

EXECUTIVE SUMMARY

Banks play a vital intermediation role in global as well as domestic financial markets and is given a higher weightage from stake holder expectation perspective as well as regulatory perspective due to the systematic risks posed by Banks if not functioned properly. The domestic banking sector is fragmented with the existence of many Banks offering similar products and services. The scope of this study is sustained business growth. For this study, the unit of analysis considered is Nations Trust Bank (NTB) which is a LCB with domestic operations evidencing sustained growth. Driving factors behind this growth pattern is further explored identifying impact of transformational leadership supported by operational excellence and integration of technology as key drivers inducing sustained growth. However, there are limitations in gathering information pertaining to NTB due to Bank being considered as a public listed company.

In the case study of probing the driving factors behind the recorded sustained growth of NTB, identification of literature relevant to such drivers and outcomes is a paramount importance as it lays a strong foundation to articulating the identified factors comprehensively. The literature scope covers the most influential driver, transformational leadership which facilitate transformational change across the organization along with operational excellence where continuous improvements in the areas of operation is required to be competitive. The other driver being technology integration should be accepted by stake holders through enhanced user experience and ease of use in facilitating sustained growth These aspects are in prominence in NTB perspective. The identified drivers have been expanded further to comprehensively understand relevant theoretical explanations bringing out key concepts.

Due to the fragmented nature of the market, hyper competition is in existence which is a key environmental moderator and the Bank has to navigate it successfully. As such a case frame work has been developed in NTB perspective with further fine tuning of literature which has specific weightage on the environmental moderator, main drivers and outcome. To further strengthen the case study findings, data backed validation is undertaken. The methodology used for data collection involve both primary and secondary data collection techniques. Five in depth interviews involving representation from key management personnel of the Bank and a focus group discussion involving of representatives from operations units of the Bank have been conducted to extract primary data.

The data gathered from both primary and secondary sources have been analyzed comprehensively and interpreted which brings out the significant impact of transformational leadership in the sustained growth of NTB. The beginning of the Bank and its evolved journey into the present successful context has been explained in a chronological order. The significant events occurred during the ten-year time horizon from 2008 up to 2017 amply evidences the positive impacts Bank had through driving of technology integration and building operational excellence. A time line capturing significant events and mile stones is also presented graphically to highlight such aspects. The strategies revolved around key drivers facilitating sustained growth persuaded by NTB have been explained and these stand out as unique to NTB.

Sustained business growth of an organization consists of many dimensions and not only the reflection of revenue generation. This is further validated in NTB context as the Bank has recorded sustained growth not only in revenue but in growth in its human capital, network reach as well as in its efficiency indicators. The key driver being the transformational leadership expands into idealized influence across the organization and creating a unique culture with initiatives taken to improve productivity. Technology integration is future looking with a flexible approach while building operational excellence leads to continuous improvements in productivity as well as understanding customer expectations. All significant events have underlying validations from literature learnings and this interprets the relevance of theoretical aspects in a practical environment.

From the evidence gathered it has been observed that the sustained growth of NTB was predominantly influenced through transformational leadership. This conclusion is specific to the Bank and have been derived through discussion of findings. This growth has been further facilitated through operational excellence and technology integration which enabled the Bank to navigate the competition. Bank recorded a double digit CAGR growth under gross revenue generation category for the period from 2008 to 2018 while also recording an above industry average CAGR of 4.2%. under profit before taxation category. The culture within NTB changed in encouraging, inspiring and motivating people to create change for betterment which lays a strong foundation in shaping the future success with sustained growth. Key questions can be developed from the case study for which the answers narrow down to the journey of NTB from 2007 to 2018.