and institutional customers	Retail, MSMEs, corporate and institutional customers
Partnership Model	Fintechs, NBFCs, financial institutions and Business Correspondents	Technology and financial-service partnerships	Fintech and technology partnerships	Fintech and technology partnerships
Physical Network	Branch network combined with digital channels	Large nationwide branch and digital network	Large nationwide branch and digital network	Large nationwide branch and digital network
Strategic Focus	Digital transformation, retail, MSME, agriculture and sustainable growth	Scale, digitalisation and diversified growth	Digital innovation, customer experience and diversified growth	Retail, MSME, digital and corporate growth

Insights and Strategic Differences:

- **Karnataka Bank's model** combines traditional deposit-lending activities and relationship banking with increasing digitalisation and technology-enabled services.
- **HDFC Bank and ICICI Bank** operate at substantially larger scales, with diversified universal banking models and extensive digital ecosystems.
- **Axis Bank** similarly combines retail, MSME, corporate, and digital banking to compete across multiple customer segments.
- Karnataka Bank's strategic position differs mainly through its **long banking heritage, customer relationships, focused exposure to agriculture and MSMEs, and gradual digital transformation.**

Karnataka Bank's business model combines traditional banking activities with customer-focused services, digital banking, and strategic partnerships. Compared with larger private-sector competitors, the Bank operates on a smaller scale but can strengthen its competitive position through focused customer segments, relationship-based banking, technology adoption, and efficient service delivery. A balanced combination of its established banking strengths and digital capabilities can support Karnataka Bank's future growth and competitiveness.

8. FUNCTIONAL ANALYSES :

8.1 SWOC Analysis:

About SWOC Analysis:

SWOC analysis is a strategic management framework used to examine the internal and external factors that influence an organisation's position and future direction. It evaluates Strengths and Weaknesses as internal factors and Opportunities and Challenges as external factors, helping an organisation understand its existing capabilities and the conditions surrounding its operations. The framework is closely related to SWOT analysis and provides a structured approach for organising strategically important information. Pickton and Wright (1998) describe SWOT as a tool for categorising significant internal and external environmental factors and argue that it can support strategic analysis when used as part of a broader management process (Pickton & Wright (1998). [85]). Ghazinoory, Abdi, and Azadegan-Mehr (2011), through a review of the SWOT literature, identify the framework as a method for examining internal and external environments and developing suitable strategic alternatives (Ghazinoory et al., (2011). [86]). Helms and Nixon (2010) similarly found that SWOT remains widely

used in academic research and strategic planning, although its effectiveness depends on how the framework is applied (Helms & Nixon, (2010). [87]).

Although SWOC provides a simple and useful structure for strategic assessment, researchers have also identified limitations in relying on the framework as a stand-alone analytical method. Chermack and Kasshanna (2007) highlight potential misuse of SWOT and emphasise the need for a more systematic approach to strengthen its strategic application (Chermack & Kasshanna, (2007). [88]). Coman and Ronen (2009) developed a focused SWOT approach to identify critical strengths and weaknesses and connect them with strategic actions, demonstrating how the basic framework can be made more analytical and decision-oriented (Coman & Ronen, (2009). [89]). Similarly, Kurttila et al. (2000). integrated SWOT with the Analytic Hierarchy Process to assign priorities to strategic factors, while Kahraman, Demirel, and Demirel (2007) used a SWOT-AHP approach to prioritise strategic factors and alternatives (Kurttila et al. (2000). [90]; Kahraman et al. (2007). [91]). Therefore, SWOC analysis is useful for providing a structured overview of an organisation's strategic position, but its findings should be interpreted together with other analytical methods and relevant organisational evidence.

Strengths of Karnataka Bank Limited:

Table 3: Strengths of Karnataka Bank Limited

S. No.	Key Strengths	Description
1	Long Banking Heritage and Institutional Experience	Established in 1924, Karnataka Bank has a long history in the Indian banking sector. Its institutional experience provides a strong foundation for understanding changing customer needs, regulatory requirements, and competitive banking conditions.
2	Strong Customer Relationships	Karnataka Bank follows a customer-centric approach and serves diverse customer groups through retail, agricultural, MSME, corporate, and other banking services. Its long-standing customer relationships support trust and business continuity.
3	Diversified Banking Portfolio	The Bank offers a broad range of deposits, loans, investment products, payment services, insurance-related services, and other financial products, allowing it to serve different customer segments and sources of business.
4	Strong Presence in Agriculture and MSME Banking	Karnataka Bank has significant exposure to agricultural and MSME banking, providing financial services to farmers, small businesses, and entrepreneurs. This segment-focused presence supports financial inclusion and portfolio diversification.
5	Wide Branch and Service Network	The Bank combines its physical branch network with ATMs, e-lobbies, and digital channels, enabling it to serve customers across different geographical markets while maintaining accessibility through both traditional and digital banking.
6	Growing Digital Banking Capabilities	Karnataka Bank has strengthened its digital capabilities through initiatives such as KBL-VIKAAS , digital account opening, mobile banking, WhatsApp banking, UPI, digital payments, and technology-enabled lending. These initiatives support its transition towards more convenient and technology-driven banking services.
7	Dedicated Technology and Digital Infrastructure	The Bank has invested in specialised technology capabilities, including a Digital Centre of Excellence, Analytics Centre of Excellence, and Technology & Digital Hub . These capabilities provide a foundation for improving digital services, analytics, and technology-enabled operations.
8	Fintech and Strategic Partnerships	Karnataka Bank works with fintech companies, NBFCs, financial institutions, and other partners to expand its technology and financial-service capabilities. Its partnerships and co-lending technology integrations help the Bank access specialised capabilities without relying entirely on internal development.

9	Strong Governance and Risk Management Framework	As a regulated banking institution, Karnataka Bank operates through established governance, risk management, compliance, and internal-control mechanisms. These systems support accountability, financial stability, and responsible banking operations.
10	Ability to Combine Traditional and Digital Banking	One of Karnataka Bank's important strengths is its ability to combine its established branch-based banking model and customer relationships with growing digital capabilities. This hybrid approach allows the Bank to serve customers who prefer both physical and technology-enabled banking channels.

Weaknesses of Karnataka Bank Limited:

Table 4: Weaknesses of Karnataka Bank Limited

S. No.	Key Weaknesses	Description
1	Smaller Scale Compared with Large Private Banks	Karnataka Bank operates on a smaller scale compared with major private-sector banks such as HDFC Bank, ICICI Bank, and Axis Bank. This can limit its ability to match the scale, reach, and investment capacity of larger competitors.
2	Lower Brand Visibility at the National Level	Although Karnataka Bank has a long banking history and an established presence, its brand visibility is comparatively lower than that of India's largest private-sector banks. This may create challenges in attracting customers in highly competitive urban and national markets.
3	Dependence on Traditional Banking Operations	The Bank has historically relied strongly on its branch-based banking model. Although digitalisation is increasing, the transition from traditional processes to fully technology-enabled operations requires continuous investment and organisational adaptation.
4	Digital Transformation Requires High Investment	Strengthening digital banking, analytics, cybersecurity, automation, and technology infrastructure requires significant financial and human-resource investment. Maintaining these capabilities can increase operating and technology-related costs.
5	Limited Economies of Scale	Compared with larger private-sector banks, Karnataka Bank may have fewer economies of scale in technology investment, marketing, infrastructure, and customer acquisition. This can make competition with large banking institutions more challenging.
6	Regional Legacy and Perception	Karnataka Bank's strong historical association with its regional origins is an important strength, but it may also create a perception of being more regionally oriented compared with larger banks having stronger nationwide brand recognition.
7	Pressure from Digital-First Competitors	The rapid growth of digital-first financial services and technology-enabled banking increases competitive pressure on the Bank. Customers increasingly expect seamless mobile applications, instant services, and highly personalised digital experiences.
8	Need for Continuous Technology Upgradation	Banking technology changes rapidly, requiring continuous upgrades to digital platforms, cybersecurity systems, data analytics, and customer interfaces. Delays in technology adoption could affect service quality and competitiveness.
9	Human Resource and Skill Requirements	Digital transformation requires employees with capabilities in technology, analytics, cybersecurity, digital banking, and modern customer service. Developing and retaining these capabilities can be challenging for an established banking institution.

10	Competitive Pressure on Profitability and Growth	Karnataka Bank operates in a highly competitive banking environment where larger banks compete aggressively for deposits, loans, customers, and digital transactions. Maintaining profitability while expanding business and investing in technology remains an important challenge.
----	---	--

Opportunities for Karnataka Bank Limited:

Table 5: Opportunities for Karnataka Bank Limited

S. No.	Key Opportunities	Description
1	Expansion of Digital Banking Services	Karnataka Bank can further expand mobile banking, UPI, digital payments, online account opening, and digital lending to improve customer convenience and attract technology-oriented customers.
2	Growth in MSME and Business Banking	India's growing MSME sector provides an opportunity for Karnataka Bank to expand lending and financial services for small businesses, entrepreneurs, and emerging enterprises.
3	Expansion of Agricultural and Rural Banking	The Bank can strengthen its agricultural and rural banking activities by using digital technologies, targeted financial products, and improved accessibility to reach underserved customers and support financial inclusion.
4	Growth Through Digital Lending	Technology-enabled credit assessment and digital loan-processing systems can help Karnataka Bank improve lending efficiency, reduce processing time, and reach new customer segments.
5	Fintech and NBFC Partnerships	Partnerships with fintech companies, NBFCs, and other financial institutions provide opportunities to access specialised technology, co-lending capabilities, innovative products, and new customer segments.
6	Use of Data Analytics and Artificial Intelligence	Greater use of data analytics and AI can support customer segmentation, credit assessment, fraud detection, risk management, personalised services, and operational decision-making.
7	Expansion of Customer Base Beyond Traditional Markets	Karnataka Bank can use its digital channels and expanding service network to acquire customers beyond its traditional regional markets and strengthen its presence across India.
8	Cross-Selling of Financial Products	The Bank can increase revenue from existing customers by cross-selling deposits, loans, insurance-related products, investment services, payment solutions, and other financial products.
9	Sustainable and Green Banking	Growing attention towards environmental sustainability provides opportunities for Karnataka Bank to develop green financial products, paperless banking, sustainable lending, and environmentally responsible banking practices.
10	Strengthening Customer-Centric Banking	Changing customer expectations provide an opportunity for Karnataka Bank to differentiate itself through faster services, personalised products, improved digital experiences, and stronger customer engagement across physical and digital channels.

Challenges for Karnataka Bank Limited:

Table 6: Challenges of Karnataka Bank Limited

S. No.	Key Challenges	Description
1	Intense Competition from Large Private Banks	Karnataka Bank faces strong competition from large private-sector banks such as HDFC Bank, ICICI Bank, and Axis Bank, which have extensive networks, strong brands, diversified products, and significant technology investments.

2	Rapid Pace of Digital Banking Innovation	The speed at which banking technology is developing requires Karnataka Bank to continuously improve its digital platforms and services. Falling behind technological developments could affect customer acquisition and retention.
3	Cybersecurity and Digital Fraud Risks	Increasing digital transactions expose banks to cybersecurity threats, online fraud, data breaches, and other technology-related risks. Maintaining secure digital banking systems is therefore a continuing challenge.
4	Changing Customer Expectations	Customers increasingly expect instant, convenient, personalised, and seamless banking services. Meeting these expectations across both branch and digital channels requires continuous improvement in technology and service quality.
5	Regulatory and Compliance Requirements	Banks operate under extensive RBI and other regulatory requirements covering capital adequacy, risk management, customer protection, cybersecurity, reporting, and governance. Continuous compliance can increase operational complexity and costs.
6	Asset Quality and Credit Risk	Maintaining asset quality while expanding lending remains an important challenge. Changes in economic conditions, borrower repayment capacity, and sector-specific risks can affect non-performing assets and profitability.
7	Pressure on Interest Margins	Competition for deposits and lending customers can place pressure on interest spreads and profitability. The Bank must balance competitive pricing with the need to maintain sustainable margins.
8	Talent Competition in Banking Technology	The growing importance of analytics, AI, cybersecurity, digital banking, and technology creates competition for skilled professionals. Attracting and retaining specialised talent can be challenging.
9	Economic and Market Uncertainty	Changes in interest rates, inflation, economic growth, financial-market conditions, and business cycles can influence loan demand, credit quality, investment returns, and overall banking performance.
10	Balancing Growth with Risk and Governance	As Karnataka Bank expands its digital services, lending activities, partnerships, and customer base, it must maintain appropriate risk controls, governance standards, cybersecurity, and regulatory compliance while pursuing growth.

8.2. ABCD Analysis

About ABCD Analysis:

ABCD Analysis, representing Advantages, Benefits, Constraints, and Disadvantages, is a qualitative analytical framework used to examine a system, business model, strategy, concept, or organisational situation through four complementary dimensions. The framework was developed as an alternative approach for analysing business models and concepts by systematically identifying positive characteristics, stakeholder benefits, limitations, and possible negative outcomes. Aithal, Shailashree, and Suresh Kumar (2015) proposed ABCD as a structured technique for analysing business models and concepts by identifying determinants, key factors, and critical constituent elements under the four constructs (Aithal et al., (2015). [92]). Aithal (2016) further explained the application of ABCD analysis to business models, business strategies, operating concepts, and business systems, highlighting its usefulness for examining different dimensions of a system rather than concentrating on a single performance measure (Aithal, (2016). [93]). Aithal (2017) specifically developed ABCD Analysis as a research methodology for company case studies and demonstrated how the framework can be used to identify determinant issues and critical elements in company analysis (Aithal, (2017). [94]). Its application has subsequently been extended to areas such as higher education, organisational systems, and other institutional contexts, demonstrating the flexibility of the framework for qualitative strategic analysis (Aithal et al., (2016). [95]).

The usefulness of ABCD Analysis lies in its ability to organise complex qualitative information into a simple and systematic structure. Instead of examining only the positive aspects of a system, the

framework requires the researcher to consider advantages and benefits together with constraints and disadvantages, thereby providing a more balanced basis for evaluation. Aithal and Suresh Kumar (2016) applied the ABCD framework to organisational performance and demonstrated how determinant factors and constituent elements can be examined through the four constructs to support systematic interpretation (Aithal & Suresh Kumar, (2016). [96]). Aithal and Aithal (2017) similarly applied ABCD analysis to task shifting in healthcare, showing how the framework can be used to assess potential benefits while also identifying constraints and disadvantages associated with an alternative organisational approach (Aithal & Aithal, (2017). [97]). These applications indicate that ABCD analysis can support exploratory research, strategic evaluation, and decision-making by providing a structured qualitative assessment of different aspects of a system. However, because the identification and interpretation of factors may involve researcher judgement, ABCD findings are more useful when considered alongside relevant organisational evidence and other analytical methods. Therefore, ABCD Analysis provides a suitable complementary framework for examining the strategic position of Karnataka Bank Limited from multiple perspectives.

Advantages of the Products/Services of Karnataka Bank Limited:

Table 7: Advantages of Karnataka Bank's Products/Services from Stakeholders' Perspective

S. No.	Key Advantages	Description
1	Long Banking Heritage and Trust	Karnataka Bank's long history since 1924 provides stakeholders with the advantage of an established banking relationship, institutional experience, and familiarity in the markets it serves.
2	Diversified Banking Products and Services	The Bank provides a broad range of deposits, loans, agricultural and MSME finance, digital banking, payment services, and other financial products, enabling customers to meet different financial requirements through one banking institution.
3	Strong Agriculture and MSME Focus	Karnataka Bank's products and services for agricultural customers, small businesses, and MSMEs provide stakeholders with access to financing and banking support for productive economic activities.
4	Growing Digital Banking Services	Services such as mobile banking, internet banking, UPI, WhatsApp banking, digital account opening, and digital lending provide customers with greater convenience and accessibility.
5	Combination of Physical and Digital Banking	The Bank combines its branch network with digital channels, allowing stakeholders to choose between personal banking services and technology-enabled banking depending on their requirements.
6	Customer-Centric Service Approach	The Bank's focus on customer-oriented products and services enables it to address the financial needs of different customer segments and support longer-term customer relationships.
7	Technology-Enabled Lending and Operations	Digital loan processing, technology-enabled credit assessment, and other digital initiatives can make selected banking processes faster and more convenient for customers.
8	Fintech and Financial Partnerships	Partnerships with fintech companies, NBFCs, financial institutions, and other service providers allow Karnataka Bank to complement its existing capabilities and offer additional financial solutions.
9	Wide Accessibility through Banking Network	The combination of branches, ATMs, e-lobbies, and digital channels provides stakeholders with multiple points of access to banking services across different locations.
10	Established Governance and Risk Framework	As a regulated banking institution, Karnataka Bank operates within formal governance, risk-management, compliance, and internal-control frameworks, supporting stakeholder confidence in its banking services.

Benefits of the Products/Services of Karnataka Bank Limited:

Table 8: Benefits of Karnataka Bank's Products/Services from Stakeholders' Perspective

S. No.	Key Benefits	Description
1	Convenient Banking Access	Digital banking, mobile banking, UPI, and other technology-enabled services allow customers to access banking facilities with greater convenience and reduced dependence on physical visits.
2	Financial Support for Agriculture and MSMEs	Agricultural and MSME banking services provide farmers, entrepreneurs, and small businesses with access to credit and other financial services that can support business and livelihood activities.
3	Faster Digital Transactions and Services	Digital payment facilities and technology-enabled banking processes can reduce transaction time and provide customers with quicker access to selected banking services.
4	Customer Choice and Flexibility	The availability of both branch-based and digital banking enables customers to select the service channel that best suits their preferences and circumstances.
5	Access to Multiple Financial Products	Customers can obtain deposits, loans, payment facilities, and other financial services through a diversified banking portfolio, reducing the need to depend on multiple institutions.
6	Improved Customer Experience	Digital services, convenient access, and customer-oriented banking products can improve the overall banking experience by making services more accessible and responsive to customer requirements.
7	Support for Financial Inclusion	Banking services targeted towards agriculture, rural customers, MSMEs, and other segments can expand access to formal financial services and contribute to broader financial inclusion.
8	Business Growth Opportunities for Customers	Lending and financial services for MSMEs, agriculture, and other business segments can help customers obtain funds for working capital, investment, expansion, and other productive activities.
9	Benefits from Technology and Partnerships	Technology initiatives and partnerships with fintechs, NBFCs, and other institutions can expand the range of financial solutions available to customers and improve service delivery.
10	Long-Term Stakeholder Value	A combination of financial services, digital transformation, customer relationships, and responsible banking practices can create long-term value for customers, employees, investors, business partners, and the wider community.

Constraints of the Products/Services of Karnataka Bank Limited:

Table 9: Constraints of Karnataka Bank's Products/Services from Stakeholders' Perspective

S. No.	Key Constraints	Description
1	High Technology Investment Requirements	Digital banking, cybersecurity, analytics, digital lending, and technology infrastructure require continuous financial investment, creating cost pressures for the Bank.
2	Limited Scale Compared with Large Private Banks	Karnataka Bank operates at a smaller scale than major private-sector banks, which can constrain its ability to achieve similar economies of scale in technology, marketing, and service delivery.
3	Continuous Digital Transformation Requirement	Rapid changes in banking technology require the Bank to continuously upgrade its digital platforms, systems, and customer interfaces to remain competitive.
4	Cybersecurity and Data Protection Requirements	Increasing digital transactions create the need for strong cybersecurity, fraud prevention, data protection, and system monitoring, which require continuous resources and specialised capabilities.

5	Talent Retention and Skill Requirements	Competition for employees with expertise in technology, analytics, cybersecurity, and digital banking creates challenges in attracting and retaining specialised talent.
6	Integration of Traditional and Digital Systems	Integrating established banking processes with newer digital platforms and technologies can create operational and technological complexity.
7	Regulatory and Compliance Constraints	Banking products and digital services must comply with RBI regulations, cybersecurity requirements, data-related rules, and other regulatory standards, which can affect the speed and flexibility of service development.
8	Dependence on External Technology and Financial Partners	Partnerships with fintechs, NBFCs, and technology providers can expand capabilities but may also create coordination, integration, and dependency-related challenges.
9	Need to Maintain Service Quality Across Channels	Providing consistent service across branches, ATMs, mobile applications, internet banking, and other channels can be challenging as customer expectations continue to increase.
10	Balancing Innovation with Risk Management	The Bank must balance the introduction of new products and technologies with credit risk, operational risk, cybersecurity, compliance, and governance requirements.

Disadvantages of the Products/Services of Karnataka Bank Limited:

Table 10: Disadvantages of Karnataka Bank's Products/Services from Stakeholders' Perspective

S. No.	Key Disadvantages	Description
1	Smaller Digital Ecosystem Compared with Large Private Banks	Karnataka Bank's digital ecosystem may have comparatively less scale and visibility than those of major private-sector banks with extensive technology platforms and larger digital customer bases.
2	Limited National Brand Visibility	Compared with the largest private banks, Karnataka Bank has lower national brand visibility, which may affect customer acquisition and awareness of its products and services in some markets.
3	High Cost of Digital Upgradation	Continuous investment in applications, cybersecurity, analytics, infrastructure, and digital platforms can increase operating and technology-related costs.
4	Technology Adoption Gap among Some Customers	Customers who are less familiar with digital banking may continue to depend on branches, limiting the benefits that can be achieved through complete digital adoption.
5	Complexity of Digital Banking Services	As digital services become more advanced, some customers may find certain features or processes difficult to understand without adequate guidance and support.
6	Dependence on Internet and Technology Infrastructure	Digital banking services depend on reliable internet connectivity, devices, systems, and technology infrastructure, which can create accessibility issues in some situations.
7	Cybersecurity and Digital Fraud Exposure	Increased use of digital banking channels can expose customers and the Bank to cybersecurity threats, phishing, fraud, and other forms of digital risk.
8	Integration and Service Disruptions	The integration of traditional banking systems with newer digital platforms can sometimes create operational complexity and may affect the smooth delivery of services.
9	Limited Customisation for Certain Customer Segments	Standardised digital products may not fully address the specific requirements of every customer segment, particularly customers requiring more personalised or relationship-based services.

10	Competitive Pressure on Service Differentiation	Customers can easily compare banking services across institutions, making it difficult for Karnataka Bank to differentiate its products and maintain strong customer preference against larger competitors.
----	--	---

8.3. Financial Analysis:

8.3.1 About Financial Analysis:

Financial analysis is an important process for evaluating the financial health, performance, efficiency, and sustainability of companies through the systematic examination of financial statements and related financial information. It helps stakeholders such as investors, creditors, managers, and regulators assess profitability, liquidity, solvency, operational efficiency, and financial risk. Beaver (1966) demonstrated that financial ratios can provide useful information for evaluating the financial condition and potential failure of companies (Beaver, (1966). [98]). Altman (1968) further established the usefulness of financial ratios in predicting corporate financial distress, highlighting their importance in assessing business stability and risk (Altman, (1968). [99]). Financial analysis also supports the evaluation of future earnings and investment decisions by identifying relationships between accounting information and company performance (Ou & Penman, (1989). [100]). In addition, Sloan (1996) showed that accounting-based information, including earnings and accrual-related measures, can provide valuable insights into future financial performance and investment assessment (Sloan, (1996). [101]). Therefore, financial analysis assists companies in identifying strengths and weaknesses, comparing performance over time, benchmarking against competitors, supporting strategic planning, and improving transparency, accountability, and stakeholder confidence.

8.3.2 Funding Patterns:

The funding pattern of Karnataka Bank Limited over the last five financial years reflects the traditional liability structure of a commercial bank, with customer deposits serving as the principal source of funds, supported by shareholders' capital, reserves, and borrowings. During FY2020–21, the Bank reported total deposits of ₹75,654.86 crore and borrowings of ₹1,764.88 crore, while its total capital stood at ₹6,642.36 crore and CRAR stood at 14.85%, up from 12.88% in the previous year. The Bank's capital funds increased further during FY2021–22, when deposits reached ₹80,386.85 crore and borrowings were ₹2,313.84 crore, with a CRAR of 15.66%. During FY2022–23, deposits increased to ₹87,368.01 crore, while the Bank strengthened its capital position with a CRAR of 17.45%. In FY2023–24, deposits increased substantially to ₹98,057.83 crore, and the Bank completed a ₹1,500 crore capital raising during the second half of the year, contributing to an increase in its CRAR to 18.00%. By FY2024–25, deposits had increased to approximately ₹1,04,807 crore, while capital funds rose to about ₹12,219 crore and CRAR reached 19.85%, indicating a stronger capital base. The Bank's FY2024–25 report specifically describes its funding as diversified across CASA deposits, retail term deposits, and long-term borrowings.

Funding & Financial Support Overview:

(1) Customer Deposits – Primary Source of Funding:

Customer deposits represent the principal funding source for Karnataka Bank. Over the five-year period, deposits increased from ₹75,654.86 crore in FY2020–21 to approximately ₹1,04,807 crore in FY2024–25. The Bank's deposit base includes savings, current, and term deposits, with CASA deposits providing a relatively stable and lower-cost component of its funding structure.

(2) CASA Deposits and Retail Funding:

CASA deposits have remained an important part of the Bank's funding strategy. CASA accounted for 31.49% of deposits in FY2020–21, 32.97% in FY2021–22 and FY2022–23, 31.97% in FY2023–24, and 31.75% in FY2024–25. The relatively stable CASA contribution indicates the Bank's continued reliance on retail and transactional deposits as part of its funding base.

(3) Capital Funds and Equity Support:

Shareholders' equity and accumulated reserves form an important component of the Bank's long-term funding and regulatory capital. In FY2020–21, total capital was ₹6,642.36 crore, including paid-up capital and reserves. By FY2023–24, the Bank's total capital increased to ₹11,253.14 crore, supported

partly by the ₹1,500 crore capital raising undertaken during the year. By FY2024–25, capital funds had increased further to approximately ₹12,219 crore, with CRAR reaching an all-time high of 19.85%.

(4) Borrowings and Long-Term Funding:

Borrowings provide an additional funding source beyond customer deposits. In FY2020–21, Karnataka Bank reported borrowings of ₹1,764.88 crore, including borrowings from institutions and agencies and ₹970 crore of Tier II capital instruments. In FY2021–22, borrowings increased to ₹2,313.84 crore. The Bank has therefore used borrowings selectively to supplement its deposit-based funding structure and maintain an appropriate capital and liquidity position.

(5) Retained Earnings and Internal Capital Generation:

Profitability also contributes indirectly to the Bank's funding capacity through retained earnings and the strengthening of reserves. Karnataka Bank's net profit increased from ₹482.57 crore in FY2020–21 to ₹1,180.24 crore in FY2022–23 and ₹1,306.28 crore in FY2023–24, before standing at ₹1,272.37 crore in FY2024–25. The accumulation of profits and reserves strengthens the Bank's internal capital base and supports future lending and business expansion.

Table 11: Summary of Funding Pattern:

Year	Major Funding Source & Financial Development
2020–21	₹75,654.86 crore deposits; ₹1,764.88 crore borrowings; total capital of ₹6,642.36 crore
2021–22	₹80,386.85 crore deposits; ₹2,313.84 crore borrowings; CRAR of 15.66%
2022–23	₹87,368.01 crore deposits; CRAR strengthened to 17.45%
2023–24	₹98,057.83 crore deposits; ₹1,500 crore capital raising; CRAR increased to 18.00%
2024–25	Approximately ₹1,04,807 crore deposits; capital funds of about ₹12,219 crore; CRAR reached 19.85%

Overall, Karnataka Bank's funding pattern during the five-year period was primarily **deposit-driven**, with CASA and retail term deposits forming important components of its liability base. This was supplemented by equity and reserve accumulation, selective borrowings, and a significant ₹1,500 crore capital raising in FY2023–24. The increase in deposits from ₹75,654.86 crore in FY2020–21 to approximately ₹1,04,807 crore in FY2024–25, together with the improvement in CRAR from 14.85% to 19.85%, indicates a strengthening of both the Bank's funding base and capital position over the period.

8.3.3 Revenue vs. Cost Structure:

Karnataka Bank Limited's revenue and cost structure reflects the conventional financial structure of a commercial bank, in which interest income from advances and investments forms the major component of income, supplemented by other banking income. Over the five-year period from FY2020–21 to FY2024–25, the Bank's income and Net Interest Income (NII) generally increased, while operating expenses and interest expenditure also rose with the expansion of business activities. The Bank's net profit increased substantially during the period, from ₹482.57 crore in FY2020–21 to ₹1,272.37 crore in FY2024–25. The financial structure therefore demonstrates the importance of managing interest income, cost of funds, operating expenses, credit provisions, and other income in determining the Bank's profitability. The Bank's annual reports identify interest income, other income, interest expenditure, operating expenses, and provisions as the major components of its financial performance.

Revenue Structure: Interest and Other Banking Income:

(1) Interest Income:

Interest earned from advances, investments, balances with the Reserve Bank of India, inter-bank funds, and other banking activities is the principal source of income for Karnataka Bank. Interest income increased from ₹6,232.41 crore in FY2020–21 to ₹6,221.66 crore in FY2021–22, ₹7,220.23 crore in FY2022–23, ₹8,298.50 crore in FY2023–24, and ₹9,013.60 crore in FY2024–25. The Bank's FY2023–24 Annual Report specifically reports interest income of ₹8,298.50 crore, representing a 14.93% increase over FY2022–23.

Source: Karnataka Bank Limited Annual Reports for FY2020–21 to FY2024–25, with FY2023–24 figures directly verified from the Bank's Integrated Annual Report.

(2) Net Interest Income:

Net Interest Income (NII), representing the difference between interest earned and interest expended, is an important indicator of the Bank's core banking earnings. Karnataka Bank's NII increased from ₹2,183.18 crore in FY2020–21 to ₹2,491.03 crore in FY2021–22, ₹3,185.10 crore in FY2022–23, ₹3,298.72 crore in FY2023–24, and ₹3,310.38 crore in FY2024–25. The FY2023–24 Annual Report reports that NII increased by 3.57% from ₹3,185.10 crore to ₹3,298.72 crore.

Source: Karnataka Bank Limited Annual Reports and financial results for the respective financial years.

(3) Other Income:

Apart from interest income, Karnataka Bank earns income from commissions, exchange, brokerage, treasury activities, and other banking and para-banking services. Other income was ₹1,495.07 crore in FY2020–21, ₹953.88 crore in FY2021–22, ₹992.58 crore in FY2022–23, ₹1,318.92 crore in FY2023–24, and ₹1,269.51 crore in FY2024–25. The Bank's FY2023–24 Annual Report states that other income increased from ₹992.58 crore to ₹1,318.92 crore, primarily due to an increase in non-fund business and other para-banking activities.

Source: Karnataka Bank Limited Annual Reports and financial statements for FY2020–21 to FY2024–25.

Cost Structure: Interest, Operating Expenses and Provisions:

(1) Interest Expenditure:

Interest paid on deposits and borrowings represents one of the major costs of Karnataka Bank because deposits constitute a principal source of funds for lending and investment activities. Interest expenditure increased from ₹4,049.23 crore in FY2020–21 to ₹4,035.13 crore in FY2022–23, ₹4,999.78 crore in FY2023–24, and ₹5,703.22 crore in FY2024–25. The FY2023–24 Annual Report reports interest expenditure of ₹4,999.78 crore, compared with ₹4,035.13 crore in FY2022–23, with interest on deposits forming the largest component.

Source: Karnataka Bank Limited Annual Reports and financial statements for the respective financial years.

(2) Employee and Operating Expenses:

Employee costs, depreciation, administrative expenses, technology expenditure, premises-related expenses, and other operating costs constitute the major non-interest expenses of the Bank. Total operating expenses increased from approximately ₹1,679.11 crore in FY2020–21 to ₹1,810.92 crore in FY2021–22, ₹1,969.45 crore in FY2022–23, ₹2,454.33 crore in FY2023–24, and approximately ₹2,752.86 crore in FY2024–25. The FY2023–24 Annual Report reports employee cost of ₹1,372.84 crore, depreciation of ₹71.82 crore, other administrative expenses of ₹1,009.67 crore, and total operating expenses of ₹2,454.33 crore.

Source: Karnataka Bank Limited Annual Reports and financial statements. FY2023–24 figures are directly verified from the Bank's Annual Report.

(3) Provisions and Contingencies:

Provisions and contingencies represent an important cost component for a bank because they cover potential losses associated with non-performing assets, standard assets, investments, taxation, and other contingencies. Karnataka Bank's provisioning requirements declined in the later years of the study period. The Bank reported provisions and contingencies of ₹1,296.35 crore in FY2020–21, ₹939.44 crore in FY2021–22, ₹767.19 crore in FY2022–23, ₹600.58 crore in FY2023–24, and approximately ₹186.44 crore in FY2024–25. For FY2023–24, the Bank reported provision towards NPA of ₹597.38 crore compared with ₹889.95 crore in FY2022–23, while total provisions and contingencies excluding tax were ₹600.58 crore compared with ₹767.19 crore in the previous year.

The reduction in provisioning requirements in the later financial years occurred alongside improvements in the Bank's asset-quality indicators and provision coverage. In FY2023–24, the Bank reported a Provision Coverage Ratio (PCR) of 79.22% and reductions in both Gross NPA and Net NPA ratios. This reduced the proportion of operating earnings absorbed by credit provisions and supported the Bank's profitability.

Table 12: Revenue vs. Cost Structure Summary

Category (₹ crore)	FY2020–21	FY2021–22	FY2022–23	FY2023–24	FY2024–25
Total Income	7,727.48	7,175.54	8,212.81	9,617.42	10,283.12
Interest Income	6,232.41	6,221.66	7,220.23	8,298.50	9,013.60
Net Interest Income	2,183.18	2,491.03	3,185.10	3,298.72	3,310.38
Other Income	1,495.07	953.88	992.58	1,318.92	1,269.51
Operating Expenses	1,679.11	1,810.92	1,969.45	2,454.33	2,752.86*
Provisions & Contingencies	1,296.35	939.44	767.19	600.58	186.44*
Net Profit	482.57	508.62	1,180.24	1,306.28	1,272.37

Source: Karnataka Bank Limited Annual Reports and financial statements for FY2020–21, FY2021–22, FY2022–23, FY2023–24 and FY2024–25. The FY2023–24 figures in the table are directly supported by the Bank's Annual Report, which reports gross income of ₹9,617.42 crore, NII of ₹3,298.72 crore, operating expenses of ₹2,454.33 crore, provisions and contingencies of approximately ₹600.58 crore, and net profit of ₹1,306.28 crore.

Interpretation:

(1) Revenue is primarily interest-driven: Karnataka Bank's principal income is generated through interest earned on advances and investments. The increase in NII from ₹2,183.18 crore in FY2020–21 to ₹3,310.38 crore in FY2024–25 demonstrates the continued importance of core banking activities to the Bank's earnings. The Bank's FY2023–24 report also identifies NII as a major component of its operational performance.

(2) Interest and operating expenses form the major cost base: The Bank's major costs arise from interest paid on deposits and borrowings, employee expenses, administrative expenses, depreciation, technology-related expenditure, and other operating costs. In FY2023–24, total operating expenses increased by 24.62% to ₹2,454.33 crore, while interest expenditure increased by 23.91% to ₹4,999.78 crore.

(3) Profitability strengthened substantially: Net profit increased from ₹482.57 crore in FY2020–21 to ₹1,180.24 crore in FY2022–23 and ₹1,306.28 crore in FY2023–24. The FY2023–24 Annual Report identifies ₹1,306.28 crore as the Bank's highest-ever net profit at that time.

(4) Lower provisioning supported profitability: The reduction in provisioning requirements in the later years reduced the amount of earnings absorbed by credit-related provisions. This occurred alongside improvements in asset-quality indicators and provision coverage, supporting the Bank's stronger profitability position.

Insights & Outlook:

- **NII remains the core earnings driver**, making loan growth, deposit costs, interest margins, and asset quality important to future profitability.
- **Other income provides diversification** beyond interest-based income.
- **Operating expenses have increased** as the Bank expands its business, employee base, infrastructure, and technology capabilities.
- **Provisioning requirements have reduced in the later years**, supporting profitability alongside improvements in asset-quality indicators.
- **Cost management remains important**, particularly because higher deposit costs and operating expenditure can place pressure on margins.
- The Bank's growing income base provides scope for further growth if it can maintain asset quality while controlling the cost of funds and operating expenses.

Thus, Karnataka Bank's revenue-versus-cost structure is centred on the relationship between interest income, interest expenditure, other income, operating expenses, and provisions. During FY2020–21 to FY2024–25, the Bank strengthened its core interest earnings and overall income, while profitability improved substantially compared with the beginning of the period. The reduction in provisioning requirements in the later years also supported profitability. Overall, the financial structure demonstrates the importance of managing the cost of funds, operating efficiency, credit risk, and asset quality alongside revenue growth.

Citations:

- Turnover, income and profitability data — Karnataka Bank Limited, Integrated Annual Report FY2024–25
- Revenue, interest income and operating expense data — [Karnataka Bank Limited, Integrated Annual Report FY2023–24](#)
- Financial performance and income/expenditure data — [Karnataka Bank Limited, Integrated Annual Report FY2022–23](#)
- Deposit, borrowing and capital data — Karnataka Bank Limited, Annual Report FY2021–22
- Financial position and funding data — Karnataka Bank Limited, Annual Report FY2020–21

8.4. Technological Strategy Analysis:

(i) About Technological Strategy Analysis:

Technological Strategy Analysis involves assessing how an organization uses technology to support its long-term objectives, improve operational efficiency, strengthen customer experience, and maintain competitiveness. For Karnataka Bank Limited, technological strategy focuses on transforming traditional banking operations into a more digitally enabled and customer-centric banking model. The Bank's technology strategy has developed through its KBL VIKAAAS transformation journey, which was initiated to strengthen digital capabilities and transform different areas of banking operations. The Bank has progressively introduced digital customer journeys, mobile and internet banking, digital lending, analytics, automation, and technology-enabled services.

Karnataka Bank's technological strategy is primarily application-oriented rather than based on fundamental technology research. The Bank uses technology to improve banking processes, simplify customer interactions, support faster lending decisions, strengthen data-based decision-making, and increase the efficiency of its operations. Its Technology and Digital initiatives therefore support the broader business strategy of becoming a more digitally integrated and future-ready bank.

(ii) Core Innovation Domains:

Karnataka Bank's technological strategy revolves around five major innovation domains:

(1) Digital Banking and Customer Experience:

The Bank has developed digital channels and customer journeys covering account opening, mobile banking, internet banking, WhatsApp Banking, UPI, digital payments, and other technology-enabled services. These initiatives are designed to provide customers with faster, more convenient, and accessible banking services.

(2) Digital Lending and Automated Credit Processes:

Digital lending is an important area of KBL's technological development. The Bank has introduced digital loan journeys under the KBL Xpress series, with automated verification, income assessment, and credit underwriting supported by business-rule engines. This enables the Bank to reduce manual intervention and improve the speed of loan processing.

(3) Data Analytics and Decision Support:

Karnataka Bank has established an Analytical Centre of Excellence to strengthen its analytical capabilities. The Bank uses data platforms and analytical tools to understand customer behaviour, identify customer requirements, support risk management, and improve decision-making. The use of analytics therefore forms an important part of the Bank's digital transformation strategy.

(4) Process Automation and Operational Technology:

The Bank has introduced automation across several internal processes, including MIS dashboards, audit activities, grievance redressal, trade finance processes, and other operational activities. Such automation helps reduce manual work, improve monitoring, and increase operational efficiency.

(5) Cybersecurity and Responsible Digital Banking:

As banking services become increasingly digital, cybersecurity, information security, customer-data protection, and regulatory compliance have become important components of the Bank's technological strategy. Karnataka Bank therefore has to balance digital innovation with security, reliability, privacy, and customer trust.

(iii) Use of Artificial Intelligence, Data Analytics, Automation, and Digital Technology:

Unlike a technology research company, Karnataka Bank does not primarily develop new AI algorithms as its core business. Instead, the Bank uses emerging technologies and analytical capabilities as tools to improve banking services and decision-making.

(1) Artificial Intelligence and Automated Decision-Making:

The Bank has increasingly incorporated AI-enabled and automated technologies into its digital transformation. Under KBL VIKAAAS 3.0, the Bank has introduced AI-driven underwriting and automated decision engines for digital lending. These technologies help support faster credit decisions and more efficient customer journeys.

(2) Data Analytics:

The Analytical Centre of Excellence provides an organisational platform for the use of data analytics. The Bank has used cloud-based data capabilities to analyse customer behaviour and understand customer requirements. Such analytical capabilities can support product development, customer segmentation, risk management, and more informed business decisions.

(3) Automation:

Automation is used across customer-facing and internal banking processes. Digital onboarding, automated credit underwriting, MIS dashboards, digital audit activities, and automated operational processes demonstrate how KBL uses technology to reduce manual intervention and improve efficiency.

(4) Digital Payment and Banking Technologies:

KBL has expanded its use of digital banking technologies through mobile banking, internet banking, UPI, WhatsApp Banking, Account Aggregator, CBDC-related services, and other digital payment solutions. These technologies allow the Bank to provide services through multiple digital channels while reducing dependence on physical banking transactions.

(iv) Technology Development Orientation vs Productization:

Karnataka Bank's technological approach is strongly oriented toward technology adoption, digital transformation, process improvement, and productization rather than fundamental technology research. This distinguishes the Bank from technology companies whose primary objective is to develop new technological theories or algorithms.

(1) Technology Development Orientation:

The Bank's technology strategy focuses on developing and implementing digital capabilities that strengthen its existing banking operations. KBL VIKAAAS, KBL VIKAAAS 2.0, KBL NxT, and KBL VIKAAAS 3.0 represent different stages of this transformation. The Bank has established dedicated digital and analytical capabilities to support continuous technological development.

(2) Productization of Digital Capabilities:

Karnataka Bank converts its technological capabilities into practical banking products and services. Examples include KBL Xpress digital loan journeys, digital account opening, mobile banking, WhatsApp Banking, UPI services, digital payments, and other digital customer journeys. In FY2024–25, the Bank reported that 96.08% of total transactions were conducted through digital channels, demonstrating the increasing importance of digital delivery in its banking model.

(3) AI and Analytics as Business Enablers:

The Bank's use of AI, analytics, and automated decision engines is primarily directed toward improving business outcomes rather than creating standalone technology products. AI-enabled underwriting, automated credit decisions, customer analytics, and digital customer support help the Bank improve speed, convenience, decision-making, and customer service.

(4) Continuous Digital Transformation:

KBL's technological strategy continues to evolve as customer expectations and banking technologies change. Under KBL VIKAAAS 3.0, the Bank has continued to focus on innovation, agility, customer-centricity, and operational efficiency. The strategy therefore represents an ongoing process of integrating technology into the Bank's products, services, processes, and customer relationships. Thus, Karnataka Bank's technological strategy is characterized by digital transformation, artificial intelligence applications, data analytics, automation, digital lending, digital payments, cybersecurity, and technology-enabled customer service. Rather than functioning as a fundamental technology research organisation, the Bank uses technology as a strategic enabler for improving banking operations and customer experience. Its KBL VIKAAAS transformation journey and continued investment in digital

capabilities demonstrate the Bank's transition from traditional banking towards a more technology-driven and customer-centric banking model.

8.5. Marketing Analysis:

(i) About Marketing Analysis:

Marketing Analysis refers to the systematic examination of customer needs, market conditions, competitors, service offerings, communication channels, and customer relationships to understand how an organisation creates and delivers value. In the banking sector, marketing is particularly important because banking services are largely intangible and customer relationships, service quality, convenience, trust, and accessibility influence customer satisfaction and loyalty. Research on Indian commercial banks indicates that service convenience contributes to customer satisfaction, which in turn supports customer loyalty (Kaura, (2013). [102]). Similarly, research on Indian banking customers shows that relationship-oriented marketing practices and customer characteristics can influence relationship satisfaction (Mishra & Vaithianathan, (2015). [103]).

Digitalisation has further expanded the scope of banking marketing. Banks increasingly use internet banking, mobile applications, social media, digital campaigns, and technology-enabled customer services to communicate with customers and deliver financial products. Research on online banking in India indicates that factors such as perceived usefulness, security, trust, awareness, and ease of use are associated with customer satisfaction (Banu et al., (2019). [105]). Therefore, marketing analysis in modern banking involves not only traditional promotion and branch-level customer relationships but also digital engagement, service convenience, customer experience, and trust-building.

(ii) Analysis of Marketing Strategy of Karnataka Bank Limited:

Karnataka Bank Limited follows a customer-oriented, relationship-based, and increasingly digital marketing strategy. The Bank's marketing approach combines its long-standing branch presence and customer relationships with digital communication channels and technology-enabled banking services. Rather than depending entirely on conventional advertising, KBL promotes its products and services through branches, its website, mobile and internet banking platforms, ATMs, social media, and digital campaigns. The Bank has also conducted digital customer surveys to understand customer needs and evaluate the effectiveness of its products.

The Bank's marketing strategy places considerable emphasis on customer relationships and service convenience. Karnataka Bank serves different customer groups through savings and deposit products, retail loans, agricultural finance, MSME and business banking, corporate banking, NRI services, insurance, investment products, and other financial services. This diversified product portfolio enables the Bank to address the requirements of different customer segments. Relationship-oriented banking is particularly relevant because customer satisfaction and loyalty in banking are influenced by service quality, convenience, and the quality of the relationship between customers and the bank (Kaura, (2013). [102]).

Another important element of KBL's marketing strategy is **digital marketing and customer engagement**. The Bank has reported conducting digital marketing campaigns for its products through social media, its website, mobile and internet banking, and ATMs. Its branding activities have included hashtags, blogs, videos of CSR activities, and customer testimonials. Regular digital customer surveys are also used to understand customer needs. This indicates a shift from one-way promotion towards more interactive and customer-oriented communication. Such an approach is increasingly important as digital platforms become significant channels for customer engagement in banking.

KBL also uses **digital banking as a marketing and value-delivery mechanism**. Services such as KBL Mobile Plus, WhatsApp Banking, online account opening with Video KYC, UPI, digital payments, digital lending, and other online services provide customers with greater convenience and accessibility. The Bank's digital initiatives therefore serve two purposes: they improve service delivery and also strengthen the Bank's ability to attract and retain digitally oriented customers. Research on online banking in India demonstrates that usefulness, trust, security, awareness, and ease of use are important considerations in customer satisfaction (Banu et al., (2019). [105]).

Customer satisfaction and service quality are also central to KBL's marketing strategy. In banking, customers evaluate not only the financial product itself but also the convenience, responsiveness, reliability, and overall service experience. Research on Indian banking customers has found that

customer expectations and service-related factors influence perceptions of bank performance, while service convenience can contribute to customer satisfaction and loyalty (Kaura, (2013). [102]). KBL's combination of branch-based service and digital channels allows it to address customers who prefer both personal interaction and technology-enabled banking.

The Bank's strategy also increasingly incorporates **technology-enabled customer interaction**. Digital customer service tools and emerging technologies such as chatbot-based services can help banks provide faster responses and improve customer value. Research on Indian banking has found that chatbot service quality can influence customer satisfaction and perceived customer value (Othayoth & Khanna, (2024). [104]). For Karnataka Bank, the continued development of digital service channels provides an opportunity to strengthen customer engagement while reducing dependence on physical branch interactions for routine services.

Finally, Karnataka Bank's marketing strategy can be viewed as a combination of **trust-based traditional banking and modern digital engagement**. Its long institutional history and branch network provide a foundation for relationship building, while digital marketing, mobile banking, social media, customer surveys, and technology-enabled services help the Bank remain relevant to changing customer expectations. The strategy is therefore not based solely on promotional communication; it also involves delivering convenience, maintaining customer relationships, improving service quality, and creating consistent experiences across physical and digital channels.

Overall, Karnataka Bank's marketing strategy can be characterised as **relationship-oriented, customer-centric, service-based, and increasingly digital**. Its major strengths lie in combining an established banking identity with diversified financial products, physical customer access, digital marketing, and technology-enabled services. Going forward, stronger use of customer analytics, personalised digital communication, social media engagement, and integrated online-offline customer experiences can further strengthen the Bank's marketing effectiveness and customer loyalty.

8.6. Human Resource Management:

(i) About Human Resources Management Analysis:

Human Resources Management (HRM) Analysis involves examining how an organisation recruits, develops, motivates, evaluates, and retains employees in alignment with its organisational objectives. In the banking sector, HRM is particularly important because employees directly contribute to customer service, operational efficiency, relationship management, technology adoption, and organisational performance. Effective HR practices can help organisations develop employee capabilities, improve job satisfaction, and align individual performance with organisational goals. Research on human resource management indicates that strategic HR practices can contribute to organisational performance by developing valuable human capital and supporting competitive advantage (Barney & Wright, (1998). [106]).

The importance of HRM has increased as the banking sector has become more technology-driven. Employees are now required to combine traditional banking knowledge with digital, analytical, customer-service, and technology-related capabilities. HRM therefore involves not only recruitment and performance appraisal but also training, skill development, employee engagement, career development, and adaptation to technological change. In a service-oriented organisation such as a bank, effective human resource practices are also important for maintaining service quality and customer satisfaction.

(ii) Analysis of Human Resources Management Strategy of Karnataka Bank Limited:

Karnataka Bank Limited follows a people-oriented, performance-based, and capability-development-focused HRM strategy designed to support its banking operations and ongoing digital transformation. With a large employee base operating across branches, offices, and technology-related functions, the Bank's HR strategy focuses on recruitment, employee development, performance management, training, engagement, and creating capabilities required for changing banking operations.

The Bank places importance on employee training and skill development to help its workforce adapt to changing banking requirements. Training programmes cover areas such as banking operations, technology, digital banking, compliance, risk management, customer service, leadership, and other functional requirements. This is particularly relevant as the Bank continues to increase the use of digital platforms and automated processes. The development of employee capabilities enables the workforce to support both traditional banking activities and technology-enabled services.

KBL also gives importance to **performance management and employee evaluation**. Performance appraisal provides a mechanism for assessing employee contribution, identifying development requirements, and aligning employee performance with organisational objectives. Earlier research specifically examining Karnataka Bank's performance appraisal system highlighted performance appraisal as an integrated organisational process, demonstrating the relevance of systematic employee evaluation within the Bank (Ganesh & Rao, (2012). [108]). Effective performance-management systems can help organisations connect individual responsibilities with broader organisational objectives.

Another important aspect of KBL's HRM strategy is **employee engagement and organisational commitment**. Banking employees operate in a service-intensive environment where employee attitudes and behaviour can influence customer experience. The Bank therefore needs to maintain employee motivation, communication, recognition, career opportunities, and a supportive working environment. Research on human resource development practices in the banking sector highlights the relationship between employee development and employee productivity (Patil & Swapna (2017). [107]).

KBL's HR strategy is also increasingly connected with **digital transformation and new skill requirements**. The Bank's Technology and Digital initiatives, including digital banking, analytics, automation, and technology-enabled lending, require employees to develop new competencies. This creates a need for continuous reskilling and upskilling so that employees can effectively use new systems and provide technology-enabled customer services. Human resource development therefore becomes an important supporting element of the Bank's digital transformation strategy (Minbaeva, (2013). [109]).

The Bank also needs to manage the balance between its **traditional banking culture and changing workforce requirements**. As a long-established banking institution, KBL has accumulated considerable organisational experience and institutional knowledge. At the same time, increasing competition from technology-driven banks requires the Bank to attract and retain employees with digital, analytical, relationship-management, and specialised banking capabilities. Maintaining this balance can help KBL preserve its existing strengths while developing capabilities required for future growth.

Another important HR challenge is **employee retention and talent development**. The banking industry competes for employees with expertise in technology, analytics, digital banking, risk management, and specialised financial services. KBL therefore needs to provide opportunities for learning, career advancement, leadership development, and professional growth. Strategic human resource management suggests that organisations can strengthen their competitive position when human resources are effectively aligned with organisational strategy (Barney & Wright, (1998). [106]).

Overall, Karnataka Bank's HRM strategy can be characterised as **employee development-oriented, performance-focused, and increasingly aligned with digital transformation**. Its major areas of emphasis include recruitment, training, performance appraisal, employee engagement, skill development, and retention. The Bank's future HR strategy will need to place greater emphasis on digital and analytical skills, continuous learning, leadership development, and employee adaptability. By strengthening its human capabilities alongside technological transformation, Karnataka Bank can improve operational effectiveness, customer service, and its ability to achieve sustainable growth.

9. EMERGING ISSUES & STRATEGIES :

Emerging Issues and corresponding Strategies for Karnataka Bank Limited as it continues to strengthen its banking operations, digital transformation, customer services, governance, and long-term growth:

(1) Issue: Rapid Digital Transformation and Changing Customer Expectations

Karnataka Bank is operating in a banking environment where customers increasingly expect faster, convenient, secure, and technology-enabled banking services. The rapid development of mobile banking, UPI, digital lending, artificial intelligence, and automated services creates continuous pressure on the Bank to upgrade its digital capabilities.

Strategy:

Karnataka Bank should continue strengthening its digital banking infrastructure, expand AI and analytics-based services, improve mobile and internet banking experiences, and simplify digital customer journeys. Continuous investment in cybersecurity, system integration, and employee digital

skills can help the Bank respond effectively to changing customer expectations while maintaining service reliability.

(2) Issue: Intense Competition from Large Private and Digital-First Banks

Karnataka Bank faces strong competition from large private sector banks and technology-driven financial service providers that have greater scale, extensive digital ecosystems, and strong national visibility. This creates pressure on the Bank to differentiate its products, services, and customer experience.

Strategy:

The Bank should strengthen its competitive position by focusing on its established customer relationships and expanding high-potential segments such as MSMEs, agriculture, retail banking, and business banking. It should also use data analytics and customer insights to develop more personalised products and services while improving digital and branch-based service delivery.

(3) Issue: Cybersecurity, Digital Fraud, and Data Protection Risks

The increasing use of digital banking, online transactions, mobile applications, and technology-enabled financial services increases exposure to cybersecurity threats, digital fraud, data breaches, and operational disruptions. Maintaining customer trust while expanding digital services is therefore an important challenge for Karnataka Bank.

Strategy:

Karnataka Bank should strengthen its cybersecurity and fraud-monitoring capabilities through advanced transaction monitoring, artificial intelligence-based risk detection, regular security assessments, and stronger data-protection practices. The Bank should also increase customer awareness regarding digital fraud and safe banking practices and continuously train employees to identify and respond to cybersecurity threats.

(4) Issue: Talent Competition and Changing Skill Requirements

The transformation of banking toward digital platforms, analytics, artificial intelligence, cybersecurity, and automated processes is creating demand for employees with specialised technical and analytical capabilities. Karnataka Bank must compete for such talent while also developing the capabilities of its existing workforce.

Strategy:

The Bank should implement a continuous talent-development strategy focusing on digital skills, data analytics, cybersecurity, AI applications, risk management, and customer experience. Regular upskilling and reskilling programmes, leadership development, career opportunities, and employee engagement initiatives can help Karnataka Bank attract, develop, and retain employees with the capabilities required for future banking operations.

(5) Issue: Balancing Growth with Asset Quality and Risk Management

Karnataka Bank needs to pursue business and lending growth while maintaining asset quality, adequate capital, and effective credit-risk management. Rapid expansion of lending without appropriate risk controls could increase the possibility of asset-quality deterioration and affect long-term financial performance.

Strategy:

The Bank should strengthen credit assessment, early-warning systems, portfolio monitoring, and data-driven risk management. Greater use of analytics in credit decisions can help identify potential risks at an early stage. At the same time, maintaining adequate capital buffers and strong governance practices can support sustainable growth without compromising financial stability.

(6) Issue: Need to Strengthen National Brand Visibility and Customer Reach

Although Karnataka Bank has a long institutional history and an established banking network, it faces the challenge of strengthening its brand visibility and expanding its customer base in a highly competitive national banking market. Younger and digitally oriented customers may have greater awareness of larger private banks and digital financial platforms.

Strategy:

Karnataka Bank should strengthen its digital marketing, social media presence, customer communication, and targeted promotional activities. The Bank can use customer analytics to identify new market segments and design relevant products for younger customers, MSMEs, professionals, and digitally active users. Combining its established trust and banking heritage with modern digital communication can help improve brand visibility and customer acquisition.

(7) Issue: Integration of Traditional Banking with Digital Banking

Karnataka Bank has a long-established branch-based banking model while simultaneously expanding its digital banking capabilities. Managing the integration of physical branches, employees, digital channels, automated processes, and customer service systems can be challenging.

Strategy:

The Bank should adopt an integrated omnichannel approach in which branch and digital banking complement each other rather than operate as separate channels. Branch employees should be trained to assist customers with digital services, while digital platforms should provide easy access to support when customers require human assistance. This approach can help KBL preserve its relationship-based banking strengths while improving digital convenience.

(8) Issue: Regulatory and Compliance Requirements

As a regulated banking institution, Karnataka Bank operates under extensive regulatory and compliance requirements relating to capital adequacy, customer protection, cybersecurity, data management, lending, reporting, and risk management. Continuous changes in regulations can increase operational and compliance requirements.

Strategy:

Karnataka Bank should strengthen its regulatory technology, compliance monitoring, employee training, and internal control systems. The Bank should continuously monitor regulatory developments and integrate compliance requirements into its technology and business processes. Strong governance and timely compliance can reduce regulatory risks while supporting responsible growth.

(9) Issue: Increasing Need for Data Analytics and Artificial Intelligence

The increasing availability of customer and transaction data creates opportunities for Karnataka Bank to improve credit decisions, customer segmentation, fraud detection, service personalisation, and operational efficiency. However, the effective use of analytics and AI requires appropriate technology, data quality, skilled employees, and responsible governance.

Strategy:

The Bank should expand the use of data analytics and AI in areas where they can create measurable business value, such as credit assessment, fraud detection, customer service, product recommendations, and operational decision-making. AI applications should be supported by appropriate data governance, human oversight, privacy safeguards, and periodic performance evaluation to ensure responsible and reliable use.

(10) Issue: Maintaining Customer Satisfaction and Service Quality

As customers increasingly compare banking services across physical and digital channels, maintaining consistent service quality has become an important challenge. Delays, complicated processes, technical problems, or poor digital experiences can negatively affect customer satisfaction and loyalty.

Strategy:

Karnataka Bank should continuously monitor customer feedback, simplify banking processes, improve digital usability, strengthen complaint-resolution mechanisms, and provide personalised customer support. Customer satisfaction indicators can be incorporated into service-quality monitoring and employee performance systems. Combining technology-enabled convenience with responsive human support can help the Bank strengthen customer relationships and long-term loyalty.

Overall Strategy Direction:

Karnataka Bank's future strategy should focus on balancing its traditional strengths with the requirements of a rapidly changing banking environment. The major strategic priorities include **digital transformation, cybersecurity, customer-centricity, talent development, responsible AI and analytics, asset-quality management, regulatory compliance, and sustainable business growth**. By integrating technology with its established relationship-banking capabilities, the Bank can strengthen its competitiveness while maintaining financial stability and customer trust.

10. COMPARISON OF THE PERFORMANCE WITH COMPETITORS :

A detailed Performance Comparison Report of Karnataka Bank Limited against selected competitors over the last five years is presented below. The comparison focuses on financial performance, business scale, asset quality, technological development, customer orientation, and governance. Karnataka Bank is compared with HDFC Bank, ICICI Bank, and Axis Bank, which represent larger private sector banking institutions with substantially greater scale and wider national presence.

(1) Financial Performance and Profitability:

Karnataka Bank has demonstrated positive financial performance during the five-year period from FY2020–21 to FY2024–25. Its net profit increased from ₹482.57 crore in FY2020–21 to ₹1,272.37 crore in FY2024–25, representing an increase of more than two and a half times over the period. The Bank's deposits increased from ₹75,654.86 crore to ₹1,04,807.49 crore, while gross advances increased from ₹51,693.70 crore to ₹77,958.72 crore. The Bank therefore achieved meaningful growth in profitability and business scale, although its absolute size remains considerably smaller than that of the leading private sector banks.

Table 13: Five-Year Net Profit Comparison of Selected Private Sector Banks

Bank	FY2020–21	FY2021–22	FY2022–23	FY2023–24	FY2024–25
Karnataka Bank	₹482.57 Cr	₹508.62 Cr	₹1,180.24 Cr	₹1,306.28 Cr	₹1,272.37 Cr
HDFC Bank	₹31,117 Cr	₹36,961 Cr	₹44,109 Cr	₹60,812 Cr	₹67,347 Cr
ICICI Bank	₹16,193 Cr	₹23,339 Cr	₹31,896 Cr	₹40,888 Cr	₹47,227 Cr
Axis Bank	₹6,589 Cr	₹13,025 Cr	₹21,933 Cr*	₹24,861 Cr	₹26,373 Cr

*FY2022–23 Axis Bank figure excludes exceptional items, consistent with the annual report presentation.

The comparison shows a substantial difference in **absolute profitability and scale**. HDFC Bank remained the largest profit generator among the selected banks, followed by ICICI Bank and Axis Bank. Karnataka Bank remained considerably smaller but showed strong improvement from its FY2020–21 base. HDFC Bank's FY2024–25 annual report reports ₹67,347 crore profit after tax, while ICICI Bank reported ₹47,227 crore and Axis Bank reported ₹26,373 crore.

In terms of approximate net-profit CAGR between FY2020–21 and FY2024–25, Karnataka Bank recorded about **27.4%**, compared with approximately **21.3% for HDFC Bank, 30.7% for ICICI Bank, and 41.4% for Axis Bank**. This indicates that although Karnataka Bank's absolute profitability is much lower, its profit growth from the FY2020–21 base has been significant.

Research on Indian banking performance indicates that profitability and financial performance are influenced by factors such as bank size, efficiency, asset quality, governance, and competitive conditions (Singh, (2024). [13]). Therefore, Karnataka Bank's smaller scale should be considered when interpreting its performance relative to larger private sector competitors.

(2) Business Scale and Market Position:

The most significant difference between Karnataka Bank and its larger competitors is **business scale**. Karnataka Bank's deposits reached approximately ₹1.05 lakh crore and gross advances approximately ₹77,959 crore in FY2024–25. In comparison, HDFC Bank reported deposits of approximately ₹27.15 lakh crore and advances of approximately ₹26.20 lakh crore. ICICI Bank reported deposits of ₹16.10 lakh crore and advances of ₹13.42 lakh crore, while Axis Bank also operated at a substantially larger scale.

This difference in scale provides larger banks with greater economies of scale, wider distribution networks, stronger national visibility, and greater capacity to invest in technology and specialised financial services. HDFC Bank had 9,455 branches and ICICI Bank had 6,983 branches at March 2025, while Axis Bank reported 5,879 domestic branches including extension counters and digital banking units.

Karnataka Bank therefore competes from a **smaller-scale position**. However, its established customer base, long banking history, branch network, and focus on segments such as agriculture, MSMEs, retail banking, and relationship-based services provide opportunities for differentiated growth.

(3) Asset Quality and Risk Management:

Asset quality represents another important area for comparison because non-performing assets can directly affect profitability and financial stability. Karnataka Bank reported a **Gross NPA ratio of 3.08% and Net NPA ratio of 1.31% in FY2024–25**, compared with 3.53% and 1.58%, respectively, in FY2023–24. Its Provision Coverage Ratio increased from 79.22% to 81.42% during the same period. The larger competitors reported lower levels of stressed assets. HDFC Bank reported a Gross NPA ratio of **1.33%** in FY2024–25, while ICICI Bank reported a Gross NPA ratio of **1.67% and Net NPA ratio of 0.39%**. Axis Bank also reported stronger asset-quality indicators than Karnataka Bank.

This indicates that Karnataka Bank has made progress in asset-quality management, but its NPA levels remain higher than those of the larger private sector competitors. Research on Indian banks shows that governance and competitive conditions can influence profitability and asset quality, highlighting the importance of effective governance and risk-management mechanisms (Bhatia, (2024). [17]).

(4) Technology and Digital Banking Performance:

Technology has become an important differentiating factor among private sector banks. HDFC Bank, ICICI Bank, and Axis Bank have developed large digital ecosystems covering mobile banking, digital payments, digital lending, automated processes, data analytics, and technology-enabled customer services.

Karnataka Bank has also made considerable progress through initiatives such as **KBL VIKAAS, its Digital Centre of Excellence, Analytics Centre of Excellence, digital lending, mobile and internet banking, UPI, WhatsApp banking, and technology-enabled customer journeys**. The Bank has therefore moved beyond a traditional branch-based model toward a more digitally integrated banking model.

Research on digital banking indicates that technology-enabled banking can improve financial performance and customer-centricity by enhancing service delivery and customer experience (Kumar et al., (2024). [16]). Karnataka Bank's technological progress should therefore be viewed as an important strategic capability rather than simply as an operational support function.

However, the comparison with HDFC Bank, ICICI Bank, and Axis Bank shows that Karnataka Bank still operates with a **smaller digital ecosystem and lower technological scale**. Its strategic challenge is therefore not simply to adopt new technologies but to ensure that digital investments generate measurable improvements in customer experience, efficiency, lending quality, and profitability.

(5) Customer Orientation and Service Performance:

Karnataka Bank's competitive position is also influenced by its established customer relationships and relationship-oriented banking model. While larger banks have greater scale and extensive digital platforms, Karnataka Bank can differentiate itself through personalised service, regional knowledge, branch relationships, and focused offerings for retail, agricultural, and MSME customers.

Research on online banking and customer satisfaction demonstrates that convenience and quality of digital banking services influence customer satisfaction in the Indian banking context (Banu et al., (2019). [105]). This is relevant to Karnataka Bank because the Bank must increasingly combine its traditional relationship-based strengths with convenient digital services.

HDFC Bank, ICICI Bank, and Axis Bank possess advantages in terms of scale, digital reach, product breadth, and national brand visibility. Karnataka Bank's opportunity lies in combining its relationship-based customer service with improved digital accessibility and personalised financial solutions.

(6) Governance and Strategic Management:

Governance is an important dimension of bank performance because banks operate with high levels of financial leverage and are exposed to credit, liquidity, operational, technology, and regulatory risks. Larger competitors have established governance structures supported by extensive risk-management, compliance, audit, technology, and analytics capabilities.

Karnataka Bank has also strengthened its governance and risk-management framework while maintaining adequate capital levels. Its **CRAR increased from 18.00% in FY2023–24 to 19.85% in FY2024–25**, providing a capital buffer to support future business growth.

Research on Indian banks indicates that effective corporate governance can improve profitability and reduce non-performing assets, particularly under changing competitive conditions (Bhatia, (2024). [17]). Thus, governance remains an important area through which Karnataka Bank can strengthen its competitive position even without matching the absolute scale of larger banks.

(7) Overall Five-Year Performance Comparison:

Table 14: Overall Performance Comparison

Dimension	Karnataka Bank	HDFC Bank	ICICI Bank	Axis Bank
Profitability	Improving, but smaller absolute profit	Very strong	Very strong	Strong
Profit growth	Strong from a smaller base	Strong	Very strong	Very high

Business scale	Smaller	Very large	Very large	Very large
Deposit base	Moderate	Largest among selected banks	Very large	Very large
Advances	Moderate	Largest among selected banks	Very large	Very large
Asset quality	Improving but higher NPAs	Strong	Strong	Strong
Digital capability	Growing rapidly	Highly developed	Highly developed	Highly developed
Customer relationship strength	Strong	Strong	Strong	Strong
National brand visibility	Moderate	Very high	Very high	Very high
Technology investment capacity	Relatively lower	Very high	Very high	Very high
Governance and risk management	Strengthening	Strong	Strong	Strong
Strategic position	Focused growth and relationship banking	Scale and digital leadership	Digital, retail and diversified banking	Diversified universal banking

Observations on the Performance Comparison:

The five-year comparison indicates that Karnataka Bank has achieved meaningful improvement in profitability, deposits, advances, capital adequacy, digital banking, and business capabilities, but it continues to operate at a substantially smaller scale than HDFC Bank, ICICI Bank, and Axis Bank.

HDFC Bank demonstrates the strongest combination of scale, profitability, distribution, and digital capability among the selected competitors. ICICI Bank has shown particularly strong profitability growth and digital transformation, while Axis Bank has recorded significant improvement in profitability over the five-year period. Karnataka Bank, in contrast, has followed a more focused growth path based on its established banking franchise, customer relationships, and increasing adoption of digital technologies.

Therefore, Karnataka Bank should not attempt to compete with larger banks purely on the basis of scale. Its stronger strategic approach would be to focus on profitable growth, asset-quality improvement, digital customer experience, MSME and agricultural banking, customer relationships, data-driven decision-making, and efficient use of technology. Research on digital banking and bank performance supports the importance of technological capabilities, while research on governance and competition highlights the importance of sound governance and risk management in sustaining banking performance (Kumar et al., (2024). [16]; Bhatia, (2024). [17]).

Overall, Karnataka Bank's performance during the five-year period demonstrates progressive growth with a smaller but increasingly technology-enabled banking model. Its future competitiveness will depend on how effectively it converts its institutional strengths and digital investments into higher productivity, stronger asset quality, improved customer satisfaction, and sustainable profitability.

11. SUGGESTIONS BASED ON THE STUDY :

Based on the above Company Analysis of Karnataka Bank Limited, the following suggestions are provided:

(1) Create transparent KPIs for digital, customer, and operational performance:

(i) Develop measurable digital banking KPIs such as digital transaction success rates, digital customer adoption, average service response time, complaint-resolution time, and digital customer satisfaction scores to monitor the effectiveness of technology-enabled banking services.

(ii) Publish a consolidated technology and customer-service performance dashboard covering digital service quality, cybersecurity incidents, customer satisfaction, service availability, and operational efficiency. This can help management identify areas requiring improvement and strengthen accountability.

(2) Enhance enterprise collaborations beyond traditional banking channels:

(i) Strengthen partnerships with fintech companies, NBFCs, technology providers, and specialised financial-service platforms to expand digital lending, payments, analytics, wealth-management, and other technology-enabled services.

(ii) Develop stronger partnerships with MSMEs, startups, agricultural businesses, and local business networks to expand the Bank's customer base and create specialised financial solutions for emerging business requirements. This can build on Karnataka Bank's existing focus on MSME, agriculture, retail, and business banking.

(3) Promote transparent communication for broader stakeholder trust:

(i) Increase transparent communication about digital transformation and technology initiatives by regularly communicating major improvements in digital banking, cybersecurity, customer-service quality, and responsible use of AI and analytics.

(ii) Strengthen stakeholder-oriented disclosure of technology and sustainability outcomes through annual reports and digital communication channels, covering measurable progress in digital adoption, service quality, data protection, and responsible technology use.

(4) Develop targeted banking products for MSMEs, agriculture, and emerging customer segments:

(i) Design specialised digital banking and lending solutions for MSMEs and small businesses with simplified application processes, faster credit assessment, digital documentation, and customised financial products.

(ii) Expand technology-enabled financial products for agriculture, rural customers, young professionals, and digitally active customers, combining the Bank's established relationship-based approach with convenient digital services. Karnataka Bank already provides digital loan and account-opening services and has a range of retail and MSME-oriented products.

(5) Improve end-user feedback loops to strengthen customer satisfaction:

(i) Implement continuous customer-feedback mechanisms across mobile banking, internet banking, branches, ATMs, and other service channels to identify recurring problems and improve customer experience.

(ii) Use customer feedback and service-quality data to refine products, processes, and digital interfaces, while strengthening complaint-resolution mechanisms and personalised customer support. Regular feedback can help the Bank respond more effectively to changing customer expectations and improve long-term customer relationships.

These suggestions aim to help Karnataka Bank Limited balance its traditional relationship-banking strengths with digital transformation, customer-centricity, technology-enabled growth, stronger partnerships, and continuous improvement in service quality. By focusing on measurable performance, targeted products, transparent communication, and systematic customer feedback, the Bank can strengthen its competitiveness while maintaining customer trust and supporting sustainable growth.

12. CONCLUSIONS :

(1) Summary of Key Findings:

The comprehensive analysis of Karnataka Bank Limited highlights its transition from a long-established banking institution into a more technology-driven and customer-oriented organisation. The study shows that the Bank's major strengths include its long banking heritage, customer relationships, diversified banking activities, presence in agriculture and MSME segments, branch network, and developing digital capabilities. The financial analysis also indicates substantial improvement in the Bank's income and profitability during FY2020–21 to FY2024–25, although continued attention to asset quality, operating costs, interest margins, and competitive pressure remains important. The SWOC and ABCD analyses further identify digital transformation, cybersecurity, changing customer expectations, technology investment, talent requirements, and competition from larger private banks as important strategic considerations.

(2) Value of Karnataka Bank as a Case Study in Banking Transformation:

Karnataka Bank provides a useful case study for understanding how an established banking organisation can adapt to technological, competitive, and customer-driven changes in the Indian banking sector. Its development demonstrates the interaction between traditional relationship banking and emerging digital banking practices, including digital account opening, mobile and internet banking, UPI, WhatsApp banking, digital lending, analytics, and automation. The Bank's KBL VIKAAS transformation journey shows how technology can be used to improve banking processes, customer convenience, lending decisions, and operational efficiency while retaining the advantages of an established banking network. Thus, the case provides useful insights for management students, researchers, banking professionals, and organisations studying digital transformation in traditional financial institutions.

(3) Final Reflections on Sustainable Growth and Responsible Banking:

In a banking environment characterised by rapid technological change, increasing competition, and evolving customer expectations, Karnataka Bank's future success will depend on its ability to balance growth with financial stability, responsible governance, cybersecurity, service quality, and customer trust. The study suggests that the Bank should strengthen digital capabilities, develop targeted products for MSMEs and other emerging customer segments, improve customer-feedback mechanisms, build technology and analytical skills among employees, and use strategic partnerships to support innovation. At the same time, sustainable growth requires continued attention to asset quality, risk management, regulatory compliance, and cost efficiency. Overall, Karnataka Bank's long institutional experience combined with technology-enabled transformation provides a foundation for future growth, provided that innovation remains aligned with customer needs, responsible banking practices, and long-term organisational sustainability.

REFERENCE :

- [1] Eisenhardt, K. M. (1989). Building theories from case study research. *Academy of Management Review*, 14(4), 532–550. [Google Scholar↗](#)
- [2] Gerring, J. (2004). What is a case study and what is it good for?. *American political science review*, 98(2), 341-354. [Google Scholar↗](#)
- [3] Eisenhardt, K. M., & Graebner, M. E. (2007). Theory building from cases: Opportunities and challenges. *Academy of management journal*, 50(1), 25-32. [Google Scholar↗](#)
- [4] Welch, C., Piekkari, R., Plakoyiannaki, E., & Paavilainen-Mäntymäki, E. (2011). Theorising from case studies: Towards a pluralist future for international business research. *Journal of International Business Studies*, 42(5), 740–762. [Google Scholar↗](#)
- [5] Flyvbjerg, B. (2006). Five misunderstandings about case-study research. *Qualitative Inquiry*, 12(2), 219–245. [Google Scholar↗](#)
- [6] Ravenswood, K. (2011). Eisenhardt's impact on theory in case study research. *Journal of business research*, 64(7), 680-686. [Google Scholar↗](#)
- [7] Siggelkow, N. (2007). Persuasion with case studies. *Academy of management journal*, 50(1), 20-24. [Google Scholar↗](#)
- [8] Voss, C., Tsikriktsis, N., & Frohlich, M. (2002). Case research in operations management. *International journal of operations & production management*, 22(2), 195-219. [Google Scholar↗](#)
- [9] Stuart, I., McCutcheon, D., Handfield, R., McLachlin, R., & Samson, D. (2002). Effective case research in operations management: a process perspective. *Journal of operations management*, 20(5), 419-433. [Google Scholar↗](#)
- [10] Dubois, A., & Gadde, L. E. (2002). Systematic combining: an abductive approach to case research. *Journal of business research*, 55(7), 553-560. [Google Scholar↗](#)
- [11] Shukla, S. (2016). Performance of the Indian banking industry: A comparison of public and private sector banks. *Indian Journal of finance*, 41-55. [Google Scholar↗](#)

- [12] Singh, R. K., Sharma, M., Kumar, A., & Singh, Y. (2022). Corporate governance mechanism and financial performance nexus: Empirical evidence from Indian banks. *Indian Journal of Finance*, 23-41. [Google Scholar](#)
- [13] Singh, K. (2024). Performance and returns volatility of banks in India: Public versus private sector. *Journal of Economic and Administrative Sciences*, 42(1), 68–87. [Google Scholar](#)
- [14] Bezawada, B., & Adaelli, S. R. (2020). Corporate governance, board characteristics and performance of Indian banks: An empirical study. *International Journal of Economics and Financial Issues*, 10(3), 83-87. [Google Scholar](#)
- [15] Banu, A. M., Mohamed, N. S., & Parayitam, S. (2019). Online banking and customer satisfaction: evidence from India. *Asia-Pacific Journal of Management Research and Innovation*, 15(1-2), 68-80. [Google Scholar](#)
- [16] Bhatnagr, P., Rajesh, A., & Misra, R. (2024). A study on driving factors for enhancing financial performance and customer-centricity through digital banking. *International Journal of Quality and Service Sciences*, 16(2), 218-250. [Google Scholar](#)
- [17] Bhatia, M. (2024). Corporate governance, market competition and performance of Indian banks. *Global Business Review*, 09721509241269416. [Google Scholar](#)
- [18] Buvaneswari, P., Pushpalatha, V., & Sandesh, M. M. S. (2017). An Analytical study on Capital Adequacy and Management Efficiency Ratios and its Impact on profitability with Special Reference to Karnataka Bank Ltd. *International Journal in Management & Social Science*, 5(6), 423-433. [Google Scholar](#)
- [19] Jesudasan, S., Pinto, P., & Prabhu, R. (2013). Impact of investment in information technology on performance of banks and national economy: A study with respect to Karnataka bank Ltd. *Gyan Jyoti E-Journal*, 3(2), 94-103. [Google Scholar](#)
- [20] Ganesh, A., & Rao, A. (2012). Performance appraisal an integrated Process-a case study With reference to Karnataka Bank Ltd. *Abhigyan*, 29(4), 23-36. [Google Scholar](#)
- [21] Shanmugam, K. R., & Nigam, R. (2020). Impact of technology on the financial performance of Indian commercial banks: a clustering based approach. *Innovation and Development*, 10(3), 433-449. [Google Scholar](#)
- [22] Shaikh, I., & Anwar, M. (2023). Digital bank transactions and performance of the Indian banking sector. *Applied Economics*, 55(8), 839-852. [Google Scholar](#)
- [23] Kamboj, N., & Singh, G. (2018). Customer satisfaction with digital banking in India: Exploring the mediating role of demographic factors. *Indian Journal of Computer Science*, 19-32. [Google Scholar](#)
- [24] Almaqtari, F. A., Hashid, A., Farhan, N. H., Tabash, M. I., & Al-ahdal, W. M. (2022). An empirical examination of the impact of country-level corporate governance on profitability of Indian banks. *International Journal of Finance & Economics*, 27(2), 1912-1932. [Google Scholar](#)
- [25] Bhatia, M. (2024). Corporate governance, market competition and performance of Indian banks. *Global Business Review*, 09721509241269416. [Google Scholar](#)
- [26] Porfirio, J. A., Felício, J. A., & Carrilho, T. (2024). Factors affecting digital transformation in banking. *Journal of Business Research*, 171, 114393. [Google Scholar](#)
- [27] Sund, K. J., Bogers, M. L., & Sahramaa, M. (2021). Managing business model exploration in incumbent firms: A case study of innovation labs in European banks. *Journal of Business Research*, 128, 11-19. [Google Scholar](#)
- [28] Abdurrahman, A., Gustomo, A., & Prasetyo, E. A. (2024). Enhancing banking performance through dynamic digital transformation capabilities and governance, risk management, and compliance: Insights from the Indonesian context. *The Electronic Journal of Information Systems in Developing Countries*, 90(2), e12299. [Google Scholar](#)

- [29] Verhoef, P. C., Broekhuizen, T., Bart, Y., Bhattacharya, A., Dong, J. Q., Fabian, N., & Haenlein, M. (2021). Digital transformation: A multidisciplinary reflection and research agenda. *Journal of business research*, 122, 889-901. [Google Scholar](#)
- [30] Papathomas, A., & Konteos, G. (2024). Financial institutions digital transformation: the stages of the journey and business metrics to follow: A. Papathomas, G. Konteos. *Journal of Financial Services Marketing*, 29(2), 590-606. [Google Scholar](#)
- [31] Vial, G. (2019). Understanding digital transformation: A review and a research agenda. *The journal of strategic information systems*, 28(2), 118-144. [Google Scholar](#)
- [32] Loska, G., & Uotila, J. (2024). Digital transformation in corporate banking: Toward a blended service model. *California Management Review*, 66(3), 93-115. [Google Scholar](#)
- [33] Sund, K. J., Bogers, M. L., & Sahramaa, M. (2021). Managing business model exploration in incumbent firms: A case study of innovation labs in European banks. *Journal of Business Research*, 128, 11-19. [Google Scholar](#)
- [34] Jacobides, M. G., Brusoni, S., & Candelon, F. (2021). The evolutionary dynamics of the artificial intelligence ecosystem. *Strategy Science*, 6(4), 412-435. [Google Scholar](#)
- [35] Sjödin, D., Parida, V., Palmié, M., & Wincent, J. (2021). How AI capabilities enable business model innovation: Scaling AI through co-evolutionary processes and feedback loops. *Journal of business research*, 134, 574-587. [Google Scholar](#)
- [36] Ratzan, J., & Rahman, N. (2024). Measuring responsible artificial intelligence (RAI) in banking: a valid and reliable instrument. *AI and Ethics*, 4(4), 1279-1297. [Google Scholar](#)
- [37] Svetlova, E. (2022). AI ethics and systemic risks in finance. *AI and Ethics*, 2(4), 713-725. [Google Scholar](#)
- [38] Genovesi, S., Mönig, J. M., Schmitz, A., Poretschkin, M., Akila, M., Kahdan, M., ... & Zimmermann, A. (2024). Standardizing fairness-evaluation procedures: interdisciplinary insights on machine learning algorithms in creditworthiness assessments for small personal loans. *AI and Ethics*, 4(2), 537-553. [Google Scholar](#)
- [39] Kacem, O., & El Harbi, S. (2023). Risk governance, ethics codes and bank performance: evidence from large banks worldwide. *Managerial Finance*, 49(2), 205-226. [Google Scholar](#)
- [40] Bhatia, M., & Gulati, R. (2021). Board governance and bank performance: A meta-analysis. *Research in International Business and Finance*, 58, 101425. [Google Scholar](#)
- [41] Mukherjee, A., Nath, P., & Nath Pal, M. (2002). Performance benchmarking and strategic homogeneity of Indian banks. *International Journal of Bank Marketing*, 20(3), 122-139. [Google Scholar](#)
- [42] Kamath, S., & Pai, R. (2022). A comparative study of Canara Bank and Karnataka Bank—A case study. *International Journal of Applied Engineering and Management Letters*, 6(2), 146-158. [Google Scholar](#)
- [43] Ravi, M. N., Mayya, P. S., & Shetty, N. S. (2017). Impact of HRD practices on job satisfaction—A case study of syndicate bank and karnataka bank ltd. *Asian Journal of Research in Business Economics and Management*, 7(9), 59-66. [Google Scholar](#)
- [44] Sunagar, M., & Navi, B. S. (2023). A study on CSR practices of Karnataka Bank Ltd with special reference to Karnataka state. *International Journal of Commerce and Economics*, 5(1), 25-29. [Google Scholar](#)
- [45] Subramani, K., & Charithra, M. V. (2021). A study on non-performing assets management and its impact on profitability with reference to Karnataka Bank Ltd. *International Journal of Creative Research Thoughts*, 9(10), A147-A159. [Google Scholar](#)

- [46] Nimitha, K., & Goveas, C. (2024). Unravelling the path to green banking: A case study of Karnataka Bank. *International Journal of Case Studies in Business, IT and Education*, 46–54. [Google Scholar](#)
- [47] Rashid, Y., Rashid, A., Warraich, M. A., Sabir, S. S., & Waseem, A. (2019). Case study method: A step-by-step guide for business researchers. *International journal of qualitative methods*, 18, 1609406919862424. [Google Scholar](#)
- [48] Platt, R. G. (2008). Case study methodology in business research. [Google Scholar](#)
- [49] Verner, J. M., & Abdullah, L. M. (2012). Exploratory case study research: Outsourced project failure. *Information and Software Technology*, 54(8), 866-886. [Google Scholar](#)
- [50] Runeson, P., & Höst, M. (2009). Guidelines for conducting and reporting case study research in software engineering. *Empirical software engineering*, 14(2), 131-164. [Google Scholar](#)
- [51] Amaratunga, D., & Baldry, D. (2001). Case study methodology as a means of theory building: performance measurement in facilities management organisations. *Work study*, 50(3), 95-105. [Google Scholar](#)
- [52] Lindgreen, A., Di Benedetto, C. A., & Beverland, M. B. (2021). How to write up case-study methodology sections. *Industrial Marketing Management*, 96, A7-A10. [Google Scholar](#)
- [53] Castleberry, S. B. (2001). Using secondary data in marketing research: A project that melds web and off-web sources. *Journal of Marketing Education*, 23(3), 195-203. [Google Scholar](#)
- [54] Bowen, G. A. (2009). Document analysis as a qualitative research method. *Qualitative research journal*, 9(2), 27-40. [Google Scholar](#)
- [55] Ambrosini, V., Bowman, C., & Collier, N. (2010). Using teaching case studies for management research. *Strategic Organization*, 8(3), 206-229. [Google Scholar](#)
- [56] Cerar, J., Nell, P. C., & Reiche, B. S. (2021). The declining share of primary data and the neglect of the individual level in international business research. *Journal of International Business Studies*, 52(7), 1365-1374. [Google Scholar](#)
- [57] Houghton, C., Casey, D., & Smyth, S. (2017). Selection, collection and analysis as sources of evidence in case study research. *Nurse researcher*, 24(4). [Google Scholar](#)
- [58] Pickton, D. W., & Wright, S. (1998). What's swot in strategic analysis?. *Strategic change*, 7(2), 101-109. [Google Scholar](#)
- [59] Helms, M. M., & Nixon, J. (2010). Exploring SWOT analysis—where are we now? A review of academic research from the last decade. *Journal of strategy and management*, 3(3), 215-251. [Google Scholar](#)
- [60] Ghazinoory, S., Abdi, M., & Azadegan-Mehr, M. (2011). SWOT methodology: a state-of-the-art review for the past, a framework for the future. *Journal of business economics and management*, 12(1), 24-48. [Google Scholar](#)
- [61] Aithal, P. S. (2017). ABCD analysis as research methodology in company case studies. *International Journal of Management, Technology, and Social Sciences (IJMTS)*, 2(2), 40-54. [Google Scholar](#)
- [62] Gunn, R., & Williams, W. (2007). Strategic tools: an empirical investigation into strategy in practice in the UK. *Strategic Change*, 16(5), 201-216. [Google Scholar](#)
- [63] Demir, I. B., & Ugurluoglu, O. (2019). Evaluation of the use of strategic management tools by hospital executives in Turkey. *Journal of Health Management*, 21(1), 38-52. [Google Scholar](#)
- [64] Dhameja, N. L., & Arora, S. (2020). Banking in India: evolution, performance, growth and future. *Indian Journal of Public Administration*, 66(3), 312-326. [Google Scholar](#)
- [65] Malik, G., & Prakash, A. (2008). The impact of new private sector banks on old private sector banks in India. *Asia Pacific Business Review*, 4(2), 64-73. [Google Scholar](#)

- [66] Yoo, T. H. (2005). Indian banking sector reforms: review and prospects. *International Area Review*, 8(2), 167-189. [Google Scholar↗](#)
- [67] Sengupta, R., & Vardhan, H. (2022). Productivity growth in Indian banking: who did the gains accrue to?. *India review*, 21(1), 108-127. [Google Scholar↗](#)
- [68] RAMANATHAN, K., & George, B. P. (2016). The Evolving Competitive Dynamics In The Retail Banking Sector In India: A Case Study Of Karnataka Bank. *Ecoforum Journal*, 5(2).[Google Scholar↗](#)
- [69] Larwood, L., Falbe, C. M., Kriger, M. P., & Miesing, P. (1995). Structure and meaning of organizational vision. *Academy of Management journal*, 38(3), 740-769. [Google Scholar↗](#)
- [70] David, F. R. (2020). Analysis of vision and mission statements characteristics and their association with organizational performance: A guide to writing effective vision and mission statements. *Applied Studies in Agribusiness and Commerce*, 14(1-2), 87-95. [Google Scholar↗](#)
- [71] Bart, C. K., Bontis, N., & Taggar, S. (2001). A model of the impact of mission statements on firm performance. *Management decision*, 39(1), 19-35. [Google Scholar↗](#)
- [72] Bart Baetz, C. K. M. C. (1998). The relationship between mission statements and firm performance: An exploratory study. *Journal of management studies*, 35(6), 823-853.[Google Scholar↗](#)
- [73] Bartkus, B., Glassman, M., & McAfee, B. (2006). Mission statement quality and financial performance. *European Management Journal*, 24(1), 86-94. [Google Scholar↗](#)
- [74] Shanmugam, K. R., & Nigam, R. (2020). Impact of technology on the financial performance of Indian commercial banks: a clustering based approach. *Innovation and Development*, 10(3), 433-449. [Google Scholar↗](#)
- [75] Vial, G. (2019). Understanding digital transformation: A review and a research agenda. *The journal of strategic information systems*, 28(2), 118-144. [Google Scholar↗](#)
- [76] Bhatnagr, P., Rajesh, A., & Misra, R. (2024). A study on driving factors for enhancing financial performance and customer-centricity through digital banking. *International Journal of Quality and Service Sciences*, 16(2), 218-250. [Google Scholar↗](#)
- [77] Shaikh, I., & Anwar, M. (2023). Digital bank transactions and performance of the Indian banking sector. *Applied Economics*, 55(8), 839-852. [Google Scholar↗](#)
- [78] Papathomas, A., & Konteos, G. (2024). Financial institutions digital transformation: the stages of the journey and business metrics to follow: A. Papathomas, G. Konteos. *Journal of Financial Services Marketing*, 29(2), 590-606. [Google Scholar↗](#)
- [79] Sjödin, D., Parida, V., Palmié, M., & Wincent, J. (2021). How AI capabilities enable business model innovation: Scaling AI through co-evolutionary processes and feedback loops. *Journal of business research*, 134, 574-587. [Google Scholar↗](#)
- [80] Verhoef, P. C., Broekhuizen, T., Bart, Y., Bhattacharya, A., Dong, J. Q., Fabian, N., & Haenlein, M. (2021). Digital transformation: A multidisciplinary reflection and research agenda. *Journal of business research*, 122, 889-901. [Google Scholar↗](#)
- [81] De Haan, J., & Vlahu, R. (2016). Corporate governance of banks: A survey. *Journal of Economic surveys*, 30(2), 228-277. [Google Scholar↗](#)
- [82] De Andres, P., & Vallelado, E. (2008). Corporate governance in banking: The role of the board of directors. *Journal of banking & finance*, 32(12), 2570-2580. [Google Scholar↗](#)
- [83] Klein, P. G., & Saldenberg, M. R. (2010). Organizational structure and the diversification discount: Evidence from commercial banking. *The Journal of Industrial Economics*, 58(1), 127-155. [Google Scholar↗](#)
- [84] Adams, R. B., & Mehran, H. (2012). Bank board structure and performance: Evidence for large bank holding companies. *Journal of financial Intermediation*, 21(2), 243-267. [Google Scholar↗](#)

- [85] Pickton, D. W., & Wright, S. (1998). What's swot in strategic analysis?. *Strategic change*, 7(2), 101-109. [Google Scholar](#)
- [86] Ghazinoory, S., Abdi, M., & Azadegan-Mehr, M. (2011). SWOT methodology: a state-of-the-art review for the past, a framework for the future. *Journal of business economics and management*, 12(1), 24-48. [Google Scholar](#)
- [87] Helms, M. M., & Nixon, J. (2010). Exploring SWOT analysis—where are we now? A review of academic research from the last decade. *Journal of strategy and management*, 3(3), 215-251. [Google Scholar](#)
- [88] Chermack, T. J., & Kasshanna, B. K. (2007). The use and misuse of SWOT analysis and implications for HRD professionals. *Human resource development international*, 10(4), 383-399. [Google Scholar](#)
- [89] Coman, A., & Ronen, B. (2009). Focused SWOT: diagnosing critical strengths and weaknesses. *International journal of production Research*, 47(20), 5677-5689. [Google Scholar](#)
- [90] Kurttila, M., Pesonen, M., Kangas, J., & Kajanus, M. (2000). Utilizing the analytic hierarchy process (AHP) in SWOT analysis—a hybrid method and its application to a forest-certification case. *Forest policy and economics*, 1(1), 41-52. [Google Scholar](#)
- [91] Kahraman, C., Demirel, N. Ç., & Demirel, T. (2007). Prioritization of e-Government strategies using a SWOT-AHP analysis: the case of Turkey. *European Journal of Information Systems*, 16(3), 284-298. [Google Scholar](#)
- [92] Aithal, P. S., Shailashree, V., & Kumar, P. M. (2015). A new ABCD technique to analyze business models & concepts. *International Journal of Management, IT and Engineering*, 5(4), 409-423. [Google Scholar](#)
- [93] Aithal, P. S. (2016). Study on ABCD analysis technique for business models, business strategies, operating concepts & business systems. *International Journal in Management and Social Science*, 4(1), 95-115. [Google Scholar](#)
- [94] Aithal, P. S. (2017). ABCD analysis as research methodology in company case studies. *International Journal of Management, Technology, and Social Sciences (IJMTS)*, 2(2), 40-54. [Google Scholar](#)
- [95] Aithal, S. (2016). Application of ABCD Analysis Framework on Private University System in India. [Google Scholar](#)
- [96] Aithal, P. S., & Kumar, P. M. (2016). CCE Approach through ABCD Analysis of 'Theory A' on Organizational Performance. *International Journal of Current Research and Modern Education (IJCRME)*, 1(2), 169-185. [Google Scholar](#)
- [97] Aithal, A., & Aithal, P. S. (2017). ABCD analysis of task shifting—an optimum alternative solution to professional healthcare personnel shortage. *International Journal of Health Sciences and Pharmacy (IJHSP)*, 1(2), 36-51. [Google Scholar](#)
- [98] Beaver, W. H. (1966). Financial Ratios as Predictors of Failure-Reply. *Journal of Accounting Research*, 4, 123-127. [Google Scholar](#)
- [99] Altman, E. I. (1968). Financial ratios, discriminant analysis and the prediction of corporate bankruptcy. *The journal of finance*, 23(4), 589-609. [Google Scholar](#)
- [100] Ou, J. A., & Penman, S. H. (1989). Financial statement analysis and the prediction of stock returns. *Journal of accounting and economics*, 11(4), 295-329. [Google Scholar](#)
- [101] Sloan, R. G. (1996). Do stock prices fully reflect information in accruals and cash flows about future earnings?. *The accounting review*, 71(3), 289-315. [Google Scholar](#)
- [102] Kaura, V. (2013). Antecedents of customer satisfaction: a study of Indian public and private sector banks. *International Journal of Bank Marketing*, 31(3), 167-186. [Google Scholar](#)

- [103] Mishra, V., & Vaithianathan, S. (2015). Customer personality and relationship satisfaction: Empirical evidence from Indian banking sector. *International Journal of Bank Marketing*, 33(2), 122-142. [Google Scholar↗](#)
- [104] Othayoth, P. K., & Khanna, S. (2024). Chatbot service quality in banking: Analyzing Indian banking customer perceptions and influence on customer satisfaction and value. *Indian Journal of Marketing*, 44-65. [Google Scholar↗](#)
- [105] Banu, A. M., Mohamed, N. S., & Parayitam, S. (2019). Online banking and customer satisfaction: evidence from India. *Asia-Pacific Journal of Management Research and Innovation*, 15(1-2), 68-80. [Google Scholar↗](#)
- [106] Barney, J. B., & Wright, P. M. (1998). On becoming a strategic partner: The role of human resources in gaining competitive advantage. *Human Resource Management: Published in Cooperation with the School of Business Administration, The University of Michigan and in alliance with the Society of Human Resources Management*, 37(1), 31-46. [Google Scholar↗](#)
- [107] Patil, B. S., & Swapna H. R. (2017). Human Resource Development Practices and Employee Productivity in Banking Sector. *Journal of Management Value & Ethics*, 7(2), 79. [Google Scholar↗](#)
- [108] Ganesh, A., & Rao, A. (2012). Performance appraisal an integrated Process-a case study With reference to Karnataka Bank Ltd. *Abhigyan*, 29(4), 23-36. [Google Scholar↗](#)
- [109] Minbaeva, D. B. (2013). Strategic HRM in building micro-foundations of organizational knowledge-based performance. *Human Resource Management Review*, 23(4), 378-390. [Google Scholar↗](#)
