

Internship Report

On

Retail Banking & Home Loan Appraisal Team of BRAC Bank Limited

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Letter of Transmittal

10th February, 2016

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Subject: Submission of the Internship Report

Dear Sir,

I am here by submitting my report on "Retail Banking of BRAC Bank Limited ". While preparing this report, I have worked as an intern at BRAC Bank Ltd under the supervision of Abul Ehsan, Product Manager, Retail Banking Division, BRAC Bank Ltd.

I feel most privileged to be associated with an experienced, efficient and professional team in one of the most reputed banks of Bangladesh. I have tried my best to make this report as informative, practical, reliable and relevant as possible. In preparation of this report, I have reviewed few books, journals, articles from the internet, and conducted few interviews. I strongly believe that this report will satisfy your requirements and expectations.

Thank you.

Yours Sincerely,

Paromita Das

ID:- 11304099

BRAC Business School

ACKNOWLEDGEMENT

At the very beginning, I am solemnly thanking the Almighty. Completion of anything requires supports from various sources. I am very much fortunate to get the sincere guidance and supervision from a number of experienced persons.

My sincere gratitude goes to Abul Ehsan, Product manager for giving me proper guidance and suggestions to complete the whole thing in a right manner.

My heartiest gratefulness also goes to Salahuddin Ahmed, Manager, Home Loan Appraisal And Jahangir Alam, Associate Manager, Home Loan Appraisal who have been so kind and helpful to me during my Internship period.

Their contribution towards this report is worth than ever. It was a great honor to work with such kind, hardworking and helpful people.

I am deeply indebted to my Supervisor Ariful Ghani, Lecturer, BRAC Business School who permitted and supported me to work on Retail Banking of BRAC Bank. I am extremely thankful for giving me such an opportunity that has enriched my area of knowledge vastly. At last I would like to thank all other parties who have helped me for collecting information and completing the report.

EXECUTIVE SUMMARY

This internship report represents the working experience on private sector commercial Bank operated in Bangladesh named “BRAC Bank Limited” (BBL) as a part of completion for BBA Program. The main objective of the study is to get knowledge about the Retail Banking of BRAC Bank Limited and also gaining the practical experience of corporate life and view the application of theoretical knowledge in the real life. Besides, it has provided me a chance to deal with some of the customers. I have worked with the Home Loan Appraisal team in most of the times. For that reason, I have focused on the activities of HL team and the customer experience. In chapter four I have basically discussed about retail banking and its product, marketing policy and the work process of Home Loan Appraisal Team. Besides, I have presented my learning experience at BRAC Bank. I have discovered some positive and negative findings. On the basis of negative findings some recommendations are also given to improve the service quality of BRAC Bank. So far, from this report it can be said that it is the pioneer amongst the local banks in Bangladesh

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Introduction

Internship Objectives:

The main objective of the internship is to gather practical knowledge regarding banking system and operation. This practical orientation gives me a chance to coordinate out theoretical knowledge with practical experience. The following are some of the objective for this practical orientation in bank:

- ✓ To apply theoretical knowledge in the practical field.
- ✓ Conversation with the customers.
- ✓ To know about the general banking activities.
- ✓ To observe the working environment in commercial banks.
- ✓ To study the existing overall banker customer relationship.

Methodology of the Study:

This report is based mainly on observations that I experienced during the internship period. Data required for this report were collected from the annual report of BRAC Bank Limited. Apart from this, helpful information was collected from online resources.

Sources of Data:

In order to make the report more meaningful and presentable, the following of data and information have been used widely:

Primary Sources:

- ✓ Face to face conversation with the respective officers.
- ✓ Conversation with the customers.
- ✓ Relevant file study as provided by the officers concerned.
- ✓ Personal Observation.

Secondary Sources:

- ✓ Annual report of BRAC Bank Limited.
- ✓ Periodicals published by the Bangladesh Bank.
- ✓ Website of BRAC Bank Limited.

Chapter -1

Industry Analysis and Banking Sector in Bangladesh

1.1. Industry Analysis:

Banking Industry is one of the most promising industries of our country. The importance of the sector revealed through its contribution in the economic growth of the country. This sector accelerates economic growth through mobilizing funds from surplus unit to the deficit unit. Banking Industry is moving towards rapid changes due to technological innovation and diversified needs of its customers. Commercial banks are the banks that accept deposits from the public and lend them mainly to commerce for short periods. As they finance mainly commerce, they are called commercial banks. They are also called deposit banks, as they accept deposit from the public and lend them for short and long periods.

1.2. Banking Sector in Bangladesh:

Banking sector has a vital role to play in the economic activities and development of any country. This sector is much more important in a developing country like Bangladesh. The whole scenario of the economy of a country can be determined by examining the condition of the banking sector. In Bangladesh, the banking sector dominates the financial sector and macroeconomic management largely depends on the performance of the banking sector. Banking sector grew primarily in the public sector with main emphasis on restructuring of the financial system and development needs of the war-torn economy with gradual liberalization in subsequent years. The officially known 'State Bank of Pakistan' was renamed as 'Bangladesh Bank' after Bangladesh's independence (History of Bangladesh's Banking Sector, 2013).

It was increasingly felt that banks should be allowed in the private sector for giving a boost to development process on the basis of private initiative. In the year of 1980 for the first time a number of banks in the private sector were allowed. Subsequently in the middle of 1990, some more banks in private sector also inaugurated operations. Finally, in 1999, 3rd generation of private sector banks was given permission to function. As a result while up to 80's public sector banks dominated financial sector, banks in the private sector were given increased responsibility with the passage of time (Bangladesh Bank, 2016).

The banking sector of Bangladesh is divided into 4 categories of scheduled banks. There are 4 state owned commercial banks, 4 state owned development financial institutions which

were established for specific objectives like agricultural or industrial development, 35 private commercial banks which are majorly owned by the private entities. There are 9 foreign commercial banks which are incorporated in abroad operating their businesses in. There are 57 scheduled banks in Bangladesh operating under the supervision of Bangladesh Bank that has been empowered through Bangladesh Bank Order, 1972 and Bank Company Act, 1991 (Bangladesh Bank, 2015).

Chapter-2

Overview of BRAC Bank Limited



2.1. About BRAC BANK:

BRAC Bank Limited is a scheduled commercial bank in Bangladesh. It was inaugurated in 2001 under the Banking Companies Act, 1991 and incorporated as a private limited company as on May 20, 1999 under the Company Act, 1994.

The primary objective of the bank is to provide all kinds of banking business. At the very beginning, the Bank faced some legal obligations because the High Court of Bangladesh suspended activity of the bank and it could fail to start its operations till 3rd June 2001. Eventually, the judgment of the High Court was set aside and dismissed by the Appellate Division of the Supreme Court (Bank info BD, 2016).

The Bank has started its operations from July 04, 2001. At present, the Chairman of the Bank is Sir Fazle Hasan Abed and the Managing Director & CEO of the bank is Mr. Selim R. F. Hussain . The bank has made a reasonable progress due to its visionary management people and its appropriate policy and implementation.

BRAC Bank in surviving in the large banking arena through its unique and competitive products and it is the only local bank that started providing 100% integrated online banking facility.

BRAC Bank Limited is a fully operational commercial bank. It focuses on pursuing unexplored market niches in the Small and Medium Enterprise Business, which till now has remained largely unused within the country. In the last several years of operation, the bank has disbursed over BDT 10,750 corer in loans to nearly 30, 0000 small and medium entrepreneurs.

The management of the bank believes that this sector of the economy can contribute the most to the rapid generation of employment in Bangladesh through a team of over 8,000 employees. BRAC Bank offers a broad range of products and services, including SME, retail, commercial and corporate banking to more than 1.2 million customers.

The company consists of 166 branches, 458 SME unit offices, 675 Remittance Delivery Points, over 450 ATMs and 16 Kiosks across the country. BRAC Bank is among the last few organizations to have received a commercial banking license from Bangladesh Bank.

BRAC Bank practices upon a model where fund accumulated from urban deposits disseminates in the rural and uplift Small and Medium Enterprises (SME). By now it has become fourth largest SME bank globally. The company also offers Probashi banking, which specifically caters to non-resident Bangladeshis abroad. Other areas include customized treasury and foreign exchange solutions, cash management and custodial services.

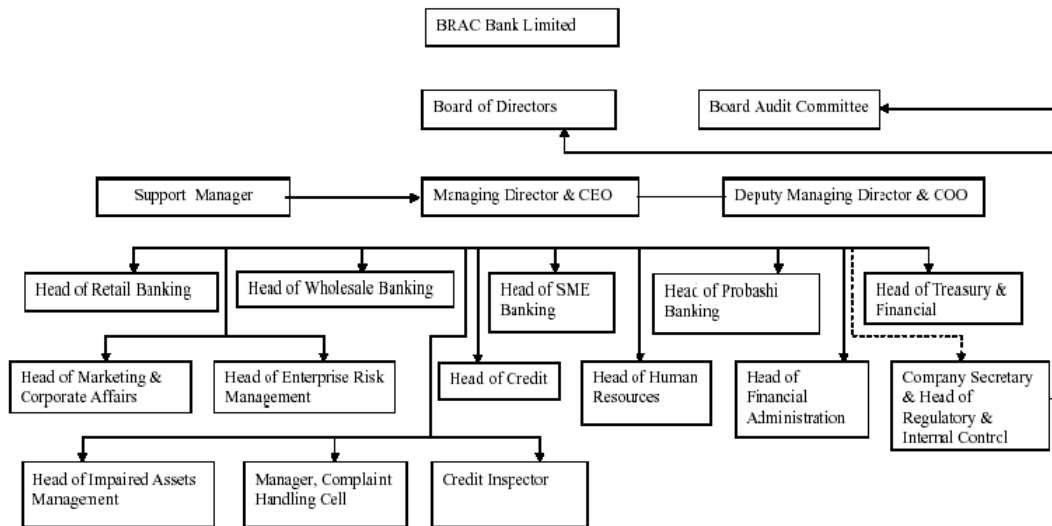
2.2. Shareholding Structure:

<i>Name of Shareholder</i>	<i>% of Shareholding</i>
BRAC	43.77
International Finance Corporation	5.36
Shore Cap Limited	0.86
Non-Resident Bangladeshi	0.43
Mutual Funds	3.22
Institutions and General Public	46.36

Exhibit 2.2: Shareholding Structure (Source: Annual Report)

2.3. Organizational Structure of BRAC Bank

As a first growing and modern bank, BRAC bank has a well organized and efficient organizational formation. BRAC Bank Limited has two sets of reporting lines, one report directly to the MD and another report to the DMD.



Organizational Structure

Exhibit 2.3.: Organizational Structure of BRAC Bank (Source: BRAC Bank Website)

MD is the spokespersons of the Board of Directors and responsible for all the business decisions taken by the bank. The Support Manager helps him in different regards. There are department heads of the Business and some of the Support Units such as Head of SME Banking, Head of Retail Banking, Head of Corporate Banking, Head of Probashi Banking, Head of Treasury & Financial Institutions, Head of Marketing & Corporate Affairs, Head of Enterprise Risk Management, Head of Human Resources, Head of Financial Administration, Company Secretary & Head of Regulatory & Internal Control, Head of Impaired Assets Management, Manager-Complaint Handling Cell & Credit Inspector. These department heads work under the supervision of CEO. There is another part of the Organogram, which deals with the reporting line of Deputy Managing Director & COO. This line constitutes of the Heads of the Support Units. The Units are: Head of Retail Banking Operation, Head of Corporate Banking Operations, Head of SME Banking Operations, Head of Probashi

Banking Operations, Senior Manager-Card Operations, Head of Business Solutions, Head of Technology, Head of General Infrastructure Services, Head of Central Operations, Senior Manager-Call Centre, Senior Manager, Project Admin, Service Quality and Operations Risk Management & Operations MIS.

Achievements and Recognitions:

- ✓ Best managed Bank Award 2013 from Asian Banker.
- ✓ Retail Banker Award 2011 from Asian Banker.
- ✓ Best Retail Banker Award 2011 from Asian Banker.
- ✓ FT-IFC Sustainable Bank of the Year 2010 (Emerging Markets, Asia).
- ✓ IFC awarded BRAC Bank as the Most Active Global Trade Finance Program (GTFP), Issuing Bank in South Asia in 2010.
- ✓ Member of Global Alliance for Banking on Values (GABV).
- ✓ ICAB National Award 2009.
- ✓ DHL–Daily Star Bangladesh Business Awards 2008.
- ✓ NBR National Award as the Highest VAT payer for the financial year.
- ✓ bKash (Mobile banking service) Ltd.
- ✓ BRAC Saajan Exchange Limited.
- ✓ BRAC IT Services Limited (BITS).

2.4 Vision of BRAC Bank:

Building profitable and socially responsible financial institution focused on Market and Business with Growth potential, thereby assisting BRAC and stakeholders to build a just, enlightened, healthy democratic and poverty free Bangladesh BRAC Bank will be a socially responsible institution that will not lend to businesses that have a detrimental impact on the environment and people (BRAC Bank).

2.5 Mission of BRAC Bank:

The corporate mission of BRAC Bank is given below:

- ✓ Sustained growth in 'small & Medium Enterprise' sector.
- ✓ Continuous low cost deposit growth with controlled growth in retained assets.
- ✓ Corporate assets to be funded through self-liability mobilization.
- ✓ Continuous endeavor to increase fee based income.

- ✓ Keep our Debt Charges at 2% to maintain a steady profitable growth.
- ✓ Manage various lines of business in a fully controlled environment with no compromise on service quality.
- ✓ Keep a diverse, far flung team fully motivated and driven towards materializing the bank's vision into reality (BRAC Bank).

2.6. Goal of BRAC Bank:

BRAC Bank will be the absolute market leader in the number of loans given to small and medium sized enterprises throughout Bangladesh. It will be a world-class organization in terms of service quality and establishing relationships that help its customers to develop and grow successfully. It will be the Bank of choice both for its employees and its customers, the model bank in this part of the world.

2.7. Objectives of BRAC Bank:

BRAC Bank is the fastest growing Bank of the country. Its primary motto is to be the second largest bank in Bangladesh within 2009. To be the fastest growing bank, BRAC Bank now emphasizes on the existing processes and want to make the bank a process related Bank (Daily Sun, 2015).

The objectives of BRAC Bank Limited are specific and targeted to its vision and to position itself in the mindset of the people as a bank with difference. The objectives of BRAC Bank Limited are as follows:

- ✓ Building a strong customer focus and relationship based on integrity, superior service.
- ✓ To creating an honest, open and enabling environment.
- ✓ To value and respect people and make decisions based on merit.
- ✓ To strive for profit & sound growth..
- ✓ To work as a team to serve the best interest of our owners.
- ✓ To relentless in pursuit of business innovation and improvement.
- ✓ To base recognition and reward on performance.
- ✓ To responsible, trustworthy and law-abiding in all that we do.
- ✓ To mobilize the savings and channeling it out as loan or advance as the company approve.

- ✓ To establish, maintain, carry on, transact and undertake all kinds of investment and financial business including underwriting, managing and distributing the issue of stocks, debentures, and other securities.
- ✓ To finance the international trade both in import and export.
- ✓ To develop the standard of living of the limited income group by providing Consumer credit.
- ✓ To finance the industry, trade and commerce in both the conventional way and by offering customer friendly credit service.
- ✓ To encourage the new entrepreneurs for investment and thus to develop the country's industry sector and contribute to the economic development (BRAC Bank).

2.8. SWOT Analysis:

SWOT analysis is an important tool for evaluating the company's Strengths, Weaknesses, Opportunities and Threats. It helps the organization to identify how to evaluate its performance and scan the macro environment, which in turn would help organization to navigate in the turbulent ocean of competition.

Strengths:

Company Reputation Sponsors:

Retail Banking has been founded by a group of eminent entrepreneurs of the country having adequate financial strength. The sponsor directors belong to prominent resources persons of the country. The Board of Directors headed by its Chairman Mr. F H Abed. Therefore, BBL has a strong financial strength and it built upon a strong foundation.

Top Management:

The top management of the bank is also major strength for the BBL has contributed heavily towards the growth and development of the bank. The top management officials have all worked in reputed banks and their years of banking experience, skills, expertise will continue to contribute towards further expansion of the bank. At BBL, the top management is the driving force and the think tank of the organization where policies are crafted and often cascaded down.

Facilities and equipment:

BBL has adequate physical facilities and equipments to provide better services to the customers. The bank has computerized and online banking operations under the software called MBS banking operations. Counting machines in the teller counters have been installed for speedy service and the cash counters. Computerized statements for the customers as well as for the internal use of the banks are also available.

Impressive branches:

This creates a positive image in the minds of the potential customers and many people get attracted to the bank. This is also an indirect marketing campaign for the bank for attracting customers. 26 branches of the bank are impressive and are compatible to foreign banks.

Interactive corporate culture:

BBL has an interactive corporate culture. Unlike other local organization, BBL's work environment is very friendly, interactive and informal. There are no hidden barriers or boundaries while interacting between the superior and subordinate. The environment is also lively and since the nature of the banking job itself is monotonous and routine. BBL's likely work environment boosts up the spirit and motivation of the employees.

Teamwork at mid level and lower level:

At BBL's mid level and lower level management, there are often team works. Many jobs are performed in groups of two or three in order to reduce the burden of the workload and enhance the process of completion of the job. People are eager to help each other and people in general are devoted to work.

Weaknesses:

Advertising and promotion of SME loan:

This is a major setback for BBL and one of its weakest areas. BBL's advertising and promotional activities are satisfactory but its SME loan is not advertised well. It does not expose its SME product to general public and are not in lime light. BBL does not have neon sign or any advertisement for SME loan in the city. As a result people are not aware of the existence of this bank.

GO name (BRAC):

BRAC is one of the largest NGO of the world and it is operating its activities in Bangladesh. BRAC bank is not a NGO bank but many people of their country consider it as a NGO bank like Grameen bank which is not correct.

Low remuneration package:

The remuneration package for the entry and the mid level management is considerably low. The compensation package for BBL entry-level positions is even lower than the contemporary banks. Under the existing low payment structure, it will be very difficult to attract and retain higher educated employees in BBL. Specially CRO's are not satisfied with compensation package provided to them.

Opportunities:

Diversification:

BBL can pursue a diversification strategy in expanding its current line of business. The management can consider options of starting merchant banking or diversify in to leasing and insurance. By expanding their business portfolio, BBL can reduce their business risk.

Product line proliferation:

In this competitive environment BBL must expand its product line to enhance its sustainable competitive advantage. As a part of its product line proliferation, BBL can introduce the following products.

ATM:

This is the fastest growing modern banking concept. BBL should grab this opportunity and take preparation for launching ATM. Since BBL is a local bank, they can form an alliance with other contemporary banks in launching the ATM.

Threats:

Multinational banks:

The emergence of multinational banks and their rapid expansion poses a potential threat to the new growing private banks. Due to the booming energy sector, more foreign banks are expected to arrive in Bangladesh. This bank is establishing more branches countrywide and already launched is SME operation. Since the foreign banks have tremendous financial strength, it will pose a threat to local banks.

New banks:

The upcoming private local banks can also pose a threat to the existing private commercial banks like BBL. It is expected that in the next few years more local private banks may emerge. If that happens the intensity of competition will rise further and banks will have to develop strategies to compete against an on slaughter of foreign banks.

Contemporary banks:

The contemporary banks of BBL such as Dhaka bank, prime bank and Dutch Bangla Bank are its major rivals. Prime bank and other banks are carrying out aggressive campaign to attract lucrative clients as well as big time depositors.

Default culture:

This is a major problem in Bangladesh. As BBL is a new organization the problem of non-performing loans or default loans is very minimum or insignificant. However, as the bank becomes older this problem arises and the whole community suffers from this chronic diseases.

Chapter-3

Retail Banking Division

Retail Banking

3.1. Retail Banking:

Retail banking is when a bank executes transactions directly with consumers, rather than corporations or other banks. Services offered include savings and transactional accounts, mortgages, personal loans, debit cards, and credit cards. The term is generally used to distinguish these banking services from investment banking, commercial banking or wholesale banking. It may also be used to refer to a division of a bank dealing with retail customers and can also be termed as Personal Banking services. Retail Banking Operations (RBO), an integral part of retail banking, complement the ever-flourishing retail business through account opening, customer statement generation, inter-bank Cheque clearing, ATM & credit card production, Cheque - book production and processing government bond and SME Banking.

3.2. Financial Highlights:

- In 2013 Total Asset booked from Branch Banking is BDT 2,174 million, which is 31% more than the booking of previous year.
- In 2013 Branch Banking focused on changing the deposit composition by bringing more CASA deposit so that bank can get a low cost deposit base. Even in a year of greatest political unrest Branch Banking ensured CASA deposit net growth of BDT 3,563 million which 11.25 times more than net growth of 2012.
- Total Deposit crossed BDT 70 billion mark and strands at BDT 70.85 billion with a growth rate of 20% since 2011.
- Retail Current & Savings deposit portfolio grew by BDT 3,692 million (16% growth) in 2013.
- 127,453 new current and savings accounts were opened which resulted in 21.85% portfolio growth.
- Non funded income increased by BDT 4.3 million (10% growth).
- 25% increase in FCY sale and 32% increase in FCY purchase.
- Total advances strands at BDT 19.79 billion.
- Total fund under management grew by 14% in 2012 and strands at BDT 90.65 billion at the end of 2012.
- Card acquiring volume growth was 22%. (Annual Report, 2014)

3.3 Product and Services offered by BRAC Bank limited:

BBL offers a wide range of products all over the Bangladesh. These are personal, corporate, investment; trade services; cash management; treasury and capital market services; insurance; consumer and business finance; pension and investment fund management; savings & deposit services, cash management; loan products, corporate and institutional services, day & night Banking.

Loans:

BBL provides Loans which are grouped under term finance depending on the term loan. It is generally categorized under short term and long term. Term finance is both fund based and non fund based. Fund based term finance is usually for capital expenditure, acquisition of fixed asset for expanding a business as well as towards starting a new business. Non fund based financing is in the form of deferred payment guarantee for acquisition of fixed assets for starting otherwise expanding a business or industrial unit.

BRAC Bank is offering the following loan to the client for financing different purpose that fulfill the requirements of the bank and have good return to the investment as well as satisfy the client.

Retail Loans are consumers' loan. Based on the customer demand these loans are given. BRAC Bank has a wide range of retail loan-

- | | |
|---------------------|----------------------|
| 1. Home Loan. | 2. Car Loan. |
| 3. Secured Loan/OD. | 4. High Flyer Loan. |
| 5. Top Up Loan. | 6. Credit Card Loan. |
| 7. Study Loan. | 8. Teacher's Loan. |
| 9. Now Loan. | 10. Salary Loan. |
| 11. Doctor's Loan. | |

3.4. Business Highlights:

Launching of RFCD Debit Card:

In 2013 RFCD Debit Card was launched. It is the first International Debit Card of BRAC Bank. RFCD Debit card is the easiest way to access Resident Foreign Currency Deposit (RFCD) account from abroad. This Debit card can be used worldwide at Visa ATMs for cash

withdrawal, Visa Point-of-Sales (POS) terminal for purchases and for making payments on the interest against US Dollar RFCD Account maintained with BRAC Bank.

Launching of School Banking Program:

BRAC Bank has launch School “Banking Program” to inculcate savings habit among school children. This program not only brings school children under the umbrella of financial services but also reduces cost and hassle for the school. As per school banking arrangement BRAC Bank open Future Star Account for school students and collect school fees electronically these accounts which will eliminate the hassle of school fee payment as well as collection.

JCB card implementation project:

BRAC Bank is one of the largest issuer and acquirer of plastic money of Bangladesh. Whereas JCB is one of the largest payment processors in the world. BRAC Bank introduces JCB in Bangladesh in 2013. With the introduction of JCB card in Bangladesh now BRAC Bank support VISA, Master card and JCB card as acquirer and issuer. JCB Card is very popular in Japan, China, Singapore and Hong-Kong in this region. A great number of people visit in Bangladesh from these countries for business and travel purposes. So introduction of JCB card has created more convenience for these travelers to use their JCB card in Bangladesh.

Bangladesh Road and Transport Authority (BRTA) in E-Commerce:

BRAC Bank successfully running its E-Commerce business for last three years which was first introduced in 2010. Recently BRAC Bank has incorporated different government organizations for ticket purchasing and bill payment through E-Commerce. In this regard BRAC Bank has successfully brought BRTA (Bangladesh Road and Transport Authority) under its E-Commerce platform.

The first and foremost benefit which customers can get with the help of online payments service is that they can pay BRTA payments from anywhere. The second advantage of the online payments service is that this process is completely hassling free. Customers do not have to stand in the long queue to pay BRTA fees. Customers can pay all expense related to BRTA using VISA / Master Debit or Credit Card.

3.5 Others Unit of Retail Banking

SME Banking:

BRAC Bank being the youngest bank took a step to break away from usual tradition and tapped into the true suburb entrepreneurial initiatives. Today, with over 220,139 million of loans disbursed till date, BRAC Bank is country`s largest SME financier that has made more than 410,817 dreams come true SME Product

1) Loan Product :

- Anonno Rin
- Apurbo Rin
- Prothoma Rin
- Durjoy
- Shomriddhi Rin
- Shompod Rin
- Shokti Rin

2) Deposit Product

- Prapti Current Account
- Prachurjo Fixed Deposit
- Shonchoy SME Deposit

Wholesale Banking:

BRAC Bank offers a full array of Financial Services to Corporations and institutions. Having access to the deepest end of the country. BRAC Bank is there to assist business in Bangladesh . With us on your side, you have the power of local knowledge with the capabilities of the global standard.

Product of wholesale baking as follows:

1) Corporate Banking:

- Corporate loan Product
- Trade Finance

2) Cash Management:

- Cash and Trade Overview
- Liability product

- Securities Service

3) Custodial Service:

- Probashi Biniyog

Currently Term Deposit (TD) team is handling account Opening activity and TD activity from dingle point.

3.6 Customer Experience:

Customer experience department comprises of 4 customer segments (Easy ,Excel, supreme & Premium) their respective BDM terms, products (Liability & asset) & retail sales of Supreme, Excel and Easy segment.

The main activity is to ensure experience through offering products, value proposition and services based on customer need.

The customer experience section is the centric retail banking business model to launch new customer. Through this model customers will get benefit of demand driven banking service instead of supply driven services. This is a major shift in conventional banking system in Bangladesh towards value based banking with focus on designing products and services as per financial needs of customers. In order to facilitate more customized and convenient services as per the requirement of the customers, Retail banking customer are grouped into following segments-

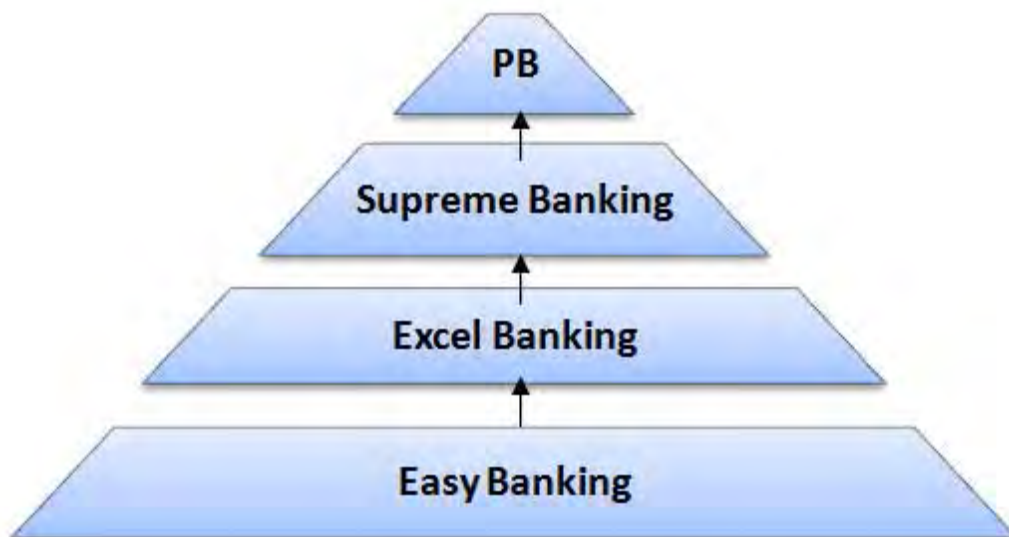


Exhibit 3.6: (Source: Annual Report of BRAC Bank)

Premium Banking, Supreme Banking, Excel Banking, Easy Banking:

What are the difference between Easy Banking customer and other 3 (three) segments customer?

Criterion	Easy Banking	Excel Banking	Supreme Banking	Premium Banking
Minimum Annual Average Balance	Less than BDT 50,000	BDT 50,000 to Less than BDT 10 lac	BDT 10 lac to less than BDT 50 lac	BDT 50 lac & above
Customer Service	ATM, CDM, AponSomoy, Call Center & Internet Banking	Branch, AponSomoy, ATM, CDM, Call Center & Internet Banking	Dedicated Relationship Manager and Counter in selective branches	Premium Banking lounges, Dedicated Relationship Managers
Credit Card Eligibility	BRAC Bank VISA/ MasterCard Classic Credit Card	BRAC Bank VISA/ MasterCard Classic Credit Card	VISA/ MasterCard GOLD Credit Card	VISA/ MasterCard PLATINUM Credit Card along with Priority Pass
Debit Privilege Card Eligibility	Planet Card (VISA/ MasterCard)	Planet Card (VISA/ MasterCard) & Excel Privilege Card	Planet Card (VISA/ MasterCard) & Supreme Privilege Card	Premium Banking Platinum Debit Card (VISA/ MasterCard)
Standalone Loan customer	Below 5 lacs	5 lac to less than 20 lac	20 lac and above	

3.7. Business development team: PB, supreme, excel, easy:

The aim of business development team is to nature the existing customer & generates new business opportunities based on customer need and profile. The key activities are:

- ✓ Managing the growth of existing portfolio
- ✓ Ensuring delightful customer experience through ensuring timely service
- ✓ Collecting customer feedback. Thus continuous strive to improve service and value proposition.
- ✓ Implement & monitor business development plan.
- ✓ Manage customer communication.
- ✓ Take initiatives to cross sell & to upgrade existing customer to next segment.
- ✓ Run & monitor campaign performance for existing customers, loyalty program.



Premium Banking Structure:

Premium Banking is BRAC Bank's top tier Retail segment designed exclusively to cater to the Bank's High-net-worth or High Value (HV) customers – who holds a major stake, of the Bank's Retail Banking portfolio. The Premium Banking Team (PB Team) is a part of the Branch and individuals there directly report to the Branch Managers of each respective Branch - who are responsible of the overall business growth of the segment . Currently, the following dedicated Premium Banking service points are available in the following Branches:

- ✓ Gulshan , Dhaka (Lounge)
- ✓ North Gulshan, Dhaka (Lounge)
- ✓ Banani, Dhaka (Lounge)
- ✓ Motijheel, Dhaka (Lounge)
- ✓ Uttara (Service Desk)
- ✓ Asad Gate (Service Desk)
- ✓ Satmasjid Road (Service Desk)
- ✓ Moghbazar (Service Desk)
- ✓ CDA Ave, Chittagong (Lounge) and
- ✓ Agrabad, Chittagong (Lounge).

The Business Development Team (BDM) reports directly to Head of premium banking (HOPB) and is responsible to accommodate to all/any requirements of the PB Team. This team works with market intelligence, reports, strategy, new products, campaigns, and all aspects that might help PB Team achieve their specified targets.

Premium Banking Model:

Premium Banking is targeted towards individuals who are classified as being ultra-high-net-worth in terms of wealth. The minimum eligibility criterion to qualify for this segment is BDT 50 Lacs.

Premium Banking services are more personalized, prioritized and privileged. Here, customers are served in an exclusive manner through Premium Banking lounges and are assigned dedicated Relationship Mangers to accommodate to their every financial need. By providing relationship-based banking services to this customer segment, the objective of Premium Banking is to maintain the Bank’s Retail (and segment) portfolio and add to increase the Bank’s over all liability-base by increasing wallet share of Premium Banking customers.

PB customers are given some special privileges on Travel, Healthcare, Hospitality, Entertainment and Lifestyle requirements by the bank-

<p>Travel Care</p>	<ul style="list-style-type: none"> • Free access for up to 4 persons at the Balaka VIP Lounge at the Hazrat Shahjalal International Airport, Dhaka. • Free meet and greet protocol assistance services at the Hazrat Shahjalal International Airport, Dhaka. • Free lounge facility at Sri Lankan airports. • Personalized chauffer driven luxury car throughout stay including hotel to airport transfer. • Value added in-flight services.
<p>Healthcare</p>	<ul style="list-style-type: none"> • Free yearly Master Health Check-up at Apollo Hospitals, Dhaka.
<p>Hospitality</p>	<ul style="list-style-type: none"> • Up to 50% discount on room rates in seagull hotel, Cox’s Bazar. This includes 50% off on gym facilities, 20% off on spa, sauna and steam bath and complimentary use of swimming pool

Lifestyle	<ul style="list-style-type: none">• Up to 12.50% discount on various packages from Ikebana. That includes wedding events and related services, fresh flower baskets, bouquets and other related services, gift hampers, dry flower arrangements.
Entertainment	<ul style="list-style-type: none">• Exclusive discounts ranging from up to 30% on various restaurants.



Supreme Banking:

BRAC Bank's Supreme Banking Segment comprises of an exclusive customer group. Supreme Banking provides an exclusive banking service to eligible customers who desire privilege in their day to day banking activity. To become a member of the Supreme Banking segment, a customer's average deposit balance needs to be between BDT 10 Lac to below BDT 50 Lac. A customer can also become eligible for this segment if he/she avail a loan of BDT 20 lacs and above. There is a separate queue for supreme customers in every branch. BRAC bank provides an exclusive supreme debit card in order to give customers unique banking experience and to get the higher customer satisfaction as well.

Benefits to Supreme Banking customers:

Following benefits will be entitled for Supreme Banking customers:

- Existing Branch Sales Service Officer (BSSOs) from selective branches will be assigned as Shared Relationship manager (RM)
- Dedicated counter in selective branches
- Discounts & Benefits from Tie up partners
- Special rates, discounts & benefits on selective banking products

Presently, we have dedicated Supreme services in 15 (fifteen) branches. However, CSMs (customer service manager) will be responsible to take care of the PB and Supreme customers where we do not have dedicated Supreme or Premium services.

Supreme Privilege Card:

No charges are applicable for being a customer of any banking segment. Supreme Banking Customers will avail privileges by showing their "Supreme Privilege Card". A list of BRAC Bank partner outlets will be sent to the customer with the Privilege Card. Moreover the

customer will see table talkers, danglers or x-stands in the partner outlet showing the privileges they are entitled to get as a BRAC Bank privilege cardholders. Privilege Cards will be valid for 1(one) year for Supreme Customers. This card will be reissued on account anniversary after reviewing the relationship balance.

Supreme Banking is one of the most important segments in BRAC BANK's new retail banking business model. They have to provide customized services & offers to supreme banking customers so that they are satisfied with us and retain & grow their portfolio.



Easy Banking:

Excel Banking is a vital segment in retail banking business model. To understand the needs, Demands & lifestyle of the present & upcoming Excel customers, BRAC Bank is providing Customized service & value propositions to Excel banking customers so that they are satisfied with the service of the bank and retain and grow their Deposit, Loan and cards portfolio.

Here is the position of Excel Banking as on 28.02.2013

Parameters	Position of Excel Banking	Percentage of Retail Banking
Total deposit	BDT 21,766 Million	31%
Total asset	BDT 5557 Million	33%
Total customer	87,388	13%

Exhibition: Position of Excel Banking (Source: Annual Report)

Excel Banking Team:

Excel Banking Unit is under the Customer Experience department. This unit has two wings: Business Development Team and Excel Sales Team. The Business Development Manager (BDM) And Senior Sales Manager (SSM) report to the Head of Customer Experience. Associate Business Development Managers and Officers report to the BDM. Sales Managers, Associate Sales Managers, and Sales Officers report to the SSM.

Activities of Business Development Team:

Business Development Team takes initiatives to retain and grow the overall portfolio of the Excel Segment. Here are some important topics related to Business Development Team of Excel Banking.

Parameters to become an Excel Customer:

Initiative by BDM: Business Development Team segments a customer as Excel based on following parameters:

Customer type	Parameter/threshold
Existing customer	Average deposit balance of BDT 50,000 to less than BDT 1 Million in last 6 months or Loan facility of BDT 0.5 Million to less than BDT 2 Million.
New-to-bank customer	Average deposit balance of BDT 50,000 to less than BDT 1 Million from the month of account opening to the last day of the following month Loan facility of BDT 0.5 Million to less than BDT 2 Million.

Initiative by Branch:

Branch can upgrade a customer from Easy to Excel maintaining average deposit balance of BDT 50,000 to less than BDT 1 Million in the last 2 months. However, branches are not allowed to Downgrade a customer or upgrade a stand-alone loan customer. Customer has to apply for up- gradation in prescribed form and branch will forward the request to BDM. BDM will upgrade through Liability Operations after approval of Head of Customer Experience.

Excel Debit Card:

An Excel Customer is entitled to receive an Excel branded VISA Debit Card which will replace his/her existing debit card and act as both debit card and privilege card. He/she will get time-to- time benefits from merchants by using his/her Excel Debit Card or by showing SMS to merchants as and when applicable. The validity of an Excel Debit Card will be 3 years. However, bank reverse the right to ask him/her to surrender his Excel debit card before the card expiry date if he/she gets downgraded to Easy segment for not maintaining the Excel deposit threshold.

Benefits & Value Propositions to Excel Customers:

Business development team presently offers various exclusive offers & benefits to our Excel customers. Here are some examples:

- ✓ Discount at lifestyle outlets (Restaurants, fashion houses, jewelry stores, travel agencies, hotels, etc)
- ✓ Weekend Offer at lifestyle outlets (applicable for specific weekends only)

- ✓ Greetings via SMS & Email (New Year, Pohela Boishakh, Birthday, Eid, etc.)
- ✓ Awareness message via SMS & Email
- ✓ Faster banking service for Excel top priority customers
- ✓ Excel banking team also sends cards to their customers on their birthdays in order to increase customer satisfaction.

Excel Sales Team:

Excel Sales Team is directly engaged in selling of Retail Asset Products and cross-selling of credit cards or SME products. In addition, this team significantly contributes to collection & recovery of the retail asset products & credit cards.

Easy Banking:



On 2nd May 2012, BRAC Bank formally launched four segments in Retail Banking Business Model to facilitate more customized and convenient services as per the requirement of the customers. Easy Banking segment is one of them. As an Easy Banking customer, he/she can now free himself/herself from all intricacies of conventional banking. Customer can experience the ease of banking while using our ATM, Cash Deposit Machines, Internet Banking, e Commerce and many more facilities. Total number of customers of Easy Banking is 422,735 (apx.) which is 83% of our total customers. The current segmentation is only applicable for Retail Customers.

Total number of customers of Easy Banking is 422,735 (apx.) which is 83% of our total customers. The current segmentation is only applicable for Retail Customers.

Objective:

- To encourage Easy Banking customers to use our Alternate Delivery Channels like ATM, CDMs, IVR, bKash, etc.
- To convince the customer to maintain higher balance in their account so that they can be promoted to upper segments.

Benefits of Easy Banking:

As a member of Easy Banking segment customer can be entitled to the following benefits:

- An Easy Banking customer will be entitled to get fast and convenient transactional banking services through ATM, CDMs, IVR, bKash, etc.
- Easy Banking Customer can avail discounts and benefits from tie up partners by showing their “Planet Card”.
- Easy Banking Customer can avail our Internet Banking and E-statement facility with free of cost.

3.8 Non- funded business (NFB)

The aim of Deposits & NFB wing is to ensure sustainable growth of Retail Deposit and Non-Funded Business portfolio through the following key activities:

- ✓ Ensuring “New Customer Acquisition” as well as “Existing Customer Retention” through “New Product Development” and “Existing product re launching”.
- ✓ Identifying portfolio growth opportunities through portfolio/product/business analysis and taking appropriate strategies to transform opportunities into positive outcome.
- ✓ Launching new deposit campaigns to drive retail deposit portfolio growth
- ✓ Implementing product level changes with the changing market scenario
- ✓ Taking efficiency improvement initiatives to ensure business growth, save time/cost of doing business and increasing customer satisfaction through reducing service delivery time

Non Funded Business is a combination of FCY buy/sell, Student File, Medical File, FDD/FTT issuance and other fee based service offerings. Our 12 (twelve) AD & Limited AD

branches provide the service of FCY buy & sell, Student File, Medical File & FDD/FTT issuance.

Scope for Non Funded Income:

- ✓ Foreign currency (FCY) sell and buy:
- ✓ Commission income from FCY sales
- ✓ Endorsement fee from FCY sales
- ✓ Student file
- ✓ Medical file
- ✓ Foreign Direct Demand (FDD)/ Foreign Telegraphic Transfer (FTT) & NOC issuance fee
- ✓ Other service based income (VFS & IOM)

Visa Facilitation Services (VFS):

VFS Global is an international organization which works with different Embassies & High Commissions. In Bangladesh, they work with British High Commission, Canadian High Commission, Thai Embassy, Spain Embassy, Australian High Commission and Italian Embassy.

VFS receives the visa application and passport of the visa applicants on behalf of Embassy and High Commission. BRAC Bank has booth inside all Visa Application Centers where we receive the fees and charges from visa applicants. A service charge is applicable for each applicant.

International Organization for Migration (IOM):

IOM provides medical checkup facility on behalf of British High Commission among the visa applicant who wants to stay at United Kingdom for more than 6 months. BRAC Bank has booth inside IOM Sub-Offices & provides the cash management facility to IOM at Dhaka and Sylhet. A service charge is applicable for each applicant.

Endorsement for Indian Visa:

It is one of the sources of Non-Funded Business of BRAC Bank. As per Indian High commission, every Indian Visa applicants are required to endorse minimum USD 150 through commercial banks as a mandatory prerequisite to avail an Indian Visa. Indian Visa Application center (IVAC) deals with the largest number of travelers in Bangladesh with daily demand of approximately USD 100,000. To grab this opportunity & maximize the sale of FCY an FCY sales counter has been established in Gulshan branch.

BRAC earn fees and commission diverse ranges of service provided to its customers. This include fees & commission income arising on financial and other services provided by the bank including trade finance, credit cards debit cards, passport endorsement, visa processing. Student service, loan processing, loan syndication, locker facilities and SMS banking etc. fee & commission income arises on services rendered by the bank are recognized on a realization basis.

3.9 Retail Lending Product:

Retail lending product team is responsible to cater the need of the retail customers and to ensure sustainable growth of retail product portfolio to achieve management requirement.

The responsibility of Lending Product team is given below:

- ✓ New Product Development & process reengineering
- ✓ Implementing product level changes with the changing market scenario
- ✓ Product related communication
- ✓ Product related risk management
- ✓ Segment value proposition (Jointly with BDM Team)
- ✓ Segment wise and channel wise in depth MIS management
- ✓ Launching & coordinating lending campaigns to drive retail lending portfolio growth.
- ✓ Tail Risk Management

A snapshot view of the existing retail lending products is presented below:

Product	Brief Description
Salary Loan	Offered to the Salaried employees of different corporate bodies, MNCs, Small/Medium Sized local companies etc based on their monthly net income.
Quick Loan	Offered to Businessmen/ Self Employed segments that have sound business records for minimum 3 years with a valid trade license. For Doctors, 5 years practice proof is required. It is an unsecured lending product that means no security taken against this loan.
Home Loan	Home Loan is a term loan facility for the middle class to upper class people of the cities to purchase under construction / completed flats / apartments or construction / extension / renovation of house or flats. Under this scheme, the bank mortgages the flats / apartments before disbursing loan
Auto Loan	Auto Loan is a term loan facility for purchase of non commercial new and reconditioned cars for personal use. Under this scheme, vehicle is hypothecated to the bank only. In addition to this registration requirement, the loan may also partially be secured by the commonly acceptable form available in the market as hypothecation.
Secured Loan/ SOD	These products are fully secured by readily en cashable Government Securities or Bonds issued by own bank and deposits /

	<p>fixed deposits with our bank. Other bank security can also be entertained subject to approval from Head of Retail Banking. This facility may be given to anyone who has sufficient deposits / certificates purchased and have the intension to keep those investments intact.</p>
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Exhibit 3.9: Description of Retail Products

3.10. Retail Marketing

Retail Banking is always agile in taking new initiatives. Inherently, it needs to be customer focused and marketing driven. Retail marketing drives this demand for the large array of retail banking products of BRAC Bank. Retail marketing of BRAC Bank creates value for customers in each product of the bank in order to build strong customer relationships and capture value from customers in return. They generate the strategy that underlines the sales technique, business communication and business development. They are responsible for creating the brands of BRAC Bank. The unit of Retail Marketing Team works side by side with the product team in order to integrate the product propositions with the customers' needs. The Retail Marketing unit is of prime importance within the functional level of the bank as every unit needs to be in constant cross functional communication with marketing team so that the team can fully comprehend the essence of each brand that is created.

The major areas that the marketing team looks after are:

- Touch point branding and merchandising (Branch, ATM, Apon Shomoy)
- Strategic Alliance (Value proposition and features for different segments)
- Retail Brand management (Brand equity creation and health maintenance)
- Creative design
- Events and activations

From Premium Customers to Easy customers, BRAC Bank is known for proficient customer service to all. This is proven by the outstanding track record of customer's acquisition by the bank. The different segments of customers' mean that customer behavior varies widely. This varied behavior of customers mean that they need to be served with care and need to be understood with passion. Retail Marketing is the sensory organ of the bank. They create the

receptive fields for each brand to emanate a particular sense, and they make arrangements to deliver these senses to the customers' lap. Either way, retail marketing senses the pulse of the brands in order to create timeless global brands for the country. Some brands of BRAC bank created by the Retail marketing team include: Apon Ghar, Apon Shomoy, Planet Card and Future Star.

Channel Development:

BRAC Bank has wide range of Banking channels that includes Branches, ATMs, CDMs, Call Center, Phone Banking, Apon Shomoy (kiosk based banking outlet), Internet banking, Point of Sales [POS], etc.

The objective of Channel Development team is to reengineer the processes for banking channels to increase the overall productivity. In addition to that, the team also contributes in the day to day functioning of the Channels such as getting branch license, evening banking license, branch feasibility study etc). The major activities of Channel Development team are given below:

- ✓ Identification of improvement/development of process and services delivery
- ✓ Effectively manage projects (IT solution, Automation).
- ✓ Works with other divisions for setting up new Branches/ATMs
- ✓ Pay Back Period Analysis of proposed channels
- ✓ Tracking business growth of the Channels.
- ✓ Assists 4 segments in developing new products/services/processes.
- ✓ Be the contact point for co-ordination between branches & other head office department.
- ✓ Work on capacity planning for branch banking (Teller, BSSO per day productivity).
- ✓ Assist HOBB / HORB/Regional Heads of Branch Banking to monitor the performance.
- ✓ Communicate all official Messages to the Channels etc.

3.11 Retail Risks

Preface:

As a fast growing bank in Bangladesh, BRAC Bank LTD. feels the necessity to make right balance between the organization's opportunities and threats in managing its risks. In this continuation, BRAC Bank takes a best practice approach that offers a structured and effective framework for Retail Banking support named Retail Risks. Its aim is to help different

segments of Retail Banking- branches and value centers to achieve their objectives by identifying the risks, and then choosing the right response to the threats or opportunities that are created by uncertainty and internal or external audit.

What Retail Risks does:

Retail Risks supports better decision-making through a good understanding of risks and their likely impact. It brings far-reaching benefits to BRAC Bank Retail Banking Division. These benefits include:

1. Less time spent to deal with the unwelcome surprises
2. Increased likelihood of change initiatives being achieved
3. Reduced fraud and better value for money
4. Better management of contingent and maintenance activities
5. Improved service delivery
6. Closer internal focus on doing the right things properly
7. More efficient use of resources
8. Greater competitive advantage
9. Improved innovation
10. Better basis for strategy setting

Retail Risks furnishes the above services for Retail Banking by implementing a number of crucial steps which are as follows-

- ✓ Identify possible risks.
- ✓ Reduce or allocate risks.
- ✓ Provide a rational basis for better decision making with regards to all risks.
- ✓ Plan for future action

BRAC Bank Limited (BBL) Retail Banking Division basically works on Loan. BRAC Bank offers many types of Loan. Such as- Home Loan, Salary Loan, Quick Loan, Doctors Loan, Personal Loan for Landlord, Personal Loan for Garments Loan, Secured Loan, Secured Overdraft, Secured Loan Bullet Payment, Life Style Plus Loan, Motorcycle Loan & Auto Loan.

Product Type and Purpose:

Home Loan:

Financing against purchase of your under-construction / semi-completed / completed / secondhand Apartment or house.

Home Credit

Financing against renovation / extension / construction of your own home.

Takeover

Financing against transfer of the current balance of your existing housing loan to BRAC Bank.

Monthly disbursement reports are given below:

Channel	Total Unit	Volume (BDT)
Direct Sales	286	279,246,987
Branch Banking	676	704,628,531
SME Service & Krishi Branch	39	2,78,58,000
Total	1001	1,011,733,518
Total Core		101.2

Exhibit 3.11: Monthly Disbursement Report For the month of May-2015

There are different sources of collecting the applications of home loan. The unit of sales and volumes of different sales are shown below:

Channel	Total Unit	Volume (BDT)
Direct Sales	334	295719567
Branch Banking	769	790605481
SME Service & Krishi Branch	54	15972000
Total	1157	1102297048
Total Core		110.23

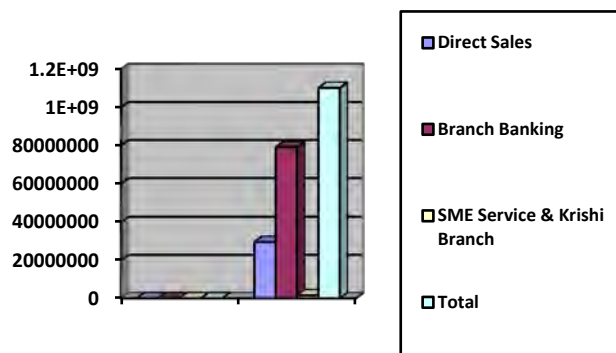


Exhibit 3.11: Sales unit of different channels (Source: Monthly Report of the HLA team)

Chapter-4

Working Experience in BRAC Bank Limited (BBL) at Retail Banking Division

4.1 Home Loan Appraisal Team

I have worked under retail banking divisions with Home Loan Appraisal Team. The appraisal team basically receives home loan applications and analyzes them primarily. The team is responsible for fixing the loan amount.

Basically, Home Loan Appraisal Team directly related with some channels such as- Direct Sales (Supreme Banking & Excel Banking) Team, Branch Banking Channel, SME Service & Krishi Branch etc. They receive the loan applications from the customers and submit those to the HL team.

After Submission of an application file, Home Loan Appraisal Team receives all information from this file & check necessary documents such as- IC (Identity of Customer), Customer Data Base, Customer CIB (Credit Information Bureau) etc. If necessary documents are satisfactory, then Home Loan Appraiser calculates customer assets and liability valuation. If, there is any difference between Assets and Liabilities are over then customers Loan Applied Amount then Home Loan Appraiser recommended this Application file to CRM (Credit Risk Management) team. CRM (Credit Risk Management) team checks all the information again and checks the valuation report. If, all information and valuation are accurate, then CRM analyst sends this application file for disbursement.

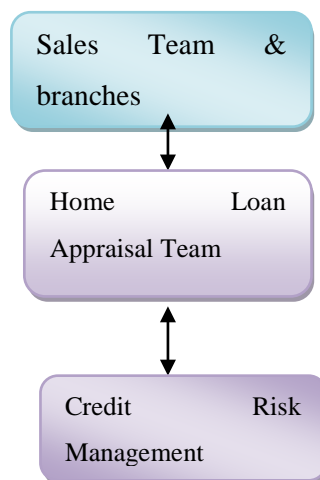


Exhibit 4.1: Work Flow of Home Loan Appraisal Team (Source: BRAC Bank Website)

If the report is not satisfactory, then CRM send this file again to HL (Home Loan) Appraisal team for fulfilling given query. After fulfilling this query HL Appraisal team re-submit this application file to CRM. CRM analyst checks this information again and sends this file for Disbursement.

4.2. My Working Process and functions at BRAC BANK:

My responsibility was to convince the customers for taking home loans. My supervisor Mr. Abul Ehsan provided me a list of customers every week. I had to call those customers and convince them to have loan from BRAC bank. The interest rate often changes; therefore I had to call some prominent customers to let them know about the recent change.

I also had to send emails regarding home loans, birthday wishes and congratulatory notes to the promising customers.

4.2.1. Selling Procedures of Home loan

My responsibility was call some customers who can take large amount of loans from the bank. However, to convince them face to face and sell the loan is one of the toughest jobs which is performed by the sales team. Every month the sales team and the sales person are given with a specific target. They have to convince to convince the customers anyway and make them take loan from the bank. This is a hard job because in this case they have to find a customer to whom the loan can be given with highest security. In that case, they have to analyze the economic condition, past transaction record and overall state of the customer. Otherwise there can be huge chance that the loan gets default.

There are some customers who have huge deposits or high reputation in the society. The sales teams basically target those customers.

My responsibility was not only limited to convince the customers. I also had to help the sales team who brought the loan applications to the appraisal team. I organized the papers and enter the necessary information to the MIS. Every time the file status changes the MIS needs to be updated.

I have experienced a very friendly and supporting environment at BRAC Bank Limited, which gave me pleasure and satisfaction to be a part of them for a while. I was also

encouraged to learn from the bank employees. They have discussed in details about their respective task. It also helps me to understand how they deal with the customer.

Followings are some of the knowledge I have earned from my internship program.

- Knowing about corporate culture & process to work in structured organization.
- Developed communication skills & learned about ways to interact with the customers.
- Learned how to complete given task within specified time frame & process to prioritize the work based on their importance.
- Learned how to work in a team & also was able to broader networking of contact which may help to build my career.

Chapter 5

Findings

While working at BRAC bank, I have encountered some of the fundamentals, values, peoples and the work environment of the organization. My work process involved interacting with different people like customers, sales people etc. Therefore, I got the opportunity to act together with people from different backgrounds. I have learnt many procedures of banking. In this process of learning, I have come out with some of the major findings and I have categorized them in positive and negative category.

Positive Findings:

During my internship period I have revealed some of the findings that can be considered as the positive part of BRAC Bank's service. The overall service and customer preference are the considerable part of BRAC Banks feature. Analyzing Customer banking system of BBL I have found out followings -

- BBL always tries to satisfy their customers through quality services. It also provides quick services to the customers and tries to solve problems of the customers as soon as possible.
- All the employees of the customer services are cooperative enough and try to solve problems with maximum efficiency.
- Customers of the Bank pursue a positive attitude about the Bank. There are huge numbers of loyal customers.
- BBL provides excellent banking environment for both the customer as well as for the employees. Especially the females get a safe and sound environment to work.

Negative Findings:

Although BRAC Bank has good reputation regarding different aspects, there are some drawbacks too. Customers often come up with complains regarding high charge, disable ATM machine etc. some of them are described below:

- BBL customer service charges are much higher than other commercial Banks in Bangladesh. Therefore, it can be a threat to retain the loyal customers.
- The remuneration package is not attractive enough to satisfy the employees. In comparison to other commercial banks, BRAC Bank pays low salary. Therefore, the employee turnover rate can be high.
- The mobile banking system sometimes does not work properly and create dissatisfaction among the customers

- There is some hidden cost in products or services which sometimes create difficulties and disappointment among the customers.

Chapter 6

Recommendations

After analyzing the findings, I have come up with some of the suggestions which can be helpful for the organization to mitigate the challenges:

- Skilled manpower in the line of Retail Banking Operation must be accomplished through proper training, remuneration and job satisfaction.
- Latest development in the business should be introduced accordingly.
- Since the whole process is largely depend on human skill, properly planned training program should be arranged and implemented for the improvement of technical and conceptual skills of the dealing officers.
- The time requirements in the processing of A/C have to be minimized.
- Step should be taken to improve the coordination between the officers involved in the A/C issuing process.
- Service charge should be minimized.

Chapter 7

Conclusion

BRAC Bank is a private commercial bank focused on Small and Medium Enterprises founded on 4th July, 2001. The company consists of 166 branches, 458 SME unit offices, 675 Remittance Delivery Points, Over 450 ATMs and 16 Kiosks across the country. BRAC Bank is among the last few organizations to have received a commercial banking license from Bangladesh Bank. Its Headquarter is based in the capital Dhaka. IN this year we have target to make BRAC Bank a totally process emphasizing Bank. For this we are making the process guideline. Consumer service delivery is doing its functions continuously to improve the existing process of the Bank and make this process easier, risk free and customer centered. As a department we are doing the works of consumer service delivery very sincerely. Though there is a lot of workload we are trying to do our works delightfully. This is a great responsibility to make process modern and risk free. In this way consumer service delivery department as an operational department serves its functions to make help the bank to do its works efficiently and effectively.

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