

CORPORATE IDENTITY OF BANKS IN MONTENEGRO

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Abstract

Corporate identity is a "personality" of a company which is designed to be in line with the company's achievements and tailored to its goals. The theoretical part defines the concept of corporate identity, its elements and the factors affecting it, the relationship between corporate identity and the client. The empirical part deals with the analysis of the corporate identity of banks in Montenegro. The subject of the conducted explorative quantitative study is to determine how users of banking services evaluate the basic elements of corporate identity of banks. The aim of the research is to determine whether the elements of corporate identity are in line with the expectations of users of banking services, and whether the basic elements of corporate identity influence the choice of the bank and the loyalty of clients. The corporate identity of banks is important, but is not a crucial factor in choosing a bank by clients in Montenegro. Besides the well-designed elements of corporate identity, the fair price and a high quality product and service that the bank efficiently delivers to the client is also a necessary precondition for successful retention of existing clients, as well as for attracting new ones.

Key words: corporate identity, client, banking sector, marketing.

KORPORATIVNI IDENTITET BANAKA U CRNOJ GORI

Apstrakt

Korporativni identitet je "ličnost" kompanije koji je dizajniran da bude u skladu sa dostignućima kompanije i prilagođen njenim ciljevima. Teorijski dio rada definiše koncept korporativnog identiteta, njegove elemente i faktore koji na njega utiču, kao i odnos između korporativnog identiteta i klijenta. Empirijski dio se bavi analizom korporativnog identiteta banaka u Crnoj Gori. Predmet sprovedenog eksplorativnog kvantitativnog istraživanja je da se utvrdi kako korisnici bankarskih usluga ocjenjuju osnovne elemente korporativnog identiteta banaka. Cilj istraživanja je da se utvrdi da li su elementi korporativnog identiteta u skladu sa očekivanjima korisnika bankarskih usluga i da li osnovni elementi korporativnog identiteta utiču na izbor banke i lojalnost klijenata. Korporativni identitet banaka je važan, ali nije presudan faktor u odabiru banke od strane klijenata u Crnoj Gori. Pored dobro osmišljenih elemenata korporativnog identiteta, fer cijena i kvalitetan proizvod i usluga koje banka efikasno isporučuje klijentu je takođe neophodan preduslov za uspješno zadržavanje postojećih klijenata, kao i za privlačenje novih.

Ključne riječi: korporativni identitet, klijent, bankarski sector, marketing.

JEL codes: M14

INTRODUCTION

When we talk about corporate identity, it represents a set of elements of the visual and acoustic image of the bank. In other words, this is the expression of the personality of the bank, that is, everything that is heard and sees the bank. According to one of the PR definitions, corporate identity is equal to the corporate image. The identity of the organization and the banks are beliefs, attitudes, culture, that is, the whole picture. What is important to know is that identity and image of the organization will be formed even though nothing is done, and that the organizations, or in this case the banks, would be successful, and in order to create an image of the bank what kind of management of the bank wants to create, on the identity i.e. the image they must work. Creating company images by professionals, whether people inside the company or engaging external job consultants, is a prerequisite for positive results. Creating someone's image is a demanding and time-consuming job. Today it is generally accepted that the identity of one corporation represents its entire communication embedded in culture, beliefs, attitudes, employees, management, ownership, strategy. Corporate identity is the character, image, "spirit and body" of a company that is designed to be in line with the company's achievements and tailored to its goals. The visual identity of the company is usually manifested through branding. Usually, when we say branding somewhere, the thought goes on the protection sign. However, corporate identity, i.e. creating an identity, is much more and encompasses a number of elements of both visual, acoustic and spiritual content. It is viewed through the name of the company, the logo, as well as through everyday things that are in line with the company's business standards that reflect the visual identity and brand recognition through colour palettes, special fonts, page layouts, etc.

THEORETICAL FRAMEWORK

Trends in banking operations emphasize the increasing importance of personal interactions between bank employers and clients in order to further develop their long-term business relationships. Today, banks are aware that financial service users understand that they have at their disposal a growing number of alternatives in terms of financial services, and in terms of their suppliers. Banks usually relate to the quality of services for promotional activities, pricing and defining new distribution channels [21, pp 54]. If a bank wants to develop a long-term business relationship with client, it is very important to assess the future cash flows that the bank will achieve by working with a given client. However, in order to gain a clear picture of the expected events, it is imperative that the bank be market-oriented. A good relationship with clients is an important factor not only for improving the bank's competitiveness, but also for achieving appropriate business goals in a dynamic market game. The establishment of business relationships with clients should be a daily goal that is achieved through attention, respect, understanding, and empathy towards clients on the one hand, and the speed and accuracy of conducting transactions, on the other. If an organization wants to become and remain a market leader in the sea implement changes that will be revolutionary in terms of innovativeness of managers, training

and improvement of all staff structures, teamwork and systematic thinking, decentralization and delegation of responsibilities, two-way communication and creation organizational climate where all employees become internal entrepreneurs. [22, pp 37].

The basic function of corporate identity is to enable companies (banks) to acquire, improve and maintain a competitive advantage. Successful communication with the client, competent personnel and modern information and communication technology are three key elements of the bank's marketing strategy. Without adequate support from the financial sector, marketing itself cannot help the bank to achieve long-term profitability. During the early development of marketing and PR, corporate identity was identified with the visual appearance of the company in public, i.e., with its logo or trademark. Today, it is generally accepted that the identity of a corporation represents its overall communication incorporated in the culture, beliefs, attitudes, employees, management, ownership, strategy. Also, a particular challenge for banks is the changes in the market that are taking place, both on the global market and in its parts, more specifically on the financial market. Banks must then strengthen their corporate identity and adapt to time and changes in the market in which they operate.[1, pp 28]

Managers need to be aware of the fact that clients from the population are managed according to the amount of interest rates on term savings or creditworthiness, while corporate clients choose the bank primarily based on the ability of the bank to settle their financial needs.

Often, management and employees have a different understanding of their role of incorporation. It is very important to reconcile these views, because if the corporation does not have a clear vision of itself, it cannot expect that it will leave a clear impression on the external observers. Identifying the identity is, in fact, the identification of a corporation, and this is a process that begins from the top (management) of the corporation. The process runs from the top management towards employees and shareholders. There can be no harmony in expressing identity if employees do not believe in this identity and if they do not show it in their everyday dealings with clients, suppliers, investors and in public relations.

A good corporate identity does not arise "overnight" and cannot be quickly adapted to changes in the environment. Successful managers point out that corporate identity creates freedom, power, individuality and lifestyle, which can be said in two words quality and professionalism. When a corporation is going through strategic change, whether it's a change in the board, a significant change in business policy, or a merger with another corporation, the corporate identity and corporate identity issues are first arisen, which are often reflected in the issues that make up each and every personal identity: Who are we? What is our purpose? What does it mean to be employed in this corporation? The answers to these questions form the basis of corporate communication and require careful consideration.

Sudden identity changes can be a consequence of the situation when the company goes through the so-called. "Communication trauma". However, there is also a moment when a consideration of a possible redesigning corporate identity should be considered.

Identifying the identity implies the fragmentation of its parts and the perception of their impact on the organizational parts of a corporation. The identity researcher will first collect all written sources, both within the organization (annual business report, minutes from meetings of organizational units, press clipping, etc.), as well as outside (reports from statistical institutes, professional associations, research agencies). For example, by analysing specialized banking publications that are occasionally published by our daily and periodical papers. Through the introduction of a bank manager, it is possible to find out a lot of information about the identity of a bank.

The corporate identity policy must be strategically planned and operationally implemented activity, the appearance and behaviour of the bank which is realized through corporate design, promotional activities and PR communication of the bank, products and services, clients, competition, shareholders,... Objectives of corporate identity according to Nikolas from 1996 is to improve communication within the bank; increase the perception of the public about the bank; increase the market value of shares; announce a new business strategy; create public reputation; determine the position on a global scale.

The definition of the term "corporate identity" appeared in the 1950s literature by Walter Margelis as to describe the activities aimed at creating a general image, that is, the position or identity of one corporation [2, pp 222]. According to Bogdanović from 2002, the term "corporate identity" includes the "understanding of the bank" and "ethics of the bank" and "culture of the bank". Nikolas, in 1996 tell us that corporate identity is also used to determine the communication and changes undertaken by the company. Also, Willie Olins defines corporate identity as a visual expression of what the organization is, a reflection of its personality, and the basic values and direction in which it is moving [2, pp 243]. According to Olins, the organization responds to three questions (who you are, what you are doing and how you work) by its visual identity, and the answers are provided through the contact with the public as products and services, interior and exterior design, uniforms, trademark and company name, memorandum, logo [3, pp 123].

According to Vunjak, Čurčić & Kovačević, from 2008, the key elements and characteristics of the general corporate identity of the bank that they should include during their establishment refer to the name of the bank, the trademark - the logo of the bank, the slogan of the bank and the color of the bank. All of these elements must be integrated into one whole and must reflect one style in order to be recognizable in the public, because only in this way can they leave a positive impression on potential clients which is interwoven with seriousness and clarity [4, pp 221-226].

RESEARCH METHODOLOGY

The survey was conducted in the period July/October 2018. It included an analysis of the data available on the websites of banks operating in Montenegro, and a mini survey was also conducted on how the users of banking services evaluate the basic elements of corporate identity of the banks whose services they use.

The subject of the conducted explorative quantitative study is to determine how users of banking services evaluate the basic elements of corporate identity of banks. The

aim of the research is to determine whether the elements of corporate identity are in line with the expectations of users of banking services, and whether the basic elements of corporate identity influence the choice of the bank and the loyalty of clients.

The starting hypothesis reads: A strong corporate identity creates differentiation in relation to competition, creates consumer loyalty and employee commitment, results in better financial and business results. Corporate identity of banks is important, but it is not a crucial factor when choosing a bank by clients in Montenegro.

The survey was carried out in the territory of the municipalities of Podgorica, Bar, Bijelo Polje and Nikšić, and 387 respondents from these four cities participated in the survey. The survey was conducted in the field through personal interview. The sample was non-random, convenience. In addition to the basic demographic issues, the respondents were given the opportunity to evaluate the name, slogan, colour and trademark of the banks: NLB Banka AD Podgorica, Societe Generale Montenegro AD, Crnogorska komercijalna banka AD Podgorica member of OTP Goup, Prva banka Crne Gore AD Podgorica osnovana 1901. godine, ERSTE Bank AD Podgorica, Addiko Bank AD Podgorica, Hipotekarna banka AD Podgorica, Atlas banka AD Podgorica, Lovćen banka AD Podgorica and Komercijalna banka AD Podgorica, with grades ranging from 1 - the lowest rating to 5 - the highest rating, and to state whether corporate identity or any other factor is crucial for the selection of the bank whose services they most frequently use.

ANALYSIS OF CORPORATE IDENTITY OF BANKS IN MONTENEGRO

Through corporate identity, the answers to the following questions are provided: Who are we? Where are we going? What are we aiming at? What are our goals? When founding the bank, key elements and features of corporate identity are established: name, logo, slogan and colour of the bank.

According to the data of the Central Bank, 15 licensed banks operate in the territory of Montenegro [9].

An analysis of corporate identity, according to the key elements and characteristics, was made on the basis of the available data of the official websites of banks. As part of the analysis of corporate identity, the mission and vision of certain banks operating in Montenegro were first presented in the paper.

Crnogorska komercijalna banka AD Podgorica member of OTP Goup highlights in its mission its role in changing the Montenegrin economy and the value system of the entire Montenegrin society, bringing them closer to the European ones. Good cooperation with clients, recognition and understanding of market demands, the development of high-quality products, the implementation of new technology and new services, the application of international business standards, investment in knowledge and teamwork of employees are the foundations on which the Crnogorska komercijalna bank builds and strengthens its position on the market [10].

Societe Generale Montenegro AD emphasizes the professionalism and quality of services based on the standards of Societe Generale Group. By placing the client in

the centre of its activities, its mission is to be a significant support to citizens and the backbone for the development of the Montenegrin economy. A special emphasis is on corporate social responsibility, for which it was rewarded [11].

Prva banka Crne Gore AD Podgorica osnovana 1901. godine lays emphasis on reliability, development of new values, provision of high-quality services at fair prices, investment in long-term partnerships with clients, the community, employees and shareholders, corporate social responsibility and support for projects of social importance which raise the quality of life in Montenegro [12].

The mission of NLB Banka AD Podgorica is reflected in the responsibility, sincerity and credibility, cooperation, efficiency, monitoring of new trends, innovation and new methods of providing services. Understanding clients and their needs as well as taking care of their positive user experience, fulfilment of promises and exceeding the expectations of clients and other stakeholders, as well as open communication and cooperation are the basis of the work of this bank [13].

In its corporate philosophy, ERSTE Bank AD Podgorica insists on corporate social responsibility and transparency of operations as an integral part of the long-term business strategy. It is a concept that encourages innovation, sustainable development, responsible risk management and cost reduction [14].

The specific feature of the vision and mission of Addiko Bank AD Podgorica is the provision of key financial services and customer services in the simplest way. The goal is to communicate with customers in an understandable and simple way, through simple products and procedures, which will reduce the customer's waiting time for the banking service. The philosophy of the bank is to focus on essential matters and rather do a smaller number of things perfectly, than a lot of things averagely. In other words, The goal of the bank is a smaller number of key products with higher value for customers [15].

As the mission of its operations, Lovćen banka AD Podgorica indicates its contribution to the development of Montenegrin companies, support to citizens' initiatives, growth of the national economy and creation of a new economic opportunity. The vision of Lovćen Bank is the vision of a unique team - founders, shareholders and managers, with the aim of furthering and continuing the development of Montenegro [16].

Atlas banka AD Podgorica, as its mission, indicates the compliance with the highest international standards and values with absolute customer support. Recognition of the needs of current and potential clients makes it possible to develop a professional relationship with clients, based on mutual trust [17].

Hipotekarna banka AD Podgorica aims to provide its customers with the highest quality service with utmost commitment in modern branches, which are redesigned and technologically advanced, so that they provide quality and fast service with greater comfort and satisfaction in accordance with the most up-to-date standards [18].

As its vision and mission, Komercijalna banka AD Podgorica indicates its intention to expand rapidly in the Montenegrin market, through the management of business risks that are above the set regulatory requirements, to the level of the best practice established in the regions with a significantly longer banking tradition. Customer safety is the ultimate long-term goal of Komercijalna banka AD Podgorica [19].

When we talk about the mission and vision of banks, it can be concluded that the analysed banks put emphasis on: recognition and understanding of customer requirements, good cooperation with customers, professionalism and high-quality products and services, fair prices and low costs, efficient operations, implementation of the new technology and new trends, corporate social responsibility, development of the Montenegrin economy, team work of the employees and care for stakeholders, transparency of business operations, customer safety, etc.

The name of the bank should contain the word bank in itself and represent the core of its business in a closer and symbolic manner. Banks often have a geographical term or a certain territory in their name, such as Crnogorska komercijalna banka AD Podgorica member of OTP Goup, Lovćen banka, ZAPAD banka, Vojvodjanska banka, etc. The type of business that the bank is primarily involved in influences its name, for example, commercial, agricultural, mortgage, credit, savings, etc. Globalization has made the banks universal, which is reflected in their names, and thus the banks become universal, not bounded by either territory or ethnic borders [5, pp 185].

For the bank, its trademark and logo is of utmost importance because it serves to identify the bank, points to its style and distinguishes it from the competition, protects the bank from fraudulent substitution, which is at the same time the first and proper way for the bank to position itself in the consumer's mind. Since the trademark is the bearer of the entire visual identity, it is necessary at the very beginning to clearly define its meaning, the choice of colours and symbols, and the application. The design of the bank's logo is characterized by: seriousness, high standard, value protection, the name of the bank in the focus, formal fonts, standard colours [2, pp 227]. The logo of the banks operating in Montenegro is characterized by: a harmonious whole, a pronounced name, a legible font, a quick recognition, all of which are the characteristics of a quality logo.

The bank's slogan should draw the attention of consumers, encourage action and convey the basic idea of a propaganda message. It is better to be without a slogan than to have a slogan that does not say anything, which is not simple and is hard to remember [2, pp 236]. The slogans of the surveyed domestic banks most often reflect the specific features in market operations as well as the level of development of the banking market, which can be seen through the following examples:

- Societe Generale Montenegro AD - "The more hands, the greater the power."
- Crnogorska komercijalna banka AD Podgorica member of OTP Goup – "We trust each other."
- NLB Banka AD Podgorica – "I know why."
- ERSTE Bank AD Podgorica – "And which is your bank?"
- Prva banka Crne Gore AD Podgorica osnovana 1901. godine – "The first bank in Montenegro established in 1901."
- Hipotekarna banka AD Podgorica – „Committed to you.“
- Addiko Bank AD Podgorica – “We focus on essential matters, we are efficient and communicate in a simple manner.”
- Atlas banka AD Podgorica – „My bank.“
- Lovćen banka AD Podgorica – „The bank of this time and this people.“
- Komercijalna banka AD Podgorica– „Safety!”

The choice of colour is of utmost importance for the bank for its "silent" communication with clients. The role of colour is to impress, motivate and animate the potential buyer, prompt the purchase. It is clear that the logo in a certain colour cannot in itself be a reason for the success or failure of the banking institution, but it is evident that it is the essential element of corporate identity, and thus the market positioning of the bank. The research has shown that even 80 per cent of the visual information remembered is related to colours. When a company uses the red colour it means that it wants to present its brand as powerful, exciting and passionate. The green colour represents youth, health and care for the environment. The blue colour represents trust, integrity and communication. Although it seems logical that the colour of financial institutions is green, this is not the case in practice. The green colour that symbolizes happiness, initiative and wealth has not found its practical application in banking either in America or in the rest of the world. Companies that want their brand to emit luxury and distinction use the purple colour. The black colour denotes glamor and exclusivity. The yellow colour represents playfulness and friendship. Companies use the orange colour to indicate communicativeness, fun and playfulness.

The surveyed banks operating in Montenegro use the blue colour most often in their logo, a combination of blue and white, a combination of blue and red, blue and green (NLB Banka AD Podgorica, ERSTE Bank AD Podgorica, NOVA banka AD Podgorica, Zapad banka AD Podgorica, Atlas banka AD Podgorica, Lovćen banka AD Podgorica), then red, a combination of red and black, red, white and grey (Prva banka Crne Gore AD Podgorica osnovana 1901. godine, Societe Generale Montenegro AD, Addiko Bank AD Podgorica), green (Crnogorska komercijalna banka AD Podgorica member of OTP Goup), purple (Komercijalna Banka AD Podgorica).

On the basis of the conducted survey, the average rating of the basic elements of corporate identity of the following banks was determined: NLB Banka AD Podgorica, Societe Generale Montenegro AD, Crnogorska komercijalna banka AD Podgorica member of OTP Goup, Prva banka Crne Gore AD Podgorica osnovana 1901. godine, ERSTE Bank AD Podgorica, Addiko Bank AD Podgorica, Atlas banka AD Podgorica, Komercijalna banka AD Podgorica, Hipotekarna banka AD Podgorica and Lovćen banka AD Podgorica.

The survey involved 387 respondents, of whom 5.66% (227 respondents) were female, and 41.34% (160 respondents) were male. Respondents were classified into 5 age groups, namely, the respondents from 18 to 28 years of age make up 20.16% of the sample (or 78 respondents), the 29-38 age group makes up 22.48% of the sample (or 87 respondents), the 39-48 age group makes up 31.26% (or 121 respondents) of the sample, the respondents aged 49-58 make up 18.1% (70 respondents) of the sample, while the smallest percentage of respondents were 59 years of age and over, only 8% or 31 respondents. The respondents in work constituted 61.24% of the sample (237 respondents), there was 32.82% of the unemployed (127 respondents), while 5.94% (23 respondents) of the surveyed respondents were pensioners. 72.1% (or 279) of respondents use the services of two banks.

Table 1 shows the results of the conducted survey. The average grades for the name range from 3.7 to 4.8, which is a high grade. The slogan of Societe Generale

Montenegro AD achieved the highest grade 4.8 (“The more hands, the greater the power”), while the slogan of Prva banka Crne Gore AD Podgorica osnovana 1901. godine achieved the lowest grade 2.6. The slogan of Lovćen banka AD Podgorica was also rated with a high grade of 4.6.

The respondents have a neutral opinion about the slogan of Crnogorska komercijalna banka AD Podgorica member of OTP Goup, ERSTE Bank AD Podgorica and Komercijalna banka AD Podgorica. As for the average grades for the colour, the lowest is for Addiko Bank AD Podgorica - 3.7 and the highest grade 4.7 is for Crnogorska komercijalna banka AD Podgorica member of OTP Goup, while for other banks the grades are almost the same from 4,1 to 4.4.

The logo of Crnogorska komercijalna banka AD Podgorica member of OTP Goup was rated with a highest grade 4.7, while the logo of ERSTE Bank AD Podgorica achieved the lowest grade 3.4. For the banks Addiko bank AD Podgorica, Atlas banka AD Podgorica, Komercijalna banka AD Podgorica the grade for the logo is from 3.6 to 3.9. The grade 4.1 is the same for NLB Banka AD Podgorica and Hipotekarna banka AD Podgorica; 4.3 for Lovćen banka AD Podgorica and 4.4 for Societe Generale Montenegro AD.

We can conclude that Crnogorska komercijalna banka AD Podgorica member of OTP Goup received the highest grades for three elements of corporate identity, that is, for the name, colour and logo, while Societe Generale Montenegro AD received the highest grade for the slogan. NLB Banka AD Podgorica received the lowest grade for the name, Prva banka Crne Gore AD Podgorica osnovana 1901. godine received the lowest grade for the slogan, Addiko Bank AD Podgorica received the lowest grade for the colour and ERSTE Bank AD Podgorica achieved the lowest grade for the logo.

Table 1 Assessment of the elements of corporate identity of banks

BANK	NAME	SLOGAN	COLOUR	LOGO
<i>NLB Banka AD Podgorica</i>	3.7	2.9	4.2	4.1
<i>Societe Generale Montenegro AD</i>	4.2	4.8	4.1	4.4
<i>Crnogorska komercijalna banka AD Podgorica member of OTP Goup</i>	4.7	3.4	4.7	4.7
<i>Prva banka Crne Gore AD Podgorica osnovana 1901. godine</i>	4.4	2.6	4.1	4.2
<i>ERSTE Bank AD Podgorica</i>	4.1	3.6	4.2	3.4
<i>Addiko Bank AD Podgorica</i>	4.3	4.1	3.7	3.9
<i>Atlas banka AD Podgorica</i>	3.9	4.3	4.2	3.8
<i>Komercijalna banka AD Podgorica</i>	3.8	3.3	4.4	3.6
<i>Hipotekarna banka AD Podgorica</i>	4.2	4.4	4.3	4.1
<i>Lovćen banka AD Podgorica</i>	4.6	4.6	4.4	4.3

Source: The survey conducted by authors

When mentioning the bank, corporate identity is not the focus of attention for almost all respondents, since 93% of the respondents said that the basic elements of corporate identity were not of special importance to them when choosing the bank itself, but that the level of the interest rate and the granted discounts that banks offer play a key

role in their choice and loyalty towards a specific bank. In general, most of our population is burdened with loan debt, which means that it is the interest rate that is given priority in the choice of banking services. Based on the abovementioned, we can conclude that the hypothesis has been proved through the results of the processed survey data. Corporate identity of banks is important, but it is not a crucial factor when choosing a bank by clients in Montenegro.

Modern trends in the economy and changing economic conditions require a modern organization of companies that are as dynamic as the system constantly changes, adapts and improves according to the environment, and thus arises the need for clients that the changes can successfully initiate and implement. The globalization of the world banking market created the need for the development of entrepreneurial business model and in banking, which is directed towards the development of new banking products and services in order to familiarize banks needs of its clients. [20, pp 19].

A strong corporate identity creates differentiation in relation to competition, results in better financial and business results, creates consumer loyalty and employee commitment.

CONCLUSION

Corporation identity represents overall communication that is embody in the culture, beliefs, attitudes, employees, management, strategy. The company's achievements and its goals should be aligned with the corporate identity. It is also known that the three key elements of the bank's marketing strategy are successful communication with the client, competent staff and modern information and communication technology so that it is necessary to take into account the creation of the corporate identity of the bank. It is necessary to take into account the relationship that managers create and on what benefits they base their relationship with clients. For individuals, these are better conditions, ie better interest rates, and for corporate clients, these are benefits that satisfy their financial bases from the client, their needs and demands. Also, customer relationships need to build on quality cooperation and efficiency. And in order to create and maintain a good image, it is important to invest in employees, interpersonal relationships and support among employees, as well as take care of other stakeholders to take into account the relationship that the bank has with the community in which it operates. Based on the empirical research, a conclusion has been drawn that confirms the hypothesis that the corporate identity of banks is important, but is not a crucial factor in choosing a bank by clients and that a strong corporate identity creates differentiation in relation to competition, creates consumer loyalty and employee commitment and results in better financial and business results. The crucial factor for the loyalty of clients on the Montenegrin banking market is the level of interest rates and granted discounts offered by banks. The reason lies in the fact that the majority of our population is burdened with loan debt, so the interest rate is a priority in the choice of a bank. A recommendation for banks is that, besides the well-designed elements of corporate identity, the fair price and a high quality product and service that the bank efficiently delivers to the client is also a necessary

precondition for successful retention of existing clients, as well as for attracting new ones. Only in this way is it possible to generate higher profit, competitive advantage and build a good image and reputation.

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REZIME

Identitet jedne korporacije predstavlja njenu ukupnu komunikaciju oličenu u kulturi, vjerovanjima, stavovima, zaposlenima, rukovodstvu, strategiji. Korporativni identitet treba da bude usklađen sa dostignućima kompanije i prilagođen njenim ciljevima. Uspješna komunikacija sa klijentom, kompetentni kadrovi i moderna informaciono-komunikaciona tehnologija predstavljaju tri ključna elementa marketinške strategije banke. Menadžeri moraju biti svjesni činjenice da se klijenti iz reda stanovništva upravljaju prema visini kamatnih stopa na oročenu štednju ili prema povoljnosti kredita, dok korporativni klijenti biraju banku primarno na osnovu sposobnosti banke da podmiri njihove finansijske potrebe. Na osnovu analize dostupnih podataka može se zaključiti da banke pri definisanju svoje strategije poslovanja polaze od klijenta, njegovih potreba i zahtjeva. Preporuka je da se odnos sa klijentima gradi na dobroj saradnji, profesionalizmu i efikasnosti. Za formiranje dobrog imidža značajno je i ulaganje u zaposlene, timski rad zaposlenih i briga o ostalim stejkholderima, ako i društveno odgovorno poslovanje banke prema zajednici u kojoj posluje. Na osnovu empirijskog istraživanja došlo se do zaključka koji potvrđuje postavljenu hipotezu da je korporativni identitet banaka bitan, ali nije presudan faktor pri izboru banke od strane klijenata. Iako su osnovni elementi korporativnog identiteta banaka ocjenjeni visokim prosječnim ocjenama, za lojalnost klijenata na crnogorskom bankarskom tržištu presudan faktor za lojalnost je visina kamatnih stopa i odobreni popusti koje banke nude. Razlog leži u činjenici da je većina našeg stanovništva kreditno zadužena pa je kamatna stopa prioritet u izboru banke. Preporuka za banke je da za uspješno poslovanje i zadržavanje postojećih kao i privlačenje novih klijenata osim dobro osmišljenog imena, zaštitnog znaka i slogan, sa kojima se klijent može poistovjetiti, neophodan uslov je i fer cijena i visokokvalitetan proizvod i usluga koje banka efikasno isporučuje klijentu. Samo na taj način moguće je ostvarivanje većeg profita i konkurentske prednosti banake i građenje dobrog imidža i reputacije.