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Corporate Image Management and the Performance of Zenith Bank Nigeria Plc. in Uyo, Akwa Ibom State

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ABSTRACT

This study was carried out to assess the relationship between corporate image management and organizational performance of Zenith Bank Plc. Uyo, Akwa Ibom State Nigeria. The research adopted the survey research design and determined a sample size of 103 from a population of 138 employees of Zenith Bank Plc Uyo, Akwa Ibom State. Data were obtained mainly from primary and secondary sources. Pearson's Product Moment Correlation (PPMC) was used to test the formulated hypotheses. The result shows that corporate identity, corporate communication, and corporate reputation all have a significant relationship with the performance of Zenith Bank Plc Uyo, Akwa Ibom State. The researchers recommended that effective assessment and management of a bank's corporate image and reputation should be an integral part of a firm's corporate strategies. It was concluded that corporate identity, corporate communication, and corporate reputation all have a strong and very significant relationship with the performance of Zenith Bank Plc in Uyo, Akwa Ibom State.

Keywords: *Corporate Image, Corporate Identity, Corporate Communication, Corporate Reputation, Performance.*

INTRODUCTION

Banks are financial institutions that are established to engage in financial transactions with customers. Financial services these institutions provide include safe-keeping of money, keeping of their customer's valuables, and cashing out money for their customers, among others (Obiora and Ekeke, 2019). To a reasonable extent, how well banks and customers enjoy such transactional relationships depends on the confidence customers have in these banking institutions. Thus, the banking business requires a reasonable measure of trust in their day-to-day dealings with, not only customers but the stakeholders. It is crucial therefore for banks to understand the expectations their customers have of them as this could affect the perceived image customers have of banks (Adeniji, 2015).

Corporate image management is an essential key to attaining security and maintaining public trust, which involves actions taken to create, maintain, and probably, regain a required image in the eyes of the stakeholders. Corporate image management is a process that involves creating, maintaining, and restoring in many cases an effective corporate image (Massey, 2015). Corporate image management according to Obiora and Ekeke, (2019) entails a major promotional tool that refers to building good relationships with the company's public by obtaining favourable publicity and handling or heading off unfavourable rumours, stories, and events. Corporate image management serves as a mirror reflection of an organization as it concerns its employees and its products. It is what people believe about an organization and includes their thoughts, feelings, and expectations (Karaosmanoglu and Melewar, 2006).

In management literature, corporate image management could be measured using different parameters. Such parameters include corporate identity, corporate communication, corporate reputation, and corporate feedback, among others (Okoisama *et al*., 2017). Markwich & Fill (1997) cited in Okoisama *et al*, (2017) see corporate identity as what the organization is, what it does, and how it does it and is linked with the way the organization goes about its business and the strategies it adopts. It is a strategically planned expression of the corporation that is communicated through clues given by the company's behaviour and symbols.

Corporate communication according to Namubiru *et al.*, (2014) is the process by which information is exchanged and understood by two or more people, usually with the intent to motivate or influence behaviour. However, corporate communication is conceived as the set of activities involved in managing and orchestrating all internal and external communication aimed at creating favourable starting points with stakeholders on which the company depends. Corporate communication is designed to aid the effective flow of work activities in an organization. Equally, when corporate communication is designed for the external members of an organization, it is more for a public relations reason. That is, it is a means of improving the image of the firms.

Nicole (2000) cited in Okoisama *et al.* (2017) defines corporate reputation as the stakeholder's collective opinions towards an organization based on its records. Corporate reputation is a perceptual representation of a company's past actions and prospects that describes the firm's overall appeal to key constituents compared to other leading rivals. Corporate reputation is a form of intangible asset holding value to the organizations that hold it, developed through sustained social interactions in which past impressions affect future behaviours.

Accordingly, organizational performance is generally measured using both financial and non-financial indicators. The financial indicators include profitability, market share, Return on Equity (ROE), Return on Asset (ROA), and Return on Investment (ROI). The non-financial indicators include market leadership, quality of service, firms' industrial ratings, efficiency, and effectiveness. Features of an effective organization include quality output, quality of service offered/delivered, creation of value-added, employee satisfaction, and output interaction with the social and economic environment (Eze *et al*, 2022). In this study, the performance of banks was measured using the quality of service offered.

Service organizations, which Zenith Bank Nig. Plc, Uyo in Akwa Ibom State are important financial institutions to the state and the Nigerian economy in general. However, the function of their ability to fulfill the aforementioned objectives depends on so many factors, one of which is the image they have been able to create in the minds of their customers. Creating, projecting, and managing a favourable corporate image is more challenging than communicating the qualities of a firm's products and services. Nevertheless, when that is achieved, it inevitably serves as a long-term strategic and enduring asset that empowers such organization to create customer loyalty, increase sales, and earnings, attract new customers, attract good employees, and increase stakeholders' trust in the company (Virvilaite and Daubaraite 2011). Therefore, organizations project an effective corporate image by building, projecting, and managing a strong and supportive corporate image they have with their stakeholders and understanding the various perceptions, expectations, and needs of the various interest groups.

Statement of the Problem

The Nigerian banking industry, just like other world banking industries, is occasionally affected by the global financial crisis and the need to strengthen banks through various bank reforms. Within these periods, most banks are liquidated while others are merged or acquired. Such a period of turmoil affected the confidence and trust that bank customers reposed in the banks as most customers found it difficult to recover their lost cash. Generally, the situation affected the image the banks have.

In the Nigerian banking industry, most banks have corporate statements that portray how favourable the bank's images are perceived. Yet, the increase in poor service delivery, regular customers' complaints, high interest rates, unreliable service deliveries, and too many bank charges shows the level of poor image management that these banks have created in the minds of their customers as measured by poor management of their corporate identity, corporate communication, and corporate reputation.

According to Freeman (2007) cited in Bashaer (2016), corporate image management is a strategic tool that banks could utilize to enhance their performance if effectively managed. Yet, other scholars are of the view that if the corporate image of a firm is not well managed, it would result in poor realization of corporate image management and even failure to achieve corporate outcomes. Therefore, if corporate image management is designed to alter the perception of people on the organizations for increased organizational performance in terms of quality of service delivery. Has this been achieved amidst an increase in poor service delivery, customers' complaints, and the reactions of the banks to this financial crisis in the Nigerian banking industry? Hence, effective corporate image management is crucial for banks' improvement in corporate performance. Thus, the study is therefore faced with the challenge of assessing the relationship between corporate image management and the performance of Zenith Bank Nig. Plc., Uyo, Akwa Ibom State.

Research Objectives

The main objective of this study is to assess the relationship between corporate image management and the performance of Zenith Bank Nig. Plc, Uyo, Akwa Ibom State. Specifically, the study is to:

i. Ascertain the relationship between corporate identity and performance of Zenith Bank Nig. Plc. in Uyo, Akwa Ibom State.
ii. Examine the relationship between corporate communication and the performance of Zenith Bank Nig. Plc. in Uyo, Akwa Ibom State.
iii. Assess the relationship between corporate reputation and performance of Zenith Bank Nig. Plc. in Uyo, Akwa Ibom State.

Research Questions

The following research questions were asked to elicit responses for this study:

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i. What is the relationship between corporate identity and performance of Zenith Bank Nig. Plc., Uyo, Akwa Ibom State?
ii. What is the relationship between corporate communication and the performance of Zenith Bank Nig. Plc, Uyo, Akwa Ibom State?
iii. What is the relationship between corporate reputation and performance of Zenith Bank Nig. Plc, Uyo, Akwa Ibom State?

Research Hypotheses

The following null hypotheses were formulated for this study:

$H_0$1: There is no significant relationship between corporate identity and the performance of Zenith Bank Nig. Plc, Uyo, Akwa Ibom State;

$H_0$2: There is no significant relationship between corporate communication and the performance of Zenith Bank Nig. Plc, Uyo, Akwa Ibom State; and

$H_0$3: There is no significant relationship between corporate reputation and the performance of Zenith Bank Nig. Plc, Uyo, Akwa Ibom State.

Review of Related Literature

Conceptual Review

The Concept of Corporate Image Management

Giovanis *et al.* (2014) cited in Obiora and Ekeke (2019) define corporate image management as a rhetorical process requiring communication strategies designed to establish and maintain a particular corporate image. It is a composite psychological impression that continuously changes with the firm's circumstances, media coverage, and performance. The foundation of corporate image management is the premise that everything an organization does or does not affect the perception of that organization and its performance products and services. These perceptions affect its ability to recruit people, obtain financial resources, and form partnerships, it needs to attain its goals and objectives. Business owners and operators must understand that this image can directly affect the organization's success, and companies should incorporate it into all levels of operation, beginning at the top (Eze *et al.*, 2022).

Corporate image is a dynamic and profound affirmation of the nature, culture, and structure of any organization. This applies equally to corporations, businesses, government entities, and non-profit organizations. The corporate image communicates the organization's mission, the professionalism of its leadership, the caliber of its employees, and its roles within the environment (Adeniji, 2015).

Corporate image management is an ongoing, synergistic management tool rather than a one-time "corporate image exercise" as currently practiced by most organizations and almost all corporate identity and branding consultants. Corporate image management, therefore, becomes a comprehensive and all-embracing process that internalizes a new skill set for managing relationships between constituents at all levels in the organization. Its goal is to enable sustainable relationship advantages to be developed with key audiences. Since the process of corporate image management is ongoing, these relationship management skills are applied to all current, prospective, and future relationships. It applies equally to commercial, non-profit, and government organizations (Eze *et al*., 2022).

According to Namubiru *et al*. (2014), corporate image management focuses on the very heart and soul of the organization, even to the extent of evaluating why the organization exists and determining the organization's key purposes. It represents one of the highest levels of functional control of the organization. Perhaps more importantly, its value as a management tool is greater because it provides a mechanism for the organization to differentiate itself from the competition to create recognized added- value to the products and services marketed or delivered by the organization, and to attract and maintain customer relationships to prosper in an increasingly competitive and constantly changing global marketplace. Corporate image management, therefore, also represents the highest level of brand personality and characteristics that can be created and communicated to customers. From a management perspective, corporate image management needs to be integrated into the organization's development at all levels, starting from the top (Eze *et al*., 2022).

Corporate image management entails the creation of a corporate language, behaviour patterns, symbols, traditions, and a dialogue that focuses on an appropriate expression of the company. This dialogue matches the expectations and understanding of both customers and employees about what the organization stands for, where it is heading, and what its core strengths, traditions, and principles are. It also develops relevance within every single aspect of the company, its products, and its services, and results in perceptions that become the key to long-term success. In a way, corporate image management is a definition of total quality management in that, if everything has relevance to the company or its customers, then nothing retained is waste (Obiora and Ekeke, 2019).

Corporate Image Management Model

Corporate image management is a three-stage process that involves creating, maintaining, and in some cases regaining an effective organizational image. First of all,

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a new organization must create an image of itself with its various stakeholders. According to Garbett (1988) cited in Eze *et al.* (2022), this is difficult since most people have a certain amount of skepticism of the unknown. Secondly, if an organization can successfully create an image, it must work to maintain that image. Image maintenance is an ongoing process that requires communication with organizational stakeholders. To successfully maintain an effective image, organizations must seek feedback from stakeholders and adjust their communication strategy accordingly. Again, the process is dialogic and while organizations are strategically communicating with stakeholders to influence perceptions, stakeholders are forming their ideas about the image of the organization. If an organization fails to monitor and adjust to the feedback provided by stakeholders, successful organizational image management is threatened.

The third stage of the process is restoration which usually occurs because the organization has experienced some sort of crisis. Not all organizations experience the third stage of the model, but because of the increase in the number and magnitude of crises, many organizations may move to this stage. If an organization moves to this stage, then it must engage in strategic communication to restore a successful image (Mitroff *et al*., 1989 quoted in Adeniji, 2015). If successful, the organization will return to the maintenance stage of image management, but if unsuccessful, the organization could fail or be forced to restructure itself. Hence, organizational restructuring involves the development of a new identity, and in extreme cases can result in mergers, name changes, and other results that require movement back to the image-creation stage of the process (Bennett and Kottasz, 2000).

Corporate Identity

Schultz & Hatch (1997) in Okoisama *et al.* (2017) describe corporate identity as the reality of an organization. It refers to the distinct characteristics of the organization or what the organization represents. Corporate identity is the reality and uniqueness of the organization. Corporate identity is formed by the company's history, its beliefs and philosophy, the nature of its technology, ownership, and people's ethical and cultural values. It is the sum of the values and purposes of a company, its corporate strategy, organizational structure as well as its organizational culture (Balmer and Gray, 1999 in Eze *et al.*, 2022).

Okoisama *et al*. (2017) report that changes in the environment have caused the necessity of effective management of corporate identity and communications. These factors according to Obiora and Ekeke (2019) have modified the image of companies, and warn that they represent a threat to the strategic position of companies. However, they see it as an opportunity for companies to present a clear image that reflects a positive identity and identified the following number of factors including acceleration of product life cycles, competition increase, and the difficulty for companies to differentiate themselves from each other, integration of companies (like mergers, acquisitions, divestments, privatizations, deregulation's and recessions that requires a company to redefine its identity), globalization, cost of communication, shortage of high-qualified personnel, public expectations for corporate social responsiveness, However, companies need to review their identities and how they communicate them to create an image that is relevant to corporate strategy.

Corporate Communication

Corporate communication can be both controlled and uncontrolled in nature and means a two-way process where an individual or an organization (sender) sends messages to other people or organizations (receiver) by using different communication channels. Cornelissen and Harris (2001) define corporate communication as a term that compasses all how an organization communicates with different parties. Corporate communication is a critical link between corporate identity and the corporate image and reputation. It subsumes all communications to the company's methods and channels of corporate communication which should be defined in the broadest possible sense because stakeholders are influenced in many different ways.

Corporate Reputation

Corporate reputation is the knowledge gained by an organization by its public based on corporate behaviour and the organization's public relationship. Bennett & Kottasz (2000) in Eze *et al*. (2022) define corporate reputation as a component of the overall image of a company. It is a soft concept that defines the overall estimation in which an organization is held by its internal and external stakeholders based on its past actions and the probability of its future behaviour. Also, corporate reputation is an amalgamation of all expectations, perceptions, and opinions of an organization developed overtime by customers, employees, suppliers, and investors about the organization's qualities, characteristics, and behaviour, based on personal experience, hearsay or the organization's observed past actions.

Although reputation is an intangible concept, research universally shows that a good reputation demonstrably increases corporate worth and provides a sustained competitive advantage (Bashaer, 2016). With a good reputation, customers will have a good preference in doing business, particularly when other companies' products and services are available at a similar cost and quality.

Organizational Performance

Tomal and Jones (2015) define organizational performance as the actual results or output of an organization as measured against its intended outputs. Organizational performance refers to the aggregate performance level of all departments and business units of an entity. This means that the performance of an entity is a total of the performance of all its sub-units as well as its sub-components (Bashaer (2016). Rulangaranga *et al.* (2013) believe that the performance of an organizational system is a complex relationship involving seven performance criteria that must be followed: effectiveness, efficiency, quality and productivity, quality of work, innovation, and profitability. A positive image helps to attract new customers and retain existing ones. It can also make it easier for the organization to attract the right candidates for job vacancies and to attract shareholders and business partners because these stakeholders feel that the organization shares their values.

Theoretical Review

Stakeholder's Theory

This theory was developed by Edward R. Freeman in 1984. Stakeholder theory promotes a practical, efficient, effective, and ethical way to manage organizations in a highly complex and turbulent environment (Freeman *et al*., 2007). It is effective because it harnesses the energy of stakeholders towards the fulfillment of the organization's goals. It is useful in a complex and turbulent environment because firms that manage for stakeholders have better information upon which to base their decisions and, because they are attractive to other market participants, they have a degree of strategic flexibility that is not available to competitors that do not manage for stakeholders.

Scholars have defended Stakeholder Theory using a wide variety of theoretical perspectives, including integrated social contacts theory (Donaldson and Dunfee, 1999), the doctrine of fair contracts (Freeman, 1994), the principle of fairness (Phillips, 2003), the principle of the common good (Argandoña, 1998), feminist ethics (Wicks *et al*., 1994), and pragmatism (Wicks and Freeman, 1998; Freeman *et al*., 2007). Stakeholders are defined as individuals, groups, and organizations that have an interest in the processes and outcomes of the firm and upon whom the firm depends for the achievement of its goals (Freeman *et al*., 2007).

Stakeholder theory advocates for treating all stakeholders with fairness, honesty, and even generosity. Harrison *et al*. (2010) state that a firm that manages stakeholders allocates more resources to satisfy the needs and demands of its legitimate stakeholders than what is necessary to simply retain their willful participation in the productive activities of the firm. Stakeholder theory proposes that treating all stakeholders well creates a sort of synergy (Tantalo and Priem, 2014). How a firm treats its customers influences the attitudes and behavior of the firm's employees, and how a firm behaves toward the communities in which it operates influences the attitudes and behavior of its suppliers and customers (Cording *et al*., 2014).

Following this theory, when stakeholders are treated well, there is an increase in loyalty, which increases the image of an organization and if the value of stakeholders is continuously considered by the organization, there is an increase in patronage; thereby improving the performance of the organization especially financially.

Also following that stakeholder precept is associated with both good management and higher financial performance, as this point is nearly irrefutable. Therefore, the ability of an organization to adopt this theory and manage it influences the organization's performance positively or negatively.

Empirical Review

Abd El-Salam (2013) evaluated the impact of corporate image and reputation on organizational performing service firms in Nigeria. The objective was to examine the relationship between corporate reputation and service quality in the service firms in Nigeria. The survey research design was adopted for the study and the population consisted of 25 service firms in Nigeria. Data were collected using primary sources of information with a particular reference to the questionnaire. The questionnaire was structured in line with the dimensions of organizational performance. Such as service quality and customer satisfaction. Data collected were analysed using correlation analysis. Thus findings indicated that corporate reputation has a positive and significant relationship with service quality. It was concluded that corporate reputation significantly influences service quality in the service firms in Nigeria.

Okoisama (2017) examined the influence of corporate image mango on firm competitive advantage in the telecommunication industry in Port Harcourt. The main objective was to investigate the effect of corporate image on competitive advantage in the telecommunication industry in Port Harcourt. A survey research design was used for the study. Data were obtained through the use of a questionnaire which was administered to 28 respondents who were randomly selected for the study. Data were analyzed using Spearman's Rank Correlation analysis findings revealed that corporate image had a significant effect on competitive advantage in the telecommunication industry in Port Harcourt. Thus, it was concluded that corporate image significantly affects competitive advantage in the telecommunication industry in Nigeria.

METHOD

The research design adopted for this study is the survey research design. This research work centered on the banking sector in Nigeria and specifically focused on selected branches of Zenith Bank of Nigeria Plc in Uyo, Akwa Ibom State. It critically examined the relationship between corporate image management and the performance of Zenith Bank Nigeria Plc in Uyo, Akwa Ibom State. A sample size of 103 was determined from a population of 138 employees of Zenith Bank Plc Uyo, Akwa Ibom State. Data were obtained mainly from primary and secondary sources. Out of the 103 copies of the questionnaire distributed, only 87 were carefully filled and returned in usable form. Pearson's Product Moment Correlation (PPMC) was used to test the hypotheses.

Testing of Hypothesis 1

$H_0$1: There is no significant relationship between corporate identity and the performance of Zenith Bank Nig, Plc. Uyo, Akwa Ibom State.

Table 1: Correlations

Variables		Corporate Identity	Organizational Performance
Corporate Identity	Pearson Correlation	1	.935**
	Sig. (2-tailed)		.001
	N	87	87
Organizational Performance	Pearson Correlation	.935**	1
	Sig. (2-tailed)	.001	
	N	87	87

**. Correlation is significant at the 0.05 level (2-tailed).

The result r = 0.935 shows a positive relationship between corporate identity and the performance of Zenith Bank Nig. Plc., Uyo, Akwa Ibom State. However, p(0.001) < 0.05 indicates that corporate identity has a significant relationship to organizational performance. As a result of that, the null hypothesis states that there is no significant relationship between corporate identity and the performance of Zenith Bank Nig. Plc. Uyo, Akwa Ibom State was rejected.

Testing of Hypothesis 2

H$_0$2: There is no significant relationship between corporate communication and the performance of Zenith Bank Nig. Plc., Uyo, Akwa Ibom State.

Table 2: Correlations

Variables		Corporate communication	Organizational Performance
Corporate communication	Pearson Correlation	1	.945**
	Sig. (2-tailed)		.001
	N	87	87
Organizational Performance	Pearson Correlation	.945**	1
	Sig. (2-tailed)	.001	
	N	87	87

**. Correlation is significant at the 0.05 level (2-tailed).

The result r = 0.945 shows a positive relationship between corporate communication and performance of Zenith Bank Nig, Plc. However, p(0.001) < 0.05 indicates that corporate communication contributes a highly to the organizational performance. As a result, the null hypothesis that there is no significant relationship between corporate communication and performance of Zenith Bank Nig. Plc. was rejected.

Testing of hypothesis 3

H$_0$3: There is no significant relationship between corporate reputation and the performance of Zenith Bank Nig, Plc. Uyo, Akwa Ibom State.

Table 3: Correlations

Variables		Corporate Reputation	Organizational Performance
Corporate Reputation	Pearson Correlation	1	.974**
	Sig. (2-tailed)		.001
	N	87	87
Organizational Performance	Pearson Correlation	.974**	1
	Sig. (2-tailed)	.001	
	N	87	87

**. Correlation is significant at the 0.05 level (2-tailed).

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The result r = 0.974 shows a positive relationship between corporate reputation and the performance of Zenith Bank Nig, Plc. However, $p(0.001) < 0.05$ indicates that corporate reputation is significant to organizational performance. As a result of that, the null hypothesis states that there is no significant relationship between corporate communication and the performance of Zenith Bank Nig. Plc. was rejected.

Discussion of Findings

Generally, a strong and significant relationship exists between the studied variables. As shown in the results above, the null hypothesis which states that there is no significant relationship between corporate identity and the performance of Zenith Bank Nig. Plc., Uyo, Akwa Ibom State was rejected based on the findings from the study. This is because; $p(0.001) < 0.05$ indicates that corporate identity has an impact on the performance of Zenith Bank Nig. Plc., Uyo, Akwa Ibom State. These findings collaborate with the preposition of Okoisama (2017), which states that corporate identity is indeed significant to a firm's performance and enables the firm to have a competitive advantage in its business environment.

Also, the null hypothesis two states that there is no significant relationship between corporate communication and performance of Zenith Bank Nig. Plc., Uyo, Akwa Ibom State was rejected based on the findings from the study. This is because $p(0.001)<0.005$ indicates that corporate communication and the performance of Zenith Bank Nig. Plc., Uyo, Akwa Ibom State. This agrees with the work of Abd-El-Salam (2013) on the impact of corporate image and reputation on service quality, customer satisfaction, and customer loyalty, because using the right media influences customers' perception which brings satisfaction and in turn promotes performance.

Lastly, the null hypothesis three which states there is no significant relationship between corporate reputation and performance of Zenith Bank Nig. Plc., Uyo, Akwa Ibom State was rejected based on the hypothetical testing. Hence, $p(0.001)<0.005$ shows that corporate reputation significantly contributes to the performance of Zenith Bank Nig. Plc., Uyo, Akwa Ibom State. According to Obiora and Ekeke (2019), firms that build and maintain a good image reap the fruits of a well-laid reputation which in return promotes organizational performance.

CONCLUSION AND IMPLICATION

The research focused on corporate image management and the performance of Zenith Bank Nig. Plc. in Uyo, Akwa Ibom State. The study was conducted to ascertain the relationship between corporate identity and performance of Zenith Bank Nig. Plc, Uyo,

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Akwa Ibom State, to examine the relationship between corporate communication and the performance of Zenith Bank Nig. Plc, in Uyo, Akwa Ibom State and to find the relationship between corporate reputation and the performance of Zenith Bank Nig. Plc, Uyo, Akwa Ibom State. The study found that there is a significant relationship between corporate identity, corporate communication, corporate reputation, and the performance of Zenith Bank Nig. Plc. in Uyo, Akwa Ibom State.

The results of the correlation analysis showed that there is a strong significant relationship between corporate image management and the performance of Zenith Bank Nig, Plc. Corporate image management affects the organizational performance of Zenith Bank Nig, Plc. Also, implies that it is how organizations invest time and effort on its image that will determine how their customers perceive them and in turn contribute to increased performance.

From the academic perspective, the study makes a very important contribution to the organizational performance and corporate management literature by examining the correlation between corporate image and organizational performance in the Nigerian context as a developing country. In specific terms, the findings of the current study support the proposition that corporate image management is a significant determinant of organizational performance.

RECOMMENDATIONS

i. Banks should enthrone good corporate identity practices to promote sustained patronage of banking services and long-term profitability.
ii. Employees should be well trained to communicate effectively to promote a sense of the bank’s image from their interaction with the employees and customers.
iii. The effective assessment and management of a bank’s corporate image and reputation should be an integral part of a firm’s corporate strategies.

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