

## YES Bank: A new age bank - differentiated by Innovation and technology

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### Introduction

Yes Bank is one of the new generation private banks, which was set up post 1990 banking sector reforms. At the time, market was overcrowded with public sector banks, private sector banks, co-operative banks, and multinational banks were waiting on the fringe for business expansion. Yes bank though late entrant in the market attracted attention from competition owing to its meteoric growth and spreading its footprint across the country.

When YES Bank opened its first branch in Aug 2004, HDFC Bank already had 312 branches. Yes Bank being synonymous with breaking away from stereo types, questioning the status quo and doing things differently is part of the organizational culture. What took eight years for HDFC Bank to cross Rs20, 000 Crore in balance sheet and Rs300 Crore in net profit was achieved by YES Bank in five years and there is no stopping. Today at the end of FY18 YES Bank has an asset base of more than Rs300, 000 Crore and more than Rs4000 Crore in net profit. It has clearly articulated its focus on providing superior customer service through knowledge banking and leveraging technology. YES Bank is shooting to emerge as one of the major private sector lenders in the country with 2.5% market share by 2020. It is interesting to analyze and attempt to decipher its past journey and its strategy for future towards its mission of building the finest quality large bank of the world in India.



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### **Company background and history**

Rana Kapoor the founder CEO says Yes Bank is his grandfather's dream, as he used to tell him that he had big plans for the future. Rana Kapoor an Economics graduate from Delhi University completed his MBA from Rutgers University, USA in 1979. Mr. Kapoor interned at Citi Bank, New York before starting his career with Bank of America in 1980. He spent 15 years with Bank of America working across Asia and headed wholesale business. Further, he had a short stint with ANZ Grindlays as an investment banker from 1996 to 1998.

Soon after, he started as a professional entrepreneur by building India business for Rabobank, a Dutch headquartered financial services firm. Rabo India Finance was built along with his colleagues, Ashok Kapur and Harkirat Singh under build, own, operate, transfer (BOOT) model. It was a great learning experience for Kapoor and his colleagues building Rabo India from ground zero, just after the Asian currency crisis in 1997. All three owned 25% equity in Rabo India. In 2003, three partners sold their stake in Rabo India and secured banking license from RBI to start a new bank because of which Yes Bank was born. Yes Bank was set up with Rs 200 Crore risk capital, which was earned from sale of Rabo stake. Mr. Singh quit the business as soon as Yes bank started its operations and Mr. Ashok Kapur was killed in a terrorist attack in 2008 at Trident-Oberoi Hotel, Mumbai.

Therefore, Yes Bank is the result of professional entrepreneurship of Rana Kapoor and his competent top management team. Today Yes bank is fourth largest private sector bank in India. They have established a high quality, customer centric bank with a clear focus on service catering to the emerging businesses of India. Yes bank is a full service commercial bank with complete range of products, services and digital offerings, catering to corporate, MSME and retail customers. Yes securities, a wholly owned subsidiary of Yes bank manages investment banking, merchant banking and brokerage business.

### **Business strategy**

Rana Kapoor has built the bank around five key brand pillars-growth, trust, human capital, technology along with transparency and responsible banking.

**Key differentiators:**

**Knowledge banking:** Yes bank has adopted the policy of approaching the customer as a consultant with a holistic approach to improve customer's business with a sound knowledge of the business domain thus creating a unique value proposition than a traditional banker with a mere banking product. Knowledge based service enables the bank to think out of the box solutions and become a partner in progress for customers. The sector focus for knowledge banking are food and agriculture, telecom, IT, renewable energy, media and entertainment, life sciences, manufacturing and textiles which are also identified as the sunrise industries with high growth potential for India.

**Innovation and technology:** Innovation is at the heart of the bank in everything it does. Outsourcing is used as a key strategy to cut costs, convert capex to opex, and free up the capital for main business. Bank has followed the strategy of collaborating and engaging with select companies, who are leaders in their products/businesses in developing bank specific solutions and which can act as differentiators in the market place. Thus, bank has made significant investment in technology initiatives and implemented them successfully.

**Human capital:** Bank has been successful in attracting and retaining the best talent from home as well as abroad. Human capital practices followed at the bank are aimed at making the bank as an Employer of choice and one among the best places to work. Bank promotes the culture of professional entrepreneurship, which is built on the core principle of creating and sharing value.

**Responsible banking:** This approach has evolved from bank's focus on triple bottom line (3Ps: People, Planet & Profit) which has made it possible to create a shared value across the stakeholders by taking up initiatives and designing business solutions which integrate sustainable development in to its core business strategy. Bank has worked hard to take a lead role in making positive socio-economic impact on the ground and making a key shift in banking industry's approach to inclusive growth. Bank has made significant impact through its continuous focus on financial inclusion, environmental stewardship, thought leadership and sustainable investing. Bank has launched YESCOMMUNITY initiative to engage local communities on relevant socio-economic and environmental issues and supported them

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through its branches by sharing knowledge to bring about the required change. With an objective to expand sustainability footprint with its vision of building an empowered and equitable India it founded YES FOUNDATION in 2012. It has launched its first nationwide initiative “Yes! I am the change” to inspire youth community to contribute to country’s social transformation through the medium of films.

### **Ten things, which helped to build a strong foundation for the Bank as per Mr. Kapoor.**

**Fulfilling a dream:**Mr. Kapoor evangelized his dream to group of likeminded people who were his ex-colleagues and known to him well and thus made a collective proposition of establishing a new age bank. The concept of professional entrepreneurship was a decisive factor and brought acceptability from all, which helped, in building professional chemistry.

**Create ownership:** The members of the team were evolving as owners-managers-partners in the shared proposition. Mr. Kapoor created an ownership structure amongst his top executives with very good compensation and ownership stock options. The best of breed people with varied skillsets in multiple areas helped in setting up the bank. The team was instrumental in defining and creating a good foundation for the bank by establishing systems, processes, checks and balances to control.

**It’s all in a name:** The brand name resonated well with all the stakeholders with its simplicity, positivity and service value proposition and communicated the intent of the organization very well to each and every one.

**Governance and transparency:** Since inception, bank practiced strong governance and transparency in the business model with 50% independent directors on the governing board who are independent of the management and can question the conduct of the organization on relevant matters.

**Institutionalize the bank:** Company chose to institutionalize the bank right from inception instead of getting granular investor to act as a validation for bank’s business and financial model. Though bank was founded by professional entrepreneurs Kapoor and late Kapur (the

non-executive chairman) they went ahead to evolve an institutional organization to bring more credibility. They gave away 45% stake to institutions. Kapoor and Kapur kept 52% among themselves and balance 3% stake was given away to top six managers who joined at inception.

**Outsourcing technology:** Bank took major decision of outsourcing entire IT infrastructure, services, and datacenter along with network management to Wipro. It was a first of its kind in the banking space then. The outsourcing contract helped bank to save close to 30% on cost and most importantly to release its resources for core business of banking and strategic initiatives. Bank collaborated with innovative technology solution providers to achieve excellence in service delivery, which was critical for bank's success. Yes Bank was the first to buy treasury-trading solution from a French firm, Murex. Bank also collaborated with Intel technologies and put up a live proof of concept of bank branch of the future in India. It also joined hands with Nokia for the global launch of money transfer using mobile technology.

**Driven by knowledge:** Knowledge banking platform conceived and implemented by the bank is a key differentiator in its business acquisition and risk management strategy. This is done through identification of specific growth sectors and developing custom built solutions for specific industry verticals. Executives like relationship managers, product managers and risk managers did this through diagnostic and prescriptive approach to respective clients in a specific industry. The executive team was built by hiring the experts in their respective domains who along with general management team conceived customer specific solutions to create higher value.

**Going public:** As per Mr. Kapoor in its quest to build internal as well as external confidence, implement highest levels of governance, transparency and accountability, and make it a responsible institution went public within nine months of its inception. Bank came out with an IPO of 70 million shares in July 2005 raising Rs. 315 crore of capital at a price of Rs. 45 per share. The issue was oversubscribed 30 times.

**Be responsible, socially:** Company conceived its CSR strategy right at the inception, responsible banking at corporate level and community banking at retail level. The objective of responsible banking was to develop innovative business solutions to social and environmental problems. Three verticals constituted this viz: agribusiness, rural and social banking, and microfinance

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and sustainable investment banking. This addressed sustainable ventures addressing social, alternative energy and environment.

**Thin, lean and agile:** A thin, lean and agile team with good management frameworks has been central to the success of the bank. This has helped bank to be highly productive, agile and cost competitive.

**Growth and development story:** Mr. Kapoor retrospectively puts in to three phases of the organization.

### **YES Bank Version 1.0 (2004 to 2010)**

Mr. Kapoor says there have to be orbit-changing interventions when one goes through a lifecycle of entrepreneurship. The goal in its version 1.0 was to set up a small bank with innovative strategies and low cost structure and get a foothold in the market amongst the well-established powerful players (<http://smartceo.co/how-rana-kapoor-built-yes-bank/>).

Bank has clocked a compounded annual growth rate (CAGR) of 74% in the first six years of its operations. In 2010-11, it also became the fourth largest private sector bank in the country. Bank's balance sheet grew to Rs.36, 000 crore by 2010. Bank was also unaffected by 2008 global financial crisis which was triggered by the bankruptcy of US investment bank Lehman Brothers. By then Yes Bank was a full service commercial bank with corporate, small and medium enterprise (SME) and retail banking. Bank had comprehensive product portfolio covering financial markets, investment banking, business and transaction banking and wealth management.

(<http://knowledge.wharton.upenn.edu/article/can-yes-bank-indias-youngest-and-fastest-growing-bank-be-a-model-for-newer-entrants/>)

### **YES Bank Version 2.0 (2010 to 2015)**

As per Mr. Kapoor bank had to work on changing its orbit to attain high energy and push itself in to new growth trajectory and scale up its operations to make use of all the opportunities

offered by the market and make transition from mid-sized bank to large bank. Bank had demonstrated exponential growth notwithstanding its small size. It had also created strong ethos and reputation of professionalism amongst the Indian banks. Mr. Kapoor with his Rabobank connection and being a professional entrepreneur was able to assemble a high performing professional team and create a unique DNA for the bank. Corporate banking and wealth management services were key strengths for the bank from the inception. However retail banking and access to cheap CASA (current account and savings account) funds was weak area for the bank compared to competition. Bank, was also viewed as an urban centric and niche bank while the market was dominated by branch banking. Bank needed to reach out to semi-urban and rural areas too.

Bank was well aware of the fact that retail and SME businesses are very granular and accumulative. Therefore, from April 2010 onwards bank went whole hog in increasing its footprint with a clear focus on retail banking. Because of scaling up, branches went up to 600 from 150 spread across the country. ATM network grew to 1200 from 244. Its balance sheet size went upwards of Rs 100,000 crore. The approach bank followed was to focus on liability generation through relationships, granularity and geographical spread, retail and SME market and increase CASA deposits. Bank also tried to leverage their corporate and institutional relationships to make way in the retail and SME segments. Bank targeted the entire supply chain of corporate customers adopting the strategy of B2B2C.

Another strong differentiator is knowledge banking characterized by diagnostic and prescriptive tailor made solutions to its customers delivering a unique value. Bank built specialist teams with domain expertise in different sunrise market segments who can work with the leadership team of its customers and craft custom solutions and thus enabled its knowledge banking. This also helped to build deep customer engagements and position itself as knowledge partner and partner in progress with corporate clients. Technology continued to remain as central to achieve excellence in service delivery. As per Mr. Kapoor Yes Bank is a new economy bank and knowledge banking is part of the DNA and ethos which is a key differentiator.

<http://knowledge.wharton.upenn.edu/article/can-yes-bank-indias-youngest-and-fastest-growing-bank-be-a-model-for-newer-entrants/>

### **YES Bank Version 3.0 (2016 to 2020)**

Mr. Kapoor aspires to evolve YES bank as one of the medium to large private sector banks with a size of USD 100 billion by 2020. Bank targets to double its market share in lending to 2.5 percent with a loan book of rupees one lakh crore (Rs.1 Trillion). The bank is focusing on retail and SME as growth engines in its quest to achieve the 2020 goal with close to 70% of human resources deployed in retail business. In BT-KPMG study of best Indian banks 2014, Yes Bank made a debut in large category. It was ranked fifth after HDFC Bank, ICICI Bank, Axis Bank and Bank of Baroda. The ranking is based on growth, strength as well as size. It also emerged as the most consistent performer in the preceding five years and winner in the quality of assets category. Bank has started with a retail portfolio of around 18% in 2015. Bank has made an entry in to the credit card business in the year 2016 by launching yes bank credit cards.

Mr Kapoor wants to see retail loans to be around 40% of the portfolio including SME loans and retail deposits to be around 65% by the end of 2020 as the bank is offering whole bouquet of retail products including mortgages, consumer loans, SME loans and micro SME loans meeting the varied needs of retail customers and SMEs. As per him bank has reached inflection point and will make a smooth transition to large bank from medium bank.

<https://www.businesstoday.in/magazine/special/best-indian-banks-2014-yes-bank-makes-debut-in-large-category/story/213980.html>

### **Technology management and innovation & FUTURE NOW philosophy:**

The JAM (Jan-dhan, Aadhar, Mobile) infrastructure & India stack coupled with innovations from private sector, has pushed fintech and banks in to a trajectory leading to irreversible transformation of banking and financial sector in terms of customer experience, profitability and overall productivity. In the light of this banking and finance, industry needs to take cognizance of new equation of risk reward in the emerging opportunities with focus on managing market, credit, operational and human capital risk.

Digitization is disrupting all businesses and forcing to redefine the rules of the game affecting every aspect of business, like technology backbone, business models, management



frameworks and skillsets of human resources demanding to unlearn and relearn continuously for survival and growth for both the organization and employee. Recognizing this inevitable Yes Bank has defined its strategy as “Future Now”.

Future now is defined as an inverted model of the future in the present. Bank is trying to think ahead of the market changes and anticipated customer behavior. Bank is attempting to think ahead of the curve and adopt tomorrow right now. It is all about changing the status quo and redefining the business processes and the business model by leveraging technology and embracing disruptive changes to create higher value with the help of digital transformation.

The focus for bank in 2017 was about getting Future ready. Bank has defined the A.R.T. framework, which is Alliance & Relationships with underlying technology. Using this framework, ideas for the future were tested and bank is now ready in 2018 to embrace and scale up these interventions to reap benefits and march ahead towards ambitious goals of 2020. All digital initiatives are rolled out following A.R.T. approach and lean methodology to be in the forefront for the customer of tomorrow.

As a strategy bank is making huge investments in technology to create customer facing digital platforms, which can create best in class customer experience and ensure huge cost savings thus bringing down operations cost significantly by improving productivity. Also, build digital businesses around emerging payment systems to address untapped segments and increase the reach many fold through a multiplier effect. Bank is also working with various govt. and local bodies to contribute towards digital India.

Looking at the tectonic shift, taking place in the banking space with the advent of technology, bank has invested significantly in upgrading its core systems like core banking system, debit card switch, mobility platforms and chatbots. Bank says is committed to provide a “Unified digital experience” to its customers across internet, mobile, voice and BOT channels and will continue to invest in the related technologies.

Digitization has taken place across the spectrum of backend processes, launch of new products and services across payments, lending, transaction banking, deploying AI (Artificial

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Intelligence) solutions, Robots, data driven risk management and client servicing. Bank has embarked on this journey of digital transformation almost three year ago and is leading the innovation and change in the banking space leveraging technology with many firsts to its credit. Bank has pioneered BOTs technology implementation for customer acquisition, personal banking assistant, cross selling and customer service for various businesses. Over and above helping customers to understand bank's product and service portfolio, Yes ROBOT also allows customers to transact over chat, which is again an industry first features integrated in to the BOT. In India, Yes Bank is the first one to implement supply chain financing solution successfully using block-chain technology and API.

Bank is also creating Centers of Excellence (CoE) for Robotics and Analytics. This will play an important role in cycle time reduction for service delivery and enhance the quality of customer interactions, which are key elements for customer delight. As a way forward with the growth of connected systems, Big-data, AI-ML among other things should help to make a significant progress in the fintech space.

In a highly digitized rapidly changing world, competitive advantage will shift from providing satisfactory customer service to enabling exceptional real-time customer service, supported by solutions that will continuously learn and adapt to out-smart the needs of the market and customer. By adopting the philosophy of "Future: Now" bank is readying to take a giant leap in the competitive market.

Bank has fully embedded in digital banking ethos with a clear focus on quality. Bank is on its path to realize its dream of building a strong corporate, retail and digital banking franchise through process, product and service innovations and being ahead of the curve on digital interventions.

### **Financial performance**

Bank has continued to deliver outstanding performance over the years. Below table summarizes some key performance metrics of the bank over the last four years. It is evident from the table that bank continues to grow on all critical KPIs like assets, deposits, advances

and net profit in the neighborhoods of 30% CAGR. It is also growing well on the retail and SME business side which is its focus area for 2020 goals.

(Rupees Crore)

Metrics	FY15	FY16	FY17	FY18	CAGR %
Total Assets	136,170	165,263	215,060	312,446	32%
Shareholder funds	11,680	13,787	22,054	25,758	30%
Deposits	91,176	111,720	142,874	200,738	30%
CASA ratio	23.1%	28.1%	36.3%	36.5%	
Advances	75,550	98,210	132,263	203,534	39%
Gross NPA	0.41	0.76	1.52	1.28	
Net interest income	3,488	4,567	5,797	7,737	30%
Non-interest income	2,046	2,712	4,157	5,224	37%
Net profit	2,005	2,539	3,330	4,225	28%

Source: Bank’s annual report 2018

**Some of the recent recognition awards and accolades:**

Best Bank for SMEs in India by Asiamoney Best Banks Awards 2018.  
 CNBC Talent Management Award 2018 for Mr. Rana Kapoor (13<sup>th</sup> edition of India CNBC-TV18, India Business Leader Awards)

Golden Peacock Innovative Product/Service Award 2017 for its innovative mobile technology product, SIMsePAY at the Dubai Global Convention 2017 for the 27<sup>th</sup> World Congress on Leadership for Business Excellence& Innovation and presentation of Golden Peacock Awards.

Best Bank in India for CSR by Asiamoney Awards 2017  
 Best Bank in India by Asiamoney Corporate Client Choice Survey 2017  
 Bank of the Year – India by The Banker Best Bank Awards 2017  
 Rose 493 places to #1239 “World ranking in Forbes Global 2000 List”  
 Rose 129 places to 271 World Ranking in The Banker 1000 Rankings  
 Best Trade Finance Bank in India, 2017 Best Financial Supply Chain, 2017 by “The Asian Banker Achievement Awards”

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Global Winner in the Supply Chain Finance category Transaction Bank of the Year for Asia Pacific by The Banker Transaction Banking Awards 2017

Big Data Analytics use cases – Gartner Excellence Awards

Innovation in Block chain product (supply chain vendor financing) and YES ENGAGE by Finnoviti Award 2018

29<sup>th</sup> Qualtech Prize for Improvement and Innovation in the BFSI Industry for use of Data Analytics by Qimpro Consultants

Dow Jones Sustainability Index (DJSI) – Emerging Markets (2015-2017)

Accelerator of the Year for YES FINTECH by India Fintech Awards 2017

FTSE4Good Emerging Index 2017

The Extraordinaire- Brand, by Brand Vision Summit 2018

Asia's Leader in Bank-as-a-Service by Financial Insights Innovation Awards 2017

### **Conclusion:**

Clear vision, out of the box thinking, disruptive innovation, building a human capital with creative and innovative culture, adoption of technology for cost reduction and scalability capped with professional entrepreneurship are the corner stones of bank's success right from inception. Leadership and vision from Mr. Kapoor is clearly a strong driving force, which has brought agility and adaptability to the Bank. This has made Bank think ahead of the customers' requirements and stay ahead of the curve all the time. Two clear focus areas are customer centric innovation and leveraging technology to solve customer problems in the most efficient manner. Company has been able to achieve its growth plans more or less in line with the plan.

### **Author's note:**

Yes Bank is an interesting case to study, on how a competitive business strategy is developed by the bank to be successful, though a late entrant in the market space. Some of the salient points to note with respect to leadership, strategy, disruptive innovation and technology management are summarized below as the big ideas that helped to shape the Yes Bank of today.

### **Big Ideas that have shaped YES Bank:**

**Professional entrepreneurship:** Mr. Kapoor and his co-founders brought rich experience of the global banking to the table. Further Mr. Kapoor nurtured a dream to make something big in life and started with the Rabo Bank along with his colleagues on BOOT model. Eventually after selling, the stakes at Rabobank India co-founded Yes Bank with a clear vision to start small large bank knowing very well that Yes Bank had the handicap of starting late in the private banking space. This led to thinking out of the box strategy for setting up a new age bank which can compete with established big private banks and make in-roads in to the business and create niche for itself.

**Human capital and Organizational culture:** Early on bank started YES-Professional Entrepreneurship Program (YPEP) to tap the best talent from the leading business school through B-School alumni network as bank found it challenging to attract the best talent from the campus. However, over the years YPEP became a campus strategy. A special group named corporate development, Innovation and Strategy (CDIS) drove innovation culture across the organization as its mandate. The goal was to stamp innovation DNA in to every employee of the bank. CDIS played the role of facilitator and catalyst to drive innovation through the rank and files of the bank. The idea was to perpetuate innovation through people network.

**Innovation & technology:** It was very clear that bank had to offer different and compelling value proposition to customers to be successful. Culture of innovation built right through the inception of bank. Innovation was survival mantra for the bank. Mr. Kapoor gives entrepreneurial freedom to his managers and harnesses new ideas all the time. He works closely with employees at all levels to see the implementation of great ideas in the bank.

**Outsourcing as a strategy:** Most important driver for outsourcing was how to convert fixed cost in to variable cost to use the saved rupees to expand operations/business of the bank. First of its kind, entire technology infrastructure was outsourced followed by ATM networks and then even the physical branches.

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**Knowledge banking:** Bank acted as a consultant by providing expert advice to its customer in their areas to develop and grow business along with meeting their banking requirements. The team members are bankers with domain expertise in the bank's focus areas such as food and agribusiness, life sciences, telecommunications, automotive, media and technology and pharmaceuticals to deliver additional value to customers. This also helped push bank's fee based income as a significant portion of the total income.

**Digitization as a game changer:** Since inception, Bank has leveraged technology as one of the critical pillars of the organization for differentiation as well as growth. It has pioneered several technology initiatives in corporate as well as retail banking services. Bank has deployed ERP, Internet of things (IOT), ML/AI, Block Chain technology, Robotic Process Automation (RPAs) technologies for various customer facing as well as internal processes to create a seamless and delighting experience to its customers. Bank further continues to invest in the latest technologies to develop new digital models, non-traditional alliances and fintech capabilities to simplify banking with customer placed in the center.

Bank has announced changes in the organizational structure in April 2018 and wants to evolve as a technology company in the banking business by way of re-platforming the core technology platforms and further scale up corporate and retail banking solutions.

### **Some suggestion to turbocharge growth with the built capacity**

With bank's strategy of "Future Now", bank has deep dived in to technology adoption and successfully built innovative banking solutions using cutting edge technologies and is ahead of the curve. Bank is well positioned to lead this revolution from the front by capitalizing its strengths on technology prowess and become a banking technology solution provider for the industry as a bellwether. This can develop in to an independent line of business which can significantly augment its income by firing an additional growth engine along with core banking like Amazon.

Secondly Knowledge banking being its USP, can carve out business consultancy in the sunrise sectors as a forward integration by bringing in a special focus.

Bank can also act as an incubator/accelerator for testing out various fintech solutions and eventually extend in to VC market for stepping up the innovation in the banking and financial sector as well as sunrise sectors where bank has acquired strengths through capacity building as a unique advantage and value proposition for its banking customers.

This can create a complete value chain with backward as well as forward integration from domain expertise to technology solutions and lending and investing in profitable businesses thus creating a strong mutually supporting business ecosystem with value creation for all the stakeholders.

It may also like to focus on detailed risk assessment and risk mitigation plan, if not already done to future proof its audacious growth plans since robust risk management plan is not clear from the available information. There are some signs of visible concerns with respect to NPA showing fluctuating and upward trend in the last couple of years and the organization appears highly dependent on its founder and CEO Mr. Rana Kapoor. It also has some pending promoter disputes in the court with the deceased co-promoter Ashok Kapur’s family on promoter rights which is pending resolution.

With everything going as planned one can estimate following financial projections for the next couple of years.

All values in Rs Crores.

<b>Year</b>	<b>Assets</b>	<b>Deposits</b>	<b>Advances</b>	<b>Net profit</b>
FY19	450,000	270,000	300,000	5000
FY20	600,000	350,000	400,000	6000

However, in this VUCA world there is so much of speculation on the future of banking industry as to whether it will continue to be the same or one will see a fundamental change the way banks operate today.

One needs to wait and watch, how the YES Bank’s strategy plays out in the coming years with respect to its growth plans and the position it is aspiring in the industry, where changes are exponential and disruptive in nature.

### Teaching notes

It is suggested that following pointers may be used to trigger class discussion and ponder over various issues emerging out from the case with respect to competitive business strategy, innovation & technology management, banking and digital transformation in the VUCA world.

1. What is the secret sauce of YES Bank over other early entrants like HDFC Bank for accelerated growth though a late entrant in the private banking industry?
2. How to create, diffuse and sustain Innovation culture in any organization?
3. What kind of framework can be evolved for management of technology based on this case?
4. What should be the roadmap for digital transformation of an organization?
5. How YES Bank can plan for future growth? How different it would be from the current strategy?
6. Going forward, what is going to be key for sustainable accelerated growth?
7. Can YES Bank aspire to be leader in the private banking space?
8. Can Yes Bank morph in to Technology Company?

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