

Report On
“Impact of product performance deficiencies on consumers: A case
on The City Bank Limited”

By

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An internship report submitted to the BRAC Business School in partial fulfillment of the
requirements for the degree of
Bachelor of Business Administration

BRAC Business School
BRAC University
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Declaration

It is hereby declared that

1. The internship report submitted is my own original work while completing degree at BRAC University.
2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.
3. The report does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.
4. I have acknowledged all main sources of help.

Student's Full Name & Signature:

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15304094

Supervisor's Full Name & Signature:

Saif Hossain
Assistant Professor & Director, BRAC Business School
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Letter of Transmittal

Saif Hossain
Assistant Professor & Director
BRAC Business School
BRAC University
66 Mohakhali, Dhaka-1212

Subject: Submission of Internship Report.

Dear Sir,

With due respect, I am sincerely submitting my Internship report which is title as “Impact of product performance deficiencies on consumers: A case on The City Bank Limited”.

Throughout my entire Internship period I gathered the knowledge which are most concurrent according to my entitled report and would thrive me forward my focused career.

This Internship report is consisted upon authentic resources and no data has been manipulated through the research procedure.

Sir, I am in undoubted privilege that I got supervised by your absolute distinct guidance. I emphasized my all attention toward the regarded paper in the most according way possible and this paper shall carry all the required components to meet the recommended levels.

Sincerely yours,

Prithila Rahman
15304094
BRAC Business School
BRAC University
Date: 21st April, 2020

Non-Disclosure Agreement

This agreement is made and entered into by and between The City Bank Limited and Prithila Rahman the undersigned student at BRAC University. Unauthorized disposal of any confidential data of the concerned organization is being considered to be concealed within this report with manifested assurance and supervision.

.....

The City Bank Limited

.....

Prithila Rahman

Acknowledgement

In the beginning, I will pay my deepest esteem toward Allah that I am able to grab such opportunity and capability to submit this Internship report. I would pay my primal gratitude to The City Bank Limited for making such opportunity to enlighten myself with competitive knowledge to prepare the report and establishing my corporate career esteem.

This internship report overall built upon a definite knowledge and guidance of expertise, which was provided thoroughly by my honorable supervisor, Mr. Saif Hossain, Senior Lecturer, BRAC Business School.

Sir's consistent and quality resources gave this report a reality as a bind collection of arranged data. These data are being sincerely evaluated and measured with established cognitive and qualitative methods and information.

I had been privileged with a group of most co-operative colleagues by whom I was provided with various level of supports respecting to my internship report, these helps involved necessary data regarding several modules of my report and I would be in priceless debt to my few of the colleague's humble co-operation and guidance.

I want to conclude, emphasizing my heartiest respect and thanks to all the individuals that had been by my support to establish this report and making a resulting consequence happen.

Executive Summary

Since the establishment of The City Bank Limited, The bank has been escalating forward excellency in the terms of financial and marketing perspective and had been a leading beholder in the sector of private business organizations in Bangladesh. This internship report is cordially bonded with some specific regions of the bank and stands on a deliberate research work which are abided by the norms of authenticity and considered according organization's confidentiality. The paper is researched over a topic relating to impact of product performance deficiencies on consumer thus the researches are conducted to find out the dilution and unsatisfactory services and related behavior customers would generate due to unsatisfactory services of products with low lightened facilities. How a products deficiency could be a hindering element for the thriving factor of a business growth is heavily discussed in this paper through the correlated perspectives. The cumulated resulting factors of the paper have a constructive process of the reaching out cycle to a customer's dissatisfaction and how to be able to minimize and optimize the concerning paths of distorted customer services. The results are thoroughly populated with concrete data from authentic sources and research over concerned bank's policies and operations via the internship period.

Keywords: The City Bank Limited; Product performance; Deficiencies; Customer dissatisfaction.

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List of Acronyms

CBL	City Bank Limited
CDM	Cash deposit machine
EQM	Electronic que machine
CA/SA	Current account/ Savings account
AMEX	American Express
FDR	Fixed Deposit Receipt
CS	Customer Service
KPI	Key Performance Indicator
MANCOM	Management Committee
KYC	Know your customer
TP	Transaction profile
ALCO	Assets Liability Committee
RMU	Remuneration Committee

Chapter 1

Overview of Internship

1.1 Basic Information:

Student Name: Prithila Rahman

Student ID: 15304094

Program and Specialization: Bachelor of Business Administration in Finance & Marketing.

Email: rahmanprithila@gmail.com

Internship period: From 12/01/2020 to 12/04/2020 (3 months)

Internship Organization Name: The City Bank Limited

Department: Customer Service

Internship Organization Supervisor's Name: Ms. Mahfuza Parveen

Designation of Supervisor: AVP & Senior Customer Service Manager (Branch Banking Division)

1.2 Objective of Internship:

Internship is one of the inevitable section of course that enlarges the overall learning prospectus over a core region. By obtaining all the necessary and prerequisite courses of my undergraduate majors and minors it is now an essential element to take on the internship to foster my learning curves and make a rock-solid research work upon which my justification could stand on. The main objective of internship is to apply the knowledge that I gained throughout my undergraduate life in practical life. Before entering into a full time job internship gives a real

work experience which differs from academic experience. Through internship we can understand that how things work in real job life. The objectives of internship are to give real work life experience, to build up communication, to create more opportunities for fresher and to build network and references for an intern upcoming future. Throughout my internship periods I had been assigned as an employee of customer service division so the simulation of my work would draw the attention toward customer relation which basically includes all the activity and service related to customer.

1.3 Job Scope:

Being a student of BRAC University to complete bachelor degree I must need to do internship for which I always wanted to enroll myself in a well-known and reputed organization. That is why I choose The City Bank Ltd to successfully complete my internship. My internship period was for 12 weeks which was from 12th January, 2020 to 12th April, 2020. During my internship period I was assigned in customer service department where I was guided to various task which are directly or indirectly related to customers. The responsibilities I was given there mainly include response to customer query, help customer with various information, encourage customer to use CDM and City touch. There I also gather knowledge about different product of banking, knowledge about documents needed for opening current account, savings account, salary account, school banking, City Alo, City Manarah, different types of loan (home loan, car loan, business loan) etc. During my internship period as an intern of customer services department the responsibilities I was assigned to are given below:

- Being an intern of customer service department I was assigned with customers where my duty was to know about customer's query and problems and help them with proper information and also guided them.

- I was assigned to encourage customer to use CDM where customer can easily deposit their money in their account without any hassle which also save their time. If the amount of money is below or within 50,000 I encouraged them to deposit it in CDM by showing them how to use CDM for hassle free customer service.
- I also fulfill different types of forms and files which includes account opening form (personal account, business account, joint account, school banking, City Alo, cards form, different types of loan file (home loan, car loan, business loan etc).

1.4 Contribution to The City Bank Ltd:

During my internship period I always tried my level best to fulfill all the responsibilities properly. Through my internship period I realized that all the information and documents of customer is very much confidential which bank needs to handle properly. Whenever I was assigned to complete any form or file I completed that without any mistake as there is no scope for mistake and one have to answer authority for any type of error no matter how small that is. At the time of fulfilling information I needed to have very careful about any types of mistakes and needed to fulfill the information according to national identification card and passport of consumer. Moreover, I always tried to complete my task within deadline so that I can ensure efficiency to my designated department. Furthermore, I always tried to encourage consumer by providing them information about bank's product, services and the facilities and benefits they will get by availing the service from bank which eventually also help bank to generate profit. I also help my manager during the time of documentation where collection of individual information, customer transaction profile and many other information are needed to provide.

1.5 Benefits to own self:

- **Gather practical knowledge:**

Internship period helps me to gather practical knowledge. Before I have no idea how to implement my bookish knowledge into practical life. Through this internship period I achieved knowledge about practical banking sector.

- **Corporate culture:**

To ensure service quality and to satisfy customer as well as employee of the organization CBL always maintain their corporate culture accordingly. Through my internship period I found that all the employees of City bank are very much professional, they strictly follow the rules and regulation set by the bank, employees respectfully behave with one another and give everyone equal opportunity to share their thoughts, ideas and problem. From CBL I have learn the way of behaving and maintaining professionalism in corporate life.

- **Helps to develop skills:**

After completing all my academic courses it was my very first experience of working with any organization which helps me to develop my skills such as communication, leadership, teamwork, handling responsibilities, maintaining discipline, problem solving and some others.

- **Professional networking:**

As a fresher for my own professional growth networking is very important. Being an intern of The City Bank Limited I got the opportunity to communicate and work with professionals where I learned many things from them which will help me in my future corporate life.

1.6 Problem and difficulties faced during internship period:

- **Lack of time:**

Internship period is only for three weeks as a result it is very difficult to learn everything properly in this short period of time. CBL is one of the most renowned and large bank in Bangladesh and in this short period of time it is very difficult to gather all the knowledge within this short period of time. Moreover, I also need to focus on my internship report as a result it is difficult to invest all the time in the organization.

- **Confidentiality:**

Information of bank is very confidential which they cannot disclose publicly. Moreover, I felt difficulties at the time of choosing topic as I cannot choose any topic that goes against the law of the organization.

- **Lack of information:**

As the information are very confidential and organization cannot disclose it hence due to the lack of information I faced difficulties at the time of preparing my internship report.

1.7 Recommendations and Suggestions:

The City Bank Limited is the very first private bank in Bangladesh. Being one of the most renowned bank City bank should focus on their interns enough so that they can get overall idea of banking sector and should make them capable so that they can face their upcoming challenging working environment.

- I think 3 months is not enough to get all the idea of banking sector. If the authority assign the interns into different department for a specific amount of time then interns will able to get an overall idea. For instance, intern will work with cash

division for one week then the intern will move to other department as in card division for one week so that he or she can get an idea how things work in different department or division.

- Banking sector is a very busy sector and during the banking time it is very difficult for managers and supervisors to get some time for the interns. If the supervisor or managers can fix a time for the interns once a week after customer service hour it will be very much beneficial for the interns so that they will be able to learn a lot more from their respective seniors.
- Being one of the most renowned bank the incentive that City Bank provides its interns is not satisfactory. If they increase the amount of incentive for their interns or if they provide subsidiary lunch or snacks to their interns they will feel encouraged and motivated.
- Last but not the least bank should bank should engaged its interns in challenging works more so that interns will get actual practical knowledge of banking sector and feel themselves more engaged with the organization.

Chapter 2

Organization Part

2.1 Introduction

Objective:

The defining paper is concentrated upon the Banking sector's customer service segment which would be deriving the appliance methodology to the resultant contemporary situations of services.

Methodology:

This applied report's terminologies are based on The City Bank Limited and the methodologies regarding the steps of this report go rigorously based on the infrastructure that The City Bank has constructively. Throughout the processing of this report data has been collected with some of the primitive report writing process,

- **Primary source:** These information are being gathered through collaborative introductory steps with the employees of the regarded organization, handful of respective talking with the customers of the organization, observing as an employee of the organization to determine and prospect the relevant data of this paper's interested points.
- **Secondary source:** The secondary data are being gathered thoroughly form the sources of the Internet. The sources include, The Annual Report of The City Bank, The Website of The City Bank and various articles that are being published on the relevant field as well as The City Bank Ltd.

Scope: From the initiative to the termination of this report's survey and research the protocols that have been attained are thoroughly measured and scaled in a way that shall be optimal to its solutions.

The discussion on the relevant products that has been provided by the bank is undertaken in the very first initiating step where the discussion involved Loan Policies, making and closing of Current and Saving Accounts and subsequent impact on the customers.

There are many other banking sub-division of the bank which do include City Alo, City Manarah, City Touch, AMEX. For a bit of demonstration it should inclining in this paper that theses above segments are also parts of this paper's focal research as products of the regarded bank. Where it is mandatory to observe and make decisions on what type of services this sub-division provides and how do they contribute to this paper. For instance, City Alo in concentrated on the banking for Women to develop and encourage the empowering potentials that the society of women can carry.

The scope also include aspects of many of the behavioral approach towards employee training and customer handling.

Limitations: Through-out the research and survey for this regarded paper the obstacle that has been faced that mostly covered the resource segments and various unbreakable established protocols that had been made by the Bank itself. Deteriorating the protocols to get the interested information was not doable. The City Bank does not share their confidential information to any of its employee unless they are co-related with the information. And the paper that is being written that is done by the period of the internship, hence most relevant information are given most priority as for an intern every information of the bank is not accessible.

Significance: Thriving the overall significance of such gigantic organization is not possible from this tiny position as assigned but the significance that can be thrown from this paper's perspective is totally based on some of the particular piece of segments which are vital on signifying and elaborate the concepts that are being discussed in this paper. From the edge of the paper the tasks and research are driven towards customer's satisfaction and their various behavioral and related approach toward the products and services that the bank is providing. This paper will include some of the relative information that will regard to the recommendation and suggestions associating with various concerns which would basically be drawn upon my end's research and related consciences.

2.2 Overview of the Organization:

The City Bank Limited

The City Bank has been known for its establishment to the deployments of its various organizational functionalities since 1983. It is considered as one of the very first private commercial banks of Bangladesh where till now it is providing an immense number of employment all over Bangladesh with a quality service to the customers. It has been providing a simultaneous service at its all level without making any depletion in any of its level and making recognizable contribution to the government in terms of financial evolvement.

To this date The City Bank has made a remarkable impact by providing about 3800 employments all over the country with about 130 outlets. There are about 1700000 customers that are being served by this bank. The City Bank has a scalable number of ATMs and CDMs that are providing the customers with a flexibility to withdraw and deposit their desired amount of money under the sophisticated protocol of the bank.

The City Bank and all its associated branches have a collaborative center for customer helping, which is basically being conducted over phone calls and emails. Throughout the country all the customers of any level are eligible to make any sort of queries related to their needs.

The growth of The City Bank has a continuous spike over the period of times as the founders have desired it to be. Overall The City Bank along with its typical banking conduction is providing some of the phenomenal services to particular chunk of the community. To illustrate we can consider City Alo.

Every company or organization stands up with a core intensive vision for at least get stand by it. The City Bank none of the unlike as it also started its journey by holding the hands of the founding 12 members at the time when financial markets for the private sectors were in at large stake. To illustrate the vision of The City Bank it always encouraged to get the financial market with a beneficial latitude offering enjoyable customer experience to its reachable limits.

Now if the mission of the organization is considered then The City Bank would stand at the hike with the other competitive banking infrastructures. It has been conducting with the precise scaled objectives to make the organization vast throughout the country and obviously such constructive tasks are not gain over night. For such The City Bank had attained the mission cores that would follow some of the ground statements. Which includes,

- Differentiated market wide products distribution that contain top level customer satisfaction.
- Providing an atmosphere where the integrated employees would be able to collaborate to thrive for the expected excellences and maintain a quality attitude toward their job.
- To broaden the effectiveness and related efficiency the bank keeps pushing it to its limits to bring out the collective quality services.

- The bank keeps introduce itself to the latest innovations and collaborative automation to the components of its mechanism to lighten it up with prosperity to get competitive in the respective markets.
- The Bank aims to maintain the code of conduct for maintaining the respectfulness at all its levels with the governance that it would require.

The values that have been containing with The City Bank are on the mark as they are very much prominent in keeping the social bonding with the employees as well as making the business root tasks with a very high respectful manner. In the case of The City Bank the top notch bulletins that should derive as the values are,

- The City Bank always focuses on the determined tasks to be done in the proper integrated manner.
- The tasks must contain transparency and accountability in the organizations respective segments.
- The City Bank encourages its employee levels with core fundamentals and to maintain honor amongst the employees.
- The employees must be attached to their designated works with the full steep of inspiration.
- Prioritizing the customers with the highest delight and quality services is the core of banking for The City Bank.

(Source: The City Bank Limited website)

2.3 Management Practices:

2.3.1 Organizational structure of The City Bank Limited:

From 2019 Mashrur Arefin is serving as the managing director and CEO of The City Bank Limited. Before he was serving as additional managing director for last three years. After Mashrur Arefin now Sheikh Mohammad Maroof is serving as the additional managing director and head of wholesale banking, trade services, SME and micro finance. Likewise, there are also many divisions for which different person are responsible.

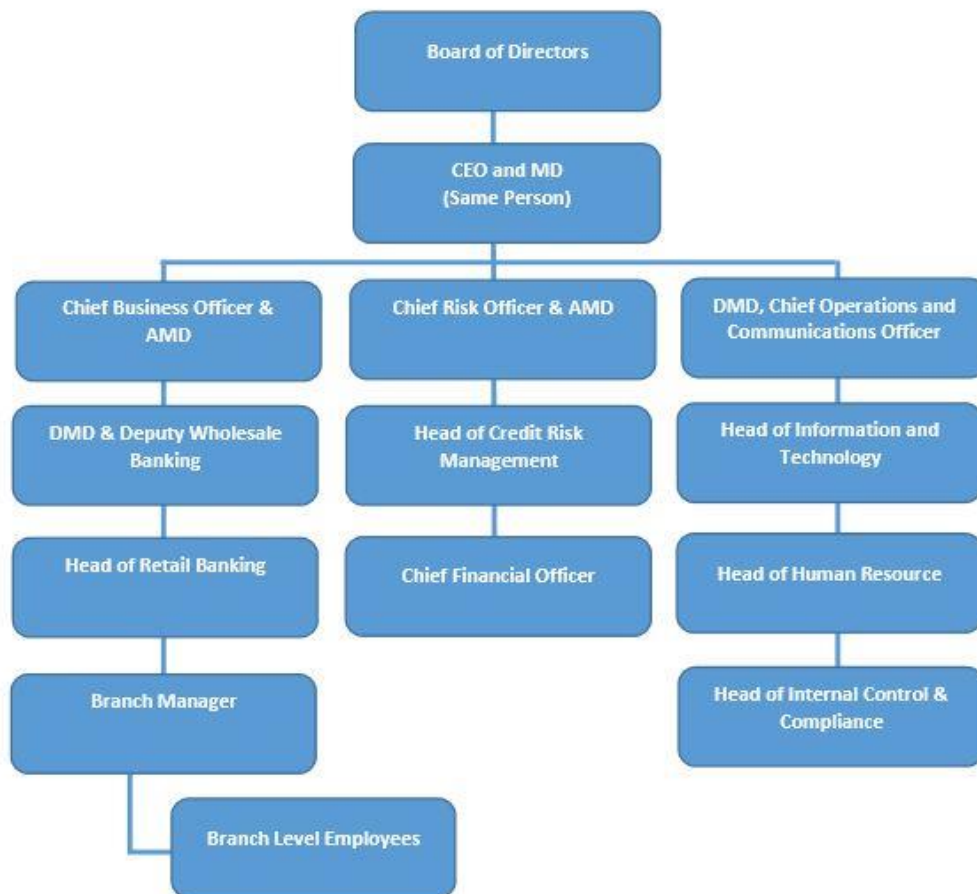


Figure 1: Organizational structure of The City Bank Ltd.

2.3.2 Human Resource Management Practices:

The selection procedures of The City Bank Limited is a sort of vigorously conducted manner which is basically implemented by the human resource management team of the central banking committee. The selection procedure is a group of organized steps with some connected protocols which decides who are the people that shall be undertaken for consideration to be the member of the employee team of the company.

To start with this segment the first topic that can be talked about is the hiring process. Hiring process can be considered in various procedures and the initial procedure that is basically the primary one and that is the direct hiring process. The central committee is concentrated with the collection of resumes from prospective candidates via some resume collection booth authorized by the banking management team. Candidates can dropdown their resume in some specific format and shall have expected curricula vitae to be selected for the further procedures.

If the first segment of selection procedure does not align with then the management committee conduct recruitment procedures through advertisements. In this procedure the expected candidates shall be able to go through the e-recruitment sites of the company and if the requirement matches then the onward application procedures can be conducted through specific manners where there include short listing, written exam etc.

Internal posting of jobs is another method which is also undertaken by the management team. Since this segment is being conducted internally in most of the cases the expected candidates are required to have affiliation with the company for about two to three years or a bit more than one year. The circular is basically being posted on the notice board or being published and spread via templates internally in the office.

Promotion is considered to be another way of recruitment where the prospected candidates are measured through the company itself and being promoted to a certain level. It is a noble procedure where the most dignified candidate is being chosen based on the skills he/she attain.

Job transfer or posting to another branches with some other objectives can also be considered as management's recruitments procedure where the promising candidate is selected for transferring to another branch. In many cases the job-tenure makes an impact on transferring any candidate where it is measured for how many working years that candidate had been working in a specific branch.

Budgeting for the recruitment procedure and the expected joining candidates is one of the most important preliminary steps that are jointly undertaken by the CEO and MD of the company. The company generally comprised of a Board of Directors high table. The decisions above are thoroughly recognized and evaluated by the team of board of directors and signed by the CEO and MD of the bank.

The session of training and development is one immense promoting chapter for a career of any employee being. Throughout the training session the employee becomes deliberately consistent to his work and make essential managerial to management decisions involving his/her working environment. The City Bank always promotes to provide consistent essential training to its employees to generate more of quality outputs in terms of official tasks and thus the employees of the organization are able to make themselves capable to engage in a position of hierarchy than the positions they are working in. To describe a bit further, The City Bank briefly discusses to its employees and various components of the marketing and management team if a new

feature occurs in any product. It is basically a result of overly estimation and effort to make the customer satisfaction to its best streak.

2.4 Marketing practices of The City Bank Limited:

The City Bank Limited had been conducting its overall businesses through the country with mass expertise and strong communications. Throughout the years of operation the bank has evolved itself in a way that it is now one of the most sustainable and stable banking organization of the country. Every organization holds some key ingredients that booster the company's prosperities and charm the name of the organization in the market. In the case of City Bank there are many but one that shouldn't be isolated is the marketing policy of The City Bank Limited.

The City Bank always encourages the employees to be stone solid when it comes to the term of marketing. The bank always intends to provide high quality of marketing training and guidelines to the employees that are working in house or in the field level due to the tasks corresponding to the marketing strategies. To illustrate a bit further, it is pretty observable that the employees of the bank are quite prompt while dealing a new or regular customer. They organized themselves in a way that if a new customer arises, they make sure that they would be able to provide with the most concurrent and lucrative product's features to the customers. The overall marketing within the bank's branches are superiorly supervised via the team of expertise and they thoroughly report to the heads of marketing to ensure the proper balancing of the primal standards. The customer relationship managers grasp a prominent segment in boosting the marketing along with the others of team members, they ensure the relationship between the bank and its customers remain precisely solid over a long period of time so that the bank would be able to conduct a solid business over a last longing period.

The City Bank doesn't only bound its marketing within the walls of the bank premises. There are field workers as well who simultaneously provide the service to the customers who wouldn't be able to present at bank premises or making opportunities with the customers over their places. For instance one scenario can be explored a bit, The City Bank searches for giant merchants who are making high peak businesses over a large region or over online pages/markets. The bank then spreads the hand of partnership with a long or short periodic commission base so that the customers of the merchant's business would be able to transact via the banks allocated various services. They tend to offer the services to different organizations including software companies, restaurants, online/offline businesses etc.

To grab the trendy social stream the bank does include its employees in a way that they would be able to encompass around various market places and spreading the advertisements of various products of the bank. There are team members collaborating against these sort of digital marketing activities or banner camping. Any large organization which do engage with customers of all levels is required to maintain a stable administration that would only deal with the marketing strategies and managing the strategies. The City Bank Limited does have such facilities and the employees attached with such administration are spontaneously aware of making proper choices of statements to the respected customers. The bank is not only bounded to its in person presence for its customers but the virtual telephony services are of top notch as well who are responsible for any sort of queries include providing new business features information to the customers.

2.5 Financial performance:

From the ranged various private banks it is undoubtedly true that The City Bank Limited is one of the oldest private banks which is continuously on the edges of prosperity with its financial excellence and expertise. It is one of those autocratic organizations that is deliberately conducting its operation merging with government legislated bodies. The bank typically organized like most of the modern banking facilities where the bank is capable of engaging its customers with various segments of banking such as retail banking, corporate or commercial affiliation etc. And these succeeding procedures with complete engagement of the customers The City Bank Limited is on the hill of reaching to about more than 1.5 million customers. Moreover throughout the journey City bank approached in the top of the most renowned positions in terms of making customer loyalty satisfaction. By the year of 2018 The City Bank made its position as one of the most lead banking sectors via digitalization, as such this organization now holding approximately around 120,000 customers who make their transection online. Over these past years it is observed from their portfolio that, they had kept the business in such a space that it has gained a balanced stability according to the market. This might be caused by the products they deal with the customers and the features surrounding them. The bank makes sure the products quality and validates the quality for each year via the preference perspective of the customers for which it has able to made such competitive position in the market.

- Based on 2018, the stable customers including the customers of online participation caused an increment of around 23% in the net income of interest. These also include saturated business features such as deposits or loans and obviously not the least that focused on mix of various product.

- By the year it is transparent that the bank consequently and continuously emphasized on a varied system of deposit through CASA and gathering of quality components to lead to a spreading branch. It is to mention that there is an average increase of around 1.2% in the segment of cost of credit.

Total income:

In the year of 2018, it depicted from the financial portfolio that the total income of the organization increased by 6.6% which is basically stands for the amount of 15,902 M. Only the total net profit is responsible for the rising of 57.9% which is an increment by around 7%.

Net Interest Income (NII):

The net interest income simply stands against the subtraction of total liabilities and advances which also had an uprising by around 23% totaling an amount of close to 9200 m. These growth was calculated on the respected year of business evolvement. In the year of 2018 the total weighted average cost had also increased by 5.6% and it caused due to an access load of competitive market challenges regarded with the liquidity. On the contrary the total WAC that included various borrowing functionality remained quite calm and indicated only 9.7%. And due to this, NIM got quenched by around 4% during the respected year of 2018. To enhance the sustainability in segment of NIM the bank is concentrated in making more mobility in the sector of retail marketing by announcing various deposit functions which would include low cost budgets for the customers.

Non-interest income:

It is to regard that there was a falter line of decline in the year of 2018 due to the treasury elements lower end interest rates. For which the overall declination accounted for around 34%

by currency which would be close to 1840 M. Again total income from different treasury bonds caused a loss of around 13% in the regarded year.

Operating profit:

From the viewpoint of previous years there was a stabilization occurred and had growth in achieving total net interested income against expenditures. The stabilization took place by making profits to around BDT 6,600M. It fairly depicts the intensity of the challenging year and how there was a reshaping achievement.

Deposits and other accounts:

The year 2018 surely was an achieving year where the growth in the deposits increased by around 11% which took the total amount of BDT 183,493 M to around BDT 205,100 M. There was policy of lower rate of interests but with the NSC associated to the government, the overall rates of interests made mobility and it made the liquidity achievable at the higher rates of according interests.

Earnings per share

There occurred a declination in the EPS which was BDT 2.1 for each unit of share. This declining slope touched by around 48% against the previous year, where in the rear year the earning per share was around BDT 4. This is basically caused by the downward income flow of net profit.

Total assets:

In the year of 2017 the bank was able to stand by the assets worth around BDT 324,750 M which subsequently denotes a rise of around 17.5% against the previous year. The uprisings of loans which was about 17% would be a quality element for the increment of total assets. Also

there took a boost of around 23% against the previous year which resulted an amount of approximately BDT 271,700 M.

2.6 Operation Management:

The operations of The City Bank is collaborated and synchronously merged with all of its branches and reported cordially to the concerning branch managers via to the managing director and central executive body. The overall management of the bank is governed by chunked components of the management authority's leadership, where the position of Managing Director of the organization is currently took care of by Mr. Mashrur Arefin. There are committees namely MANCOM, ALCO, RMU, Purchase and Investment committees that are thoroughly responsible for various managing operations for the organization to make ensured of the proper conduction. The managing director of the organization holds down to the responsibilities involving the committees of MANCO, ALCO and Investment committee.

The services of the bank ranges a wide spread area of diversified products including financial supportive products of deposits or loans, various Islamic correlated services and obviously not excluding the services of conventional banking. The bank also comprises of different necessary services of commercial banking, trade services, consumer banking, SME, retail, cash management, custodial and clearing services, treasury, etc. These services are nationwide provided with respective branches, Islamic policy services, SME centers, and convenient delivery channels (Digital banking, ATM booths). The bank is also capable of doing businesses going throughout nation boundary by the OBU sector and does provide Islamic banking service too with the provision of Islamic banking sector. The interior collision and control over hassles are diagnosed by team expertise to mitigate complexity and errors of fraudulent cases if arise, the management team looks upon the overall procedures and responds accordingly. For according compliance over the systems internal audit executives maintain and operate

periodical surveillance over the branches of the bank and report to the head of management and concerning authorities.

2.7 Information Technology:

The bank tries to keep the banking procedures turned on with latest software technology and hardware support. To ensure customer authentication and security the bank focuses on high end management information system and log counter which would bring sophisticated information clustering for the higher concerning commissions. The bank continually is making its way toward digitalization where their primal focus involved in making customers closer to the services of the bank and enable quality product interest over online supporting systems. The bank endeavored for success via the sector of digitalization and made cleared out over the competitive market that they are on the exact track where the customers would want their preferable banks to be by achieving the award of “Best Digital Bank” for consecutive four times by Global Finance. The bank always tried to make the services relevant, comfortable and convenient for the customers via classy technologies empowering their tech power, the organization by the end of the year of 2018, employed a considerable amount of tech support employees to make their digital services consistent and made sure to not get over to a fallen curve in this competitive market. To suppress their IT support facilities the bank ensured to make proper design and necessary IT strategic modules for different according operations. For which there are IT departments standing for 24 hours to provide relevant customer supports as well as make various task convenient for organization’s employees. ‘IT Target Operating Model’ generated by the bank keeps the primary objective of the modeled structures to the limits and checks on the sustainability of the IT related services by making sure the code of standard, which is measured by key holders of the IT design and operating teams.

CBL kept collaborating with BD IT Division's various protocols with respect to the infrastructures as well as various services such as china union pay integration, Hong-Kong based FI setup, etc.

2.8 Industry & Competitive Analysis:

2.8.1 SWOT ANALYSIS

SWOT analysis is considered to be one of the most distinct powerful method to measure where one business or organization is standing in the market. And what are the initiatives that can be considered to booster any company's core activities or grab on chunk of opportunities. Below the components of SWOT analysis is described in the perspective of The City Bank Ltd.

Strength:

- The City Bank is quite prominent in providing a top notch management system where the components of the system is equally prioritized based on their need of functioning and take actions thereby.
- To promote the sustainability in the market and keeping the phase and procedures of recruiting top employees any organization is required to be stable in the sense of storage of capital. The City Bank none of the contrary as it has quite established repository of capital to operate in a standard way.
- Throughout the business years The City Bank is capable of making quality of stable and sometimes quite profitable amount of profit with their businesses.
- The City Bank is known to be one of the most rapidly growing organizations in the market of Bangladesh and thoroughly being known in many of the regions over the world.

- The employees of the bank are extremely self-motivated as they are being provided with a quality environment to work for the organization and make wise remarks upon the bank.

Weakness:

- Like most of the companies The City Bank is also having the issues with the junior level management executives in terms of their expertise and working experience. Which basically results inadequate team work in managing several operations through the bank activities.
- The core managerial and management power of the organization is still decentralized.
- Scope of making negotiation is limited.
- The promotion opportunity in the system is quite a bit low where in several cases it seemed that the respective employees loss the height of working with their effort.

Opportunity:

- The bank creates opportunity to grow the national prosperity and along with that it also makes space to grow the career of the circulated employees.
- The opportunity of the bank is non-bounding in a sense that it is also providing employment vacancies for thousands of employees.
- The aspects of the organization in the society is creating a better perspective as The City Bank is providing simultaneous services in the market of Bangladesh.
- The benefit of increasing money goes higher with various policies associated with the bank.

Threats:

- The City Bank is one of the top private banks in Bangladesh but it gets several obligation from Bangladesh government to operate various operations which is considered to be profitable for the company.
- The threat of money laundering is severe in the context of Bangladesh and it is making impact on the competition level for The City Bank as well. There are many unsupervised and unauthorized flow of money going through random banks and these banks are making profit with the unauthorized money they hold in their repository. In that sense The City Bank gets hassled opportunities to distribute proper business operations.

2.8.2 Porter's Five Forces Analysis:

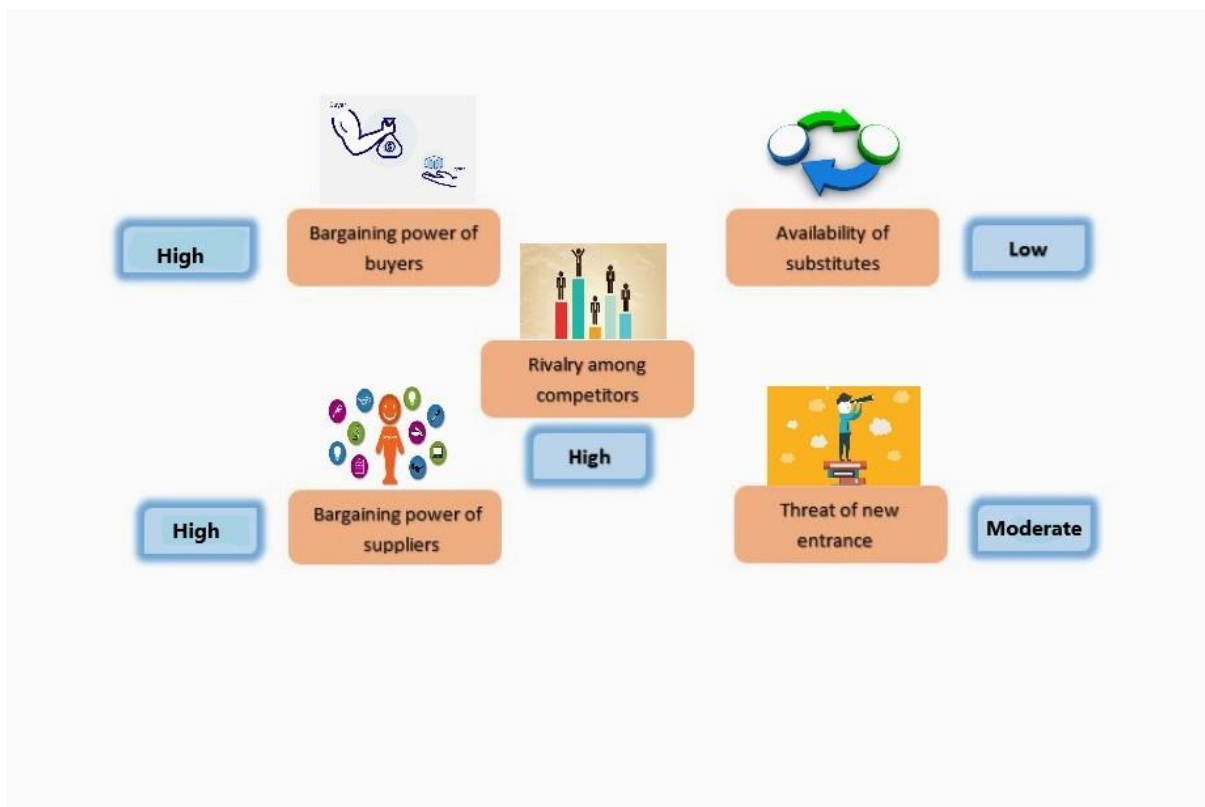


Figure 2: Porter's five forces analysis

Rivalry among competitors: (High)

Services involve Banking and Finance sectors are on the hike since the beginning of capitalism within this democratic country. Now there are numerous banking agencies co-operating with Bangladesh government in terms of making business via their convenient edges to optimize their financial potential. By the year 2020 there are a lot of foreign banking industries which are operating thoroughly their all in all functionality and making good business within our country border. There are around 60 Banks including SOBs, PCBs, FCBs trumping around and making local businesses that empowers the economy and wealth being of the population.

Bargaining power of buyers: (High)

Respecting the rules of available substitutes, it is pretty natural to see the increasing power of buyers in Banking and finance sectors. Bangladesh is a developing country where there are numerous banking agencies are trying to establish their pit to make a competitive business but the issue is every agency is trying their best and the every is a lot of number against the proportion of people who would be involved in the customers side. Hence the lot of people get the power of sorcery to be effective in the market for the business holders. And there are excessive elements that are empowering this power such as availability of information via global easy communication services and all.

Bargaining power of suppliers: (High)

As all of the businesses created over the globe The City Bank is also being established via the possession of the components of shareholders, stakeholders, retail depositors etc. who are basically the primal supplementary influence for this business. The City Bank enhances the importance of its suppliers as suppliers are the core investors and as well as they make a competitive balance throughout the market as their capital influences markets saturation and

helps making the business stable in the contemporary environment. Throughout the scenarios it can be depicted with respect to the typical one, supplier's power is high.

Threat of new entrance: (Moderate)

With the due banking's perspective it is easily said that there are many fishes in the sea and all of them are not dying out of hunger. In country like Bangladesh which is still not properly developed has an immense scope of developing wide range businesses and businesses like banking sectors do not only make their profit they also do provide wide range of employment opportunities which is also a plus for Bangladesh's environment. But as it is observed always through the scale of economy any resource except natural one doesn't last forever so here it would occur too. Many new entering organizations holding the same business like banking with new features would definitely be slowing down the overall growth per head income or definitely lowering down the income of the existing one but for now it would be moderate as such concurrent scenarios.

Availability of substitutes: (Low)

Getting into the banking sector requires large amount of knowledge, expertise and capital which basically be attained by very few of the entrepreneurs or group of entrepreneurs. The banking protocols affiliates with the governing body of the country, abides by the rules of a governing body and participates in the growth of a nation's economy thus it surely requires a whole body of managing facility. It simply doesn't anyhow reflect the entering of new competitive entrants so quickly.

2.9 Summary and Conclusion:

In the second chapter of my report I discussed about the organizational structure of CBL which includes overview of the company, management practices, marketing practices, financial performance and industry and competitive analysis of the organization. I also mentioned the operations management of the company. CBL is one of the very first private commercial banks of Bangladesh which has been providing a simultaneous service at its all level. Depending on the organizational part of The City Bank Limited it can be claimed that CBL strictly follows and maintain its organizational structure along with its different department. Customer satisfaction is one of the major concern of CBL. From the recruitment process of the employee all the process related to training and development, promotion, reward are strictly followed by CBL's HRs and management committee so that with the help of the bank's employee they can provide flawless services to consumers. From the financial performance of the bank it can be claimed that despite of having a large competitors CBL is still now one of the leading bank in Bangladesh and is able to generate profit thorough its business. Lastly, through the help of the industry and competitive analysis of the bank I have tried to find the strength, weakness, opportunity, threat and competitors of the bank.

2.9.1 Recommendation:

- The City Bank Limited is one of the most leading bank in Bangladesh and to maintain the position they need to modify their pricing strategy as many banks are trying to attract new customers through their attractive pricing strategy.
- The organization needs to focus more on their marketing sector. They need to follow marketing strategy to increase customer engagement and to make them aware about the different services provided by CBL.
- CBL sets goal and employees try their best to achieve those goals. Thus it is the duty of the committee to recognize the potential employee, motivate them, appreciate them and provide reward to them so that they will continuously provide flawless service and by seeing them others can also get motivated.
- By determining the threats, weakness and opportunity CBL should take necessary steps to mitigate those.

Chapter 3

Project part:

3.1 Introduction:

From the beginning of the cultured social life of people, mankind started to emphasize the importance of keeping the finance safe so that can be used in the time of the misery and needs. Therefore from the primitive time of mankind started to follow some distinct ways to protect the gatherings they had hence the invention of Banks came in place. It basically occurred in the years of 1400-1600 and continuing for now and onward.

In the modern context banks are ones that are playing the roles of most importance via contributing to the society and people of the society. Nowadays banks do not just keep on the money that people deposit, rather they are also concerned with the proper distribution of technological support as well as their proper utilization in the customer end. For example, the online banking system can be mentioned. In this system the customer is able to deposit and transact their money throughout web. This facility has made the lives so easy in terms of banking that one can easily operate from a remote distance without even going to the bank in physical.

Banks do not just provide with banking facilities to their customers but also are very much interested and involved in various business activities in the society through which they are also contributing to the economic market of the society, such as share markets. Banks involve themselves in various contractual businesses utilizing the money of their vault to make profit of that specific bank as well as make money for the nation via bringing foreign currency to the country. These businesses that the banks are involved in are beneficial for both sides like, for the bank and for the country as well. Banks thrive the GDP to a greater proportion of any

country if it is in operation in a proper way and successful in making business with its customers. So here the term making business with customers come in, where it is definitely the most important task of a bank to make proper relationship to their customers to grab on the exact business.

The banks of today's do not only operate or having relations with the economic infrastructures but also making huge collaborating relationship with its customers. Basically the customers are the most important and primary element of any bank. No money would derive through if there is no existence of customers. So making a proper relationship with the customers is very much vital respecting to making businesses and making prosperity for any bank in the history of the world.

3.1.1 Background of the topic:

Any organization or company that are standing for providing some specific domain of services are being stand due to the quality of service they are providing on. If an organization is in the business of providing some sort of service then maintaining the quality of service should be the primary norm for that organization to keep themselves standing in the market. Now if we mention the business of Banking-sectors then it has to be said that there are a lot of fishes in the sea and the customers are like the fishermen on the shore. Where the main choice is laid in the hands of the customers, and it is said in the perspective of present market situation. We can definitely in Bangladesh there are so many banks that it sometimes becomes hard to choose a bank in which one can deposit his/her savings. There are government banks, non-government banks, foreign-banks as well. And this all banks are making various schemes to operate in the most beneficial way to attract its customers in the first glance.

Now what do we understand about deficiency in a product in respect to the banking sector? Banks are providing different sort of services throughout their operating zones. We can

consider these services as products and when there are any sort of inappropriate procedures got attached to this services then we usually declare them as deficiencies. These deficiencies could lead a company to the fall on its own such as a specific region of the business or the whole business could fall apart.

So companies or Banks should be aware of depicting such deficiencies related to its services and attain rightful measures in the right time with proper procedures. In the context of banking the deficiency can hamper a great chunk of business and for that proper precautions should be made as timely maintaining survey systems for bringing out any sort of related problem if it has and making a solution listing based the customer of prospective banks. These solutions should be carefully handled by authorities of banks who will be able to take steps to mitigate the problems.

This paper concentrated on the problems that might be engaged with various products of The City Bank Ltd. This paper will mention about aspects of different problems relating to the bank's products that are connected with customer ends and find out effective solutions to them. The City Bank is considered to be one of the oldest private banks of Bangladesh and have been operating in a dominating way since ever it has been established. There are various data inclining to the annual reports and show prospective outcomes of business respecting to various products of the bank. These data can be used as well to propagate the searching for product deficiency solutions.

As it is known that banks are standing based on the choices of consumers this paper elaborately focuses on the findings of impact that can be cause due to product deficiencies of The City Bank Ltd. And circulating around the problems, would attempt to make rightful solutions to minimize the issues relating with customer satisfaction.

3.1.2 Products of The City Bank Limited:



Figure 3: Products of The City Bank Limited

When we heard about a bank we think about a place where we can get all type of financial support. The operations of bank is not only to deposit money and withdrawal money or to give loan to its customer the operations of bank is beyond that. A bank provide different types of services to its customer. If we consider the services of bank as different product then the above

services can be attribute as different products of The City Bank Limited which includes City Alo, City Manarah, AMEX and many more.

- **City Alo (woman banking)**

Particulars	Current account	City Alo general savings account	City Alo high value savings account	City Alo savings delight account	Student savings account	New born's deposit account
Account opening balance	BDT 10,000	BDT 1000, BDT 500 (through agent banking)	BDT 1000, BDT 5000 (through agent banking)	BDT 1,00,000	BDT 100	BDT 1000
Interest calculation frequency	N/A	Monthly	Daily	Daily	Daily	Monthly
Interest payment	N/A	Monthly	Monthly	Monthly	Monthly	Half yearly
City Alo debit card	Available	Available	Available	Available	Available only for college plan	N/A

Debit card withdrawal limit	BDT 1,00,000	BDT 1,00,000	BDT 1,00,000	BDT 1,00,000	BDT 50,000 for college plan	N/A
Cheque book	1 ST Cheque book free	1 ST Cheque book free	Free cheque book if certain amount is maintained in previous month	Free cheque book if certain amount is maintained in previous month	Cash withdraw slip (school plan)	N/A
Account statement	Available & free	Available & free	Available & free	Available & free	Available & free	Available & free
Auto debit instruction	Yes	Yes	Yes	Yes	Available only for college plan	No
E statement	Yes	Yes	Yes	Yes	Yes	Yes

Locker service	Available	Available	Available	Available	Available only for college plan	N/A
City touch	Available	Available	Available	Available	Available only for college plan	Available
Call center	Available	Available	Available	Available	Available	Available
SMS alert	Yes	Yes	Yes	Yes	Yes	Yes
Special attributes	Cash back facility on spending through City Alo debit card	Cash back facility on spending through City Alo debit card	Free insurance facility and health card, cashback facility with debit card, discount on locker charge.	Free insurance facility and health card, cashback facility with debit card, discount	No account maintenance fee, free sms alert.	N/A

				on locker charge		
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Table 1: Features of City Alo

Loans:

The City Bank limited provides different types of loans to its consumer which includes home loan, auto loan, car loan, bike loan, personal loan and secured loan. Depending on the loan types and amount the processing fee, validity, partial settlement fee and other features are also different. The validity of loans also depend on the amount of loan. Below with the help of a table I will show the different features of different types of loans.

Loan accounts	Auto loan	Personal loan	Home loan	Secured loan	Secured overdraft	Bullet payment
Loan amount	Minimum - tk 3,00,000 Maximum - tk 40,00,000	Minimum - tk 50,000 Maximum - tk 10,00,000	Minimum - tk 5,00,000 Maximum - tk 1,20,00,000	Minimum tk 50,000, Maximum 90% of applicable securities		
Processing fee	Fresh loan- 1% Take over- 0%	Fresh loan- 2% Take over- 0%	Fresh loan- 1% Take over- 0%	Up to tk 5 lac: tk 2000 Up to tk 10 lac: tk 3000		

				Above tk 10 lac – tk 4000		
Validity	Minimum - 1 year Maximum -5 year	Minimum -1 year Maximum -5 year	Minimum - 1 year Maximum - 25 year	Minimum - 1 year Maximum - 5 year	1 year (renewable)	1 year or 2 year
Partial settlement fee	1%	1%	Before 5 year – 2% After 5 year- 1%	1%	N/A	1%
Penal charge	3%	3%	3%	3%	N/A	4%
Age limit	Minimum - 22 Maximum- 60	Minimum - 22 Maximum- 60	Minimum - 22 Maximum- 65	Minimum - 18 Maximum- 70 at the time of maturity		
Minimum income	Main applicant – tk 30,000 Co applicant – tk 15,000	Salaried customer – 15,000 Businessman -30,000 Co applicant – 10,000 tk	General customer – tk 50,000 Government employee – tk 30,000	Minimum tk 15,000		

Early settlement fee	Before 1 year – 2%	Before 1 year – 2%	Before 5 years – 2%	0.5 %	N/A	0.5 %
	After 1 year- 1%	After 1 year- 1%	After 10 years- 0.5 %			

Table 2: Features of Loan

Cards:

The modern banking invented the facility that holds the chapter of carrying Cards by its users. It is simply an element of a banking facility that includes its users to carry flexible cards against each customers user account. The purpose is very simple, to facilitate the users with wide range of moving flexibility and support system. The City Bank also provides a quality range of card facility to its customers in a way of making collaboration within its various branches and making a spontaneous transaction of the customers. There are few domains of facility via cards which are dealt with the section of Visa, Master Card and AMEX in The City Bank Ltd. These sections are heavily inspected by a customer service body and software system coordinating body for each branch, and these branches are also coordinated by the higher authority. These sections are basically responsible for coordinating the functions of data consumption and manipulation of the user profile, maintaining the corresponding billings of each user and sorting the debited and credited amounts, sending push notifications to respected employees, supporting the card services such as expiry and deleted or added accounts and various other tasks involving resolving different accounting hassles or maintaining the information system.

In the perspective of our country Bangladesh anyone of a matured age being can recall that once the facility of credit cards are only be recognized and facilitated to the higher class of our society. The card facility of a bank was considered only to be a luxury because it was served

in such way then. Now with the growing facilities of various banks the card facility has become an element of making more business if it is said very frankly. In this particular region The City Bank is showing quite of its expertise by providing a user authentic range of card services. The services now don't just only for higher class of the society rather it comes with various lucrative packages covering all levels of people doing banking within the country. For example, The City Bank launched VISA Consumer credit card in the year of 2009 in announced the American Express consumer card for credit card holders. Another promising fact is that in the year of 2017 the card division of The City Bank has achieved to make partnership with a renowned grocery retail chains which boosted the business more thereafter.

As The City Bank Limited is one of the oldest private banks in Bangladesh it is also accelerating its business throughout digital sectors as well. Coming up with latest featured products has always been one of the key uprising elements for The City Bank Limited and they are maintaining the same now as well with evolving their business in various platforms engaging with digitalization. For instance the bank has already capable of doing large number of e-commerce affiliated tasks within more than nine hundred online stakeholders. To enhance the facility of online transaction The City Bank Limited has made partnerships with numerous governmental and non-governmental bodies such as BRTA, DESCO and many more which is really beneficial in terms of making prominent collaboration. A nice tricky business tip that The City Bank had loaded was doubling the limit of balance respecting to each card holder credits.

City touch:

- City Touch includes its featured digital banking through the ATMs over the country.
- Easy transferring of funds.
- Quick mobile top-ups.

- Accessibility to credit card billing system.
- Initialization of cheque stop request.
- Makes overall dealings easy and transparent.

3.1.3 Objective:

- **To identify the deficiencies of products:**

Identifying the deficiencies of products is very much important in the zone of anticipation of customer satisfaction level. Because it would be carrying the overall impact as how well the banks would be operating while making relationship with its customers. A well-organized approach is required to identify the deficiencies of products. This approach can involve the collaborative participation of employees with their customers and tracking the ways of behavior of the customers in aspect to the products such as how customers are approaching with their behavior to a certain type of products. In many of the cases only the quality of the product is not important, moreover the behavior of the employee providing the facilities of the product is very much important in the view that how that employee is involving with the targeted customers while making business.

- **To know the trends of performance level of products:**

A measurement of performance is effective in terms of determining the trend of the specific product. A company generally provides with various sort of products in the market for their customers. But not every sort of products are in the peaks of business. And in that case providing and spending resources in every type of products is also wouldn't be that much effective. The novel approach in this sort of cases could be, first determining which product of the company is making expecting business in the market first and which are failing to do

so. On the results the overall decision should be made in a way that the business making products should be kept under higher priority and should be given that type of care. The procedure is mentioned above because following this tracking line would help to measure the trends of performance level of a product.

- **How deficiencies in product related services lead to customer dissatisfaction:**

When a bank is on with providing some sort of services, the customers of the bank would always expect to grab the best of the services from them. Any customer would want their savings to be kept with the most of security and care. And for that reason any customer of bank will be searching for the best benefits in the market in aspect of saving their money. Firstly it should be kept in mind that, there are a lot of competitors out there where every banks are punching against one another to stand alone in the shore. But it is the quality of the products that can be able to maintain their standard distinct. If the quality blanks in making business another would definitely be there to take that place. Services relating to products is very much important as they make direct approaches with the customers and deficiency in such cases lead to the direct fall in the market. And this measurement is very effective to know the nurture of variations of different companies.

- **To know how the identified deficiencies can be mitigated:**

After the phase of identification of the deficiencies the wise approach would be to explore the ways to mitigate the deficiencies. To know the procedure of mitigation of the deficiencies is sort of art in a scale where one has to be careful about picking up the points of deficiencies and control over them in a proper manner. To grab the knowledge on controlling the deficiencies first observing the mistakes of the procedure and resultant outputs of the procedures is very much important. Which products that need a great care

that can only be measured with a proper observation of that products quality and the approach of customers to that product then any measures can be taken to mitigate the problem.

3.2 Methodology:

- Survey has various ways to be conducted. Interviewing, making relevant questionnaire, giving suggestion booth points could be one of the approach to get to the proper answers. But to get the most prospective answers in terms of our deficiency identification survey upon users or customers would be the most reliable source to get the proper answer. This survey can involve interviewing the customers and making a report of survey report based on their given answer to determine the deficiencies of the products. As it is mentioned earlier in the context of banking and its customers, the customers would get a plenty of other opportunities to get the same facility that he/she is getting from his/her existing bank. And this is the point that enables a survey taker to get easy access to the information related to the deficiencies form the end users. For banks product that are directly connected to the end users, taking survey for measuring deficiencies is the only best way. But the questions that would be involving survey should be proper organized in a manner that that can be able to dig out some specific queries regarding detecting deficiencies. A proper synchronization among the questions would do so. The questions should be well connected and easy understanding for the users.
- Performance level of any product depicts the curve of prosperity and deterioration for any company. The most-trendy products having the most valuable performance curve will be sign markers for that specific company or bank. This will depict how the product

is making impact on the company and how the other products are failing to make any impact on the company. The most effective way to determine the behaviors are following the annual reports of the bank, getting through the website or observations through the bank brochures. For example, going through the various year annual report will open the doorway to understand which product dominated which year and how the businesses of those years got conducted. Various websites of many banks tell us their products description in a way that makes understanding thoughts that on which products they are making more impacts. Following such ways would be beneficial to determine the trend of performance level of different products or services.

- The mentioned scenarios would arise when the customers got dissatisfied with the services of the potential products. The customers are more attached to the products that have direct relationship with them. Such as money transaction system, money deposit system etc. in terms of banking. Now if there is presence of any sort of deficiency in the services then the first hamper that will occur to are the customers. Because for such products that have customers involvement thoroughly would be validated very strongly if any disrupt happens. Now there are question that would be how to determine this sort of scenario. Well in that case taking survey is the best policy where the most relevant questions should be asked to the end users to validate and confirm the intensity of the problems otherwise approaching to the solutions would not be possible. The customers should be segmented in this approach as which questions would be best fit for what sort of customers. It can happen that on the same context the variation of questions may appear to optimize the test of questionnaire targeting different groups of people. For example, on the field of customer service department in cash section, questions could be different to the customers that are highly engaged to the banks and different to the

persons who are not that frequent in banking and could be the other sort of questions to those who are only students.

- Mitigation of deficiencies is vital to make stable and accelerating onward for existing companies or banks. Any organization would require to identify and solutions to the defects they are holding on. Otherwise prosperity would not grow and moreover decay will occur. In the context of banking as it is mentioned earlier in most of the cases surveying is one of the best techniques to understand the deficiency and to mitigate the deficiencies there are some approaches that can be attained. Taking feedback from the customers is one where that can be conducted in the ways of survey as well and making a proper report is rightful, so that information can be used in a proper way. In the information gathering procedure the users can be asked over the solutions that they would desire from a specific chunk of service. And how would be the moderations made throughout the service that should be asked as well. Banks are established on the basis of making services to its customers so it is really wise to operate in the convenient ways that the customers would prefer to make a good impression on the business. Afterward there are settlements to attain which include discussing the opportunities if the deficiencies are solved within the bank. The discussion could be held with the bank authority so that implicit measures could be taken under a controlled modification. Operations should be made based upon the acquired gathering of information.

3.3 Analysis:

The topic I choose for my internship is the impact of product performance deficiencies on consumer which means in my analysis part I will show how the deficiencies of products lead to customer's dissatisfaction. It is very much obvious that if a product is not able to satisfy a consumer's need then he or she will not be continuing with that product. Though needs of product vary from consumer to consumer. Throughout my internship period I saw that most of the people go to the bank for cash transaction which includes both cash deposit and cash withdrawal. There are other customers who go to bank for other money related services which include different type of account opening, locker services, card services, shonchoyptro related services and many more.

The main part of my report was to find out the product deficiencies for which I did a survey on the consumers of The City Bank Limited. As customers only take one or two services from the bank it is difficult to get reviews of different products from one customer for which I also took personal interview from different customers.

3.3.1 Demographic Analysis:

- The survey I did on 50 people who were the customers of The City Bank Limited where 58% were male and 42% were female.
- In my survey most of the people's age (36%) was between 36 to 45, 30% people age was between 25 to 35, 18% were above 45 and rest were above 45 age.
- According to my survey 38% people were service holder, 32% people were related to different business, 10% people were student and other 20% were doing different types of job.

3.3.2 Consumed service duration of a customer with The City bank Limited:

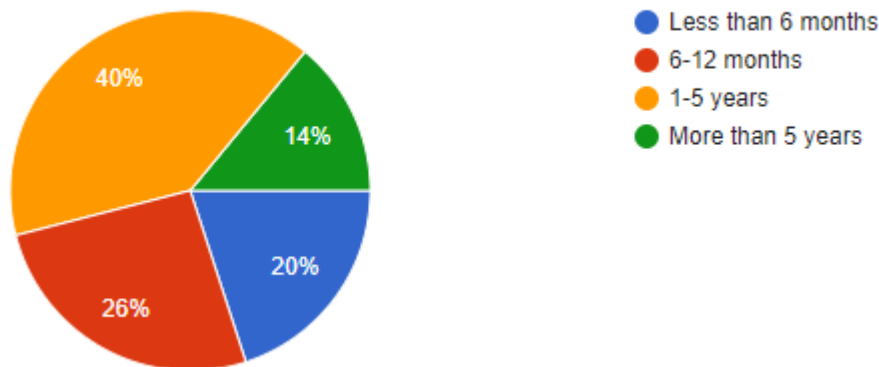


Figure 3: Consumed service duration of a customer

From the survey I found that 40% people were with City Bank for more than one year but less than six years. Then 26% people were the customers of City bank for 6 to 12 months, 14% customers were with city bank for more than 5 years and rest are the new consumer (less than 6 months) of City Bank. From the above chart I found that most of the consumer were with City bank for more than one years which shows their loyalty towards the bank as they are availing service for longer period of time. By interviewing the customers I found that consumer are reliable to the bank and they trust the bank as a result most of the customer turnover ratio is low.

3.3.3 Customer service rating:

54% customers rated The City Bank Limited as good, 38% rated the bank as an average bank and rest 8% customers said the services of the bank is poor.

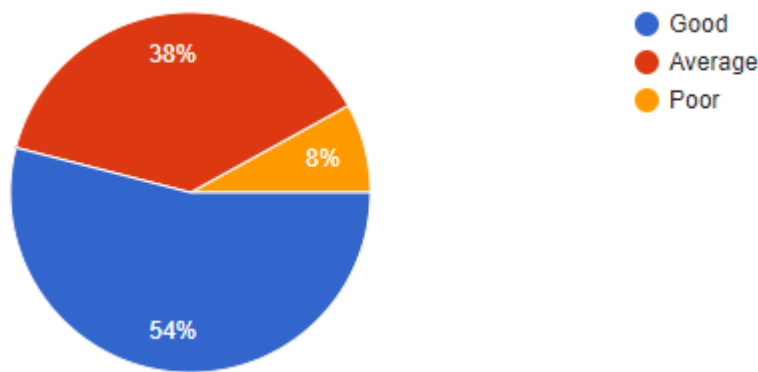


Figure 4: Customer service rating

Interviewing with the customers I realized that most of the customers were very loyal towards the bank and they have a very good relationship with the employees of the bank. When they are satisfied with an employee they always tried to take services from that particular employee. Through observing I found that all the employees have some fixed customers. Moreover, I also talked with the customers who rated the bank services as average or poor. Most of the people who rated the service as average or poor claimed that the service of the bank is slow, they do not get proper attention from the employees and they need to wait for longer period of time which create negative impact as a result some customer do not want to take services from City bank in near future.

3.3.4 Product based customer preferences:

To get the information regarding service deficiencies I also need to know about the services that customer were availing the most. From the above chart I found that most customers (40%) are those who have current account or savings account (CA/SA) in City Bank. They mainly came the bank to deposit money or to withdrawal money where 60% of them were bearer (those who do not have account in City bank) and rest 40% were account holder.

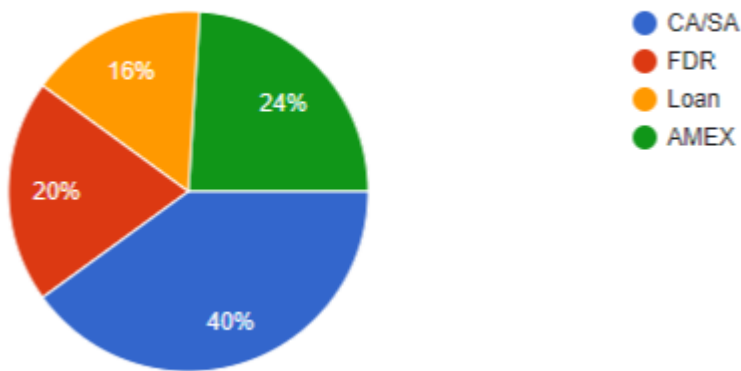


Figure 5: Product based customer preference

After, CA/SA 24% were the customers of card who were using debit card or credit card of the bank. Here in card division all the customers were account holder as without an account customer cannot avail the card from the bank. Rest were the customers of loan department (16%) and FDR (20%). Apart from these services many customer came to City Bank to take services like locker, Shonchoyptro. Though most of the customers were CA/SA's customers but they were not happy with the service.

3.3.5 Product based customer satisfaction level:

- **Cash service:**

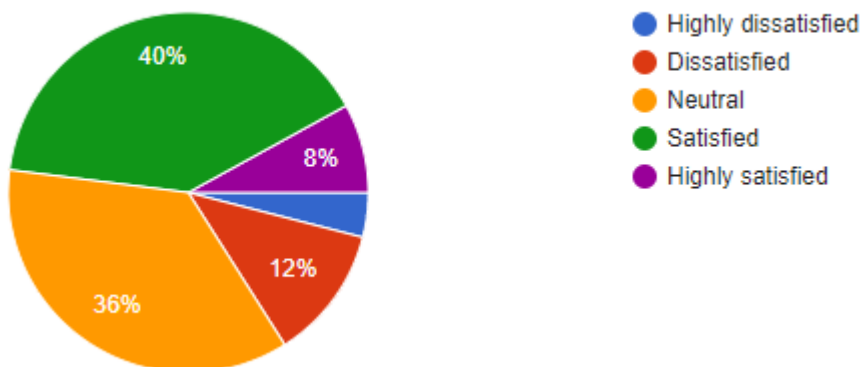


Figure 6: Customer satisfaction level on cash service

From the survey I found that 40% people were satisfied with the service provided by the cash department of City bank new market branch where as 12% people were dissatisfied with the cash department services. 36% people were neither satisfied or nor dissatisfied with the service of cash department. As my topic is related to product deficiencies so I asked customers the reason of their dissatisfaction where most of the customer claimed that the service speed of cash department is very slow compare to other department. Some customer mentioned that sometimes they need to wait for more than one hour to avail cash service. From my observation, new market branch is one of the largest branch of City bank where huge number of business people do their daily transaction. Sometimes cash department needs to give services more than 400 people in a day which made their service speed slow. Furthermore, sometimes their electronic que machine (EQM) does not work properly for which customer did not get call properly. Lastly, the reason behind the service got delay was customer unwillingness to use CDM. Customer can deposit their money easily through CDM but they do not want to use it the reason behind that most of the customers are bearer they do not know how to use it and they feel unsecured or afraid to use it.

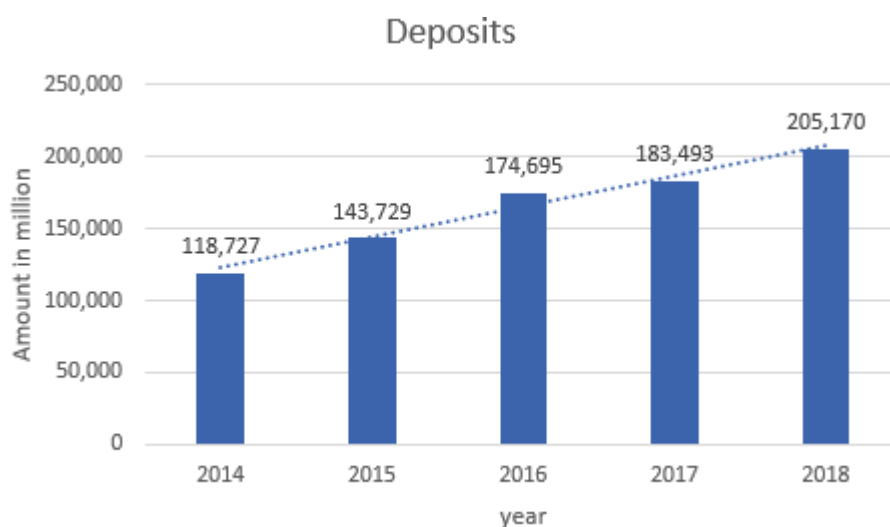


Figure 7: Performance of deposit in recent years

Despite of having some deficiencies from the performance of recent years it can be said that the deposit rate is increasing over the past years though the growth rate is low but CBL is now focusing more on their CA/SA in order to increase the growth rate.

- **City touch (online banking):**

City touch is online banking through which customer can avail some of their required service by sitting at home. At the time of my survey I asked the consumer whether using city touch is favorable for them or not. Their answer is given below with a help of a pie chart.

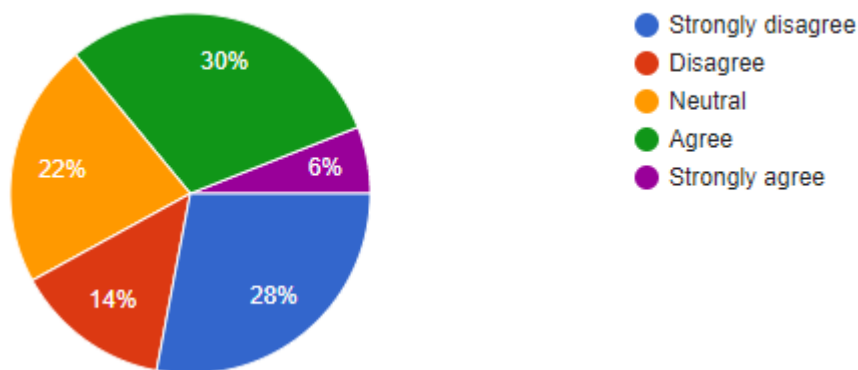


Figure 8: Satisfaction level on City Touch

From the pie chart, 30% consumers said that city touch is favorable for them where 28% customers were strongly disagree with the statement. Moreover, 22% people were neutral and 14% people were agree with the statement. When I took personal interview consumer stated that if customer do not have city bank card they will not be able to avail the city touch services which leads to customer dissatisfaction. People are not comfortable to use card rather they prefer cash transaction. Being an account holder it

makes them dissatisfied that they are not able to avail city touch as they do not use City bank's card. Furthermore, while talking with the consumer I found that many customers do not have any knowledge regarding city touch because of the lack of proper marketing.

- **City Alo:**

City Alo focuses on woman banking where City bank encourages woman in different spheres of their life. Bank claims that they provide special features, attributes and facilities to their City Alo customer.

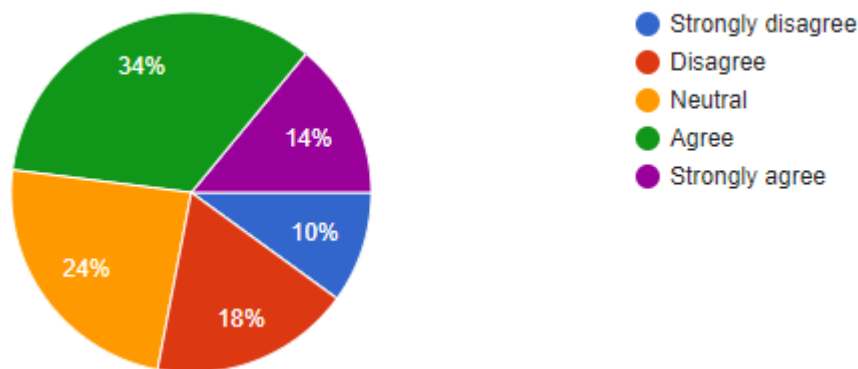


Figure 9: Customer satisfaction level on City Alo

48% women were agree with the fact that City Alo provides special facilities to women and they also appreciate the initiative that City bank took for women whereas 28% women were not satisfied with the service they claimed that the service is more or less same between City Alo customers and general account customers. Rest 24% women were neither dissatisfied nor satisfied with the service. Interviewing the consumer I found that some consumer preferred general account rather than City Alo account as they were not able to differentiate them.

- **Service provided by the ATMs and CDMs of The City Bank Limited:**

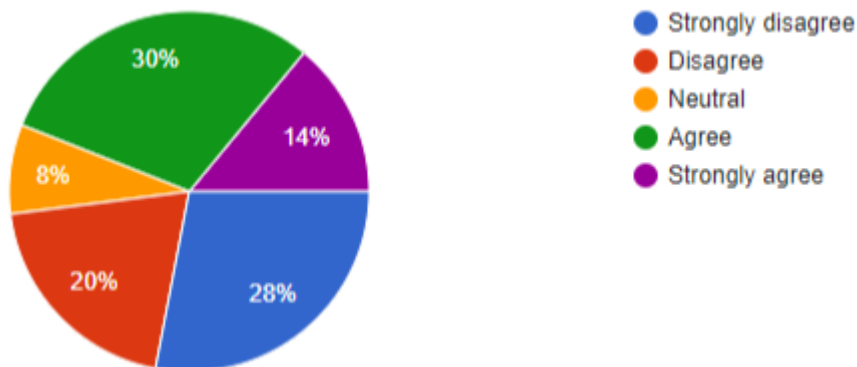


Figure 10: Satisfaction level on ATMs & CDMs

From the above pie chart 44% customers were satisfied with the service provided by the ATMs and CDMs of the bank whereas 48% people were not agree with the statement. At the time of my internship I saw that customers faced a lot of technical issues at the time of cash transaction through CDM which lead to customer dissatisfaction. Some customer claimed that after waiting for an hour when they go to the CDM it does not work which is very dissatisfying for them and as a result they do not want to use it further.

- **Loan:**

Loan service is another crucial and important service of the bank. Through my survey I found that most of the loan customers (86%) were satisfied with the service provided by the loan department. Here 6% people were not satisfied as it took time to disburse a loan and it also required a large number of documents. At the time of taking interview I found one consumer who is very dissatisfied with the bank as he was coming over and over to get some information regarding loan but he did not get the proper information as a result he decided to go to other bank.

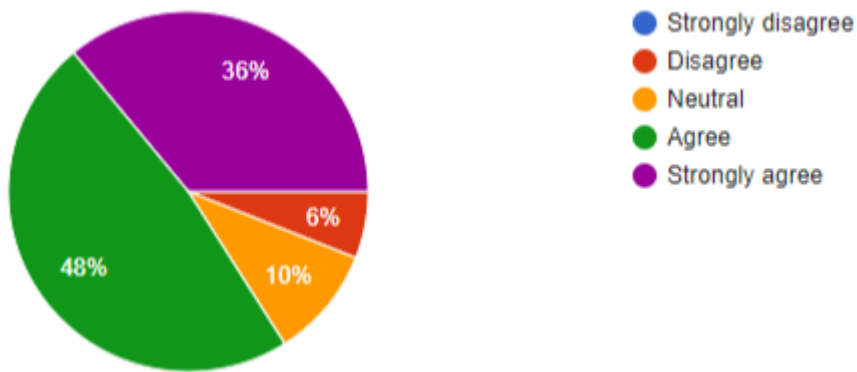


Figure 11: Customer satisfaction level on loan department

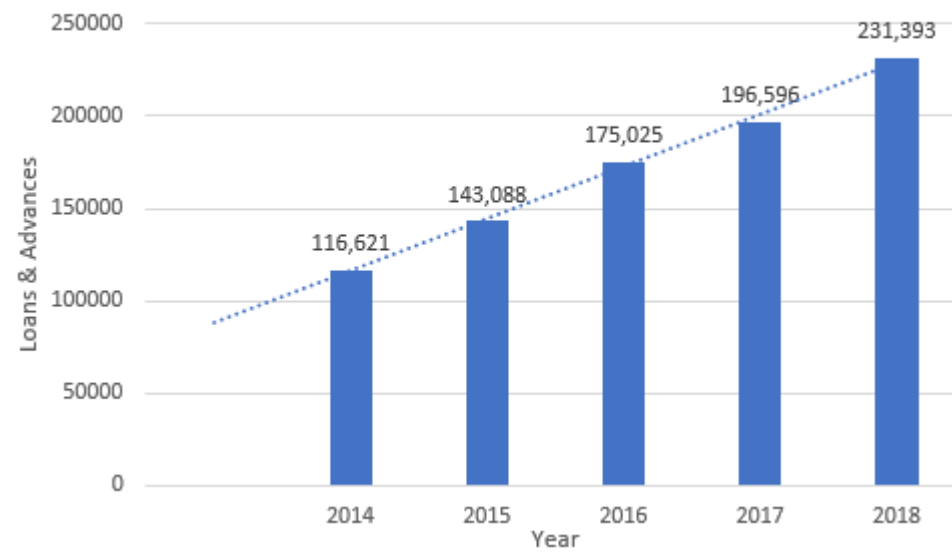


Figure 12: Performance of loan in recent years

From the annual report of City bank I found that the performance level of loan and advances of recent years. From the graph it can be said that the performance level of loan and advances is also increasing and compared to other years in 2018 the bank did well in loan service.

- **Pricing Strategy:**

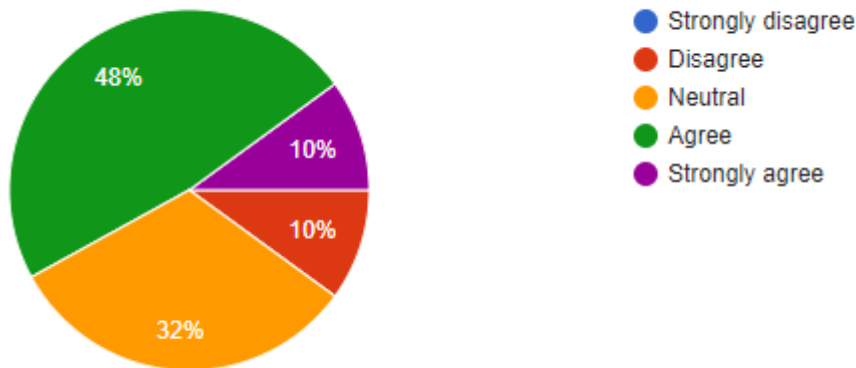


Figure 13: Price based customer satisfaction level

In my survey 48% people were agree and 10% people were strongly agree with the fact that CBL is offering their services at a fair price where 32% people are neutral about the pricing of CBL. Some of them stated that as long as they are providing error free service they are okay with the service charge. Again, some of them said that being one of the most renowned bank it can charge high price to its consumer. Rest 10% people did not agree with the fact that the bank is offering them service at a fair price. Customers claimed that some of CBL's competitors offering services in a very low price and their service speed is also very first compared to CBL's service.

- **Customer satisfaction level towards the employee of the bank:**

It is said that if employees are happy then they will be able to make customer happy. In order to achieve customer satisfaction organization first need to ensure employees satisfaction. In my survey I asked the consumers if they are satisfied with the behavior of the employee of the bank or not.

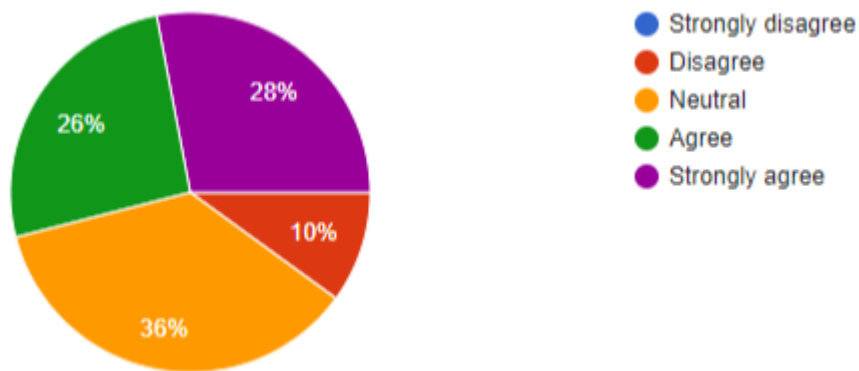


Figure 14: Customer satisfaction level towards the employee

About 54% customer were satisfied with the behavior of the employees of the bank whereas 36% people are neither satisfied nor dissatisfied with the behavior of the employees. 10% customer were dissatisfied with the bank's employee's behavior. They claimed that some of the employee are always in rush and do not give proper attention to them.

3.4 Findings:

The City Bank Limited is one of the most renowned name in the private sector of commercial banks in Bangladesh that has been thriving its excellency in banking with all levels of its customers but still in the recent times the bank does suffer with some of the lacking while providing a thorough care of services to its customers in some departments.

- One special thing that the bank pursues is to collaborate with modern visualization of banking solutions through which the branches of the bank are moderated and organized in such a way that transaction and overall banking tasks are affirmative to the service consuming customers. But to maintain such facility it is seen that on many of the services the bank put a higher charging than the other competitive substitutes of banking services, hence many of the customers do not always choose this bank as his/her win-win solution. To eliminate this ongoing flatter business operations, the central banking department of city bank is supporting to its fullest but the conduction of internal paper processing take a larger amount of time to serve the customers and again the hassles remain for the customer end.
- To gain a proper authentication and precaution for each and every bank account obligated by the bank, the organization produces and conducts its banking account procedures through an unnegotiable paper work which is obviously a solid method but many of the times the customers with little knowledge of banking finds it a bit frustrating to abide by all the paper works.
- Moving forward to the equipment facilities of the bank, it is to mention at the very beginning that in recent times most of the organizations productivity suppresses via the technologies that they are gaining. It should be utter here that not every branch of City Bank is provided with proper equipment and solid technical skilled employees and so

forth. Which results many of the machines working in the organization with malfunctions such as some of the printing machines. To include a bit more, the CDM and ATM machines of the bank sometimes operate without accordance to as it should. Resulting a bunch of customers getting frustrated and making trouble with bank employees. Some of the times the machines do not respond as it should be against a command and sometimes it takes a restart at an unnecessary time.

- The EQM's problem has come to be one of the recognizable one as the employees providing services to the busy head branches suffer due to the disorder of this equipment, where there comes a gathering of around 400 customers in a day during the working hours. Throughout the time of fully functioning working load maintaining a malfunctioning technical item founded to be irritating and slows down the working productivity.
- There one dissatisfaction around the customers regarding the City touch card's facility. Customers who have debit or credit card of the bank only they can avail the service but the others do not even touch the pros or cons of it.
- Stretching the features of various products of the bank, the customers admired the launching of an innovative product which was The City Alo. This product featured with functionalities that concerned the women society. But in some cases customer's satisfactions declined as such products functionality was not found to be especially different from a general account facility.
- According to the policies of the bank, accounts that are not functioning for more than six months are considered to be inactive or dormant accounts. In such cases the account holders such as people leaving abroad or users who doesn't need to transect money frequently suffers a lot during a needy time.

- The bank also keeps many of the recordings regarding the customers or different activities through a manual register procedure which is basically very lengthy and observed to a bit faulty as well in some cases as a big amount of data is difficult to maintain with manual procedures. In fact during the time of audits these practices turns to be a hassle resulting a productivity loss for a particular period of time. Many customers also complain about being waited for a longer period of time.
- There is a banking facility within city bank which is provided for the students. With the functionality of the facility the students would be able to send or receive money abroad or any distant location but there is a glitch as well, if a student is already acquired with a bank account would not be interested to open up another one with city bank
- The cases that should be put in the goblet of consideration that, in New Market branch most of the customers are not that much sincere or knowledgeable about banking facilities as most of them are bearer not account holder. In most of the cases, customers are okay with making long queues than using CDMs. Due to a busy branch and protective paper compiling procedures the customer services take a longer time.
- Many customers are not comfortable with the carding facility due to extra charge or stereotypical purposes, these measures should be hindered while considering the whole.

3.5 Summary and Conclusion:

As one of the major private organizations of the country in terms of making business and financial growth of the country, The City Bank Limited is the leading recognizable one in its circumference. Considering the rational factors and practical based scenarios it can be stated that the growth that the bank has evolved to ought to be the gaining of tenancy over a long period of decades. Over the years the bank has gone up to the maturity level where it is now able to keep the stability in the market with a competitive attitude. The contemporary marketing strategies and services of the bank are quite impressive but it can get more out of it if some edges are sharpened with subtle actions. For instance, the cash department of the bank is quite noisy in some of the areas in Dhaka. But comparing with the load of customers the provided services are quite slow and dissatisfying as numerous number of customers are seeking a proper observation with a comfortable time frame of them. As a result, circumstances not always involve the departure of customers, since most of the customers are being served over a long trusting period of time but for the newbie account holders the functions might not work in the same way and results their account transferring tendency with another banks. The equipment facility should be taken care of with higher priority as in the cash sectors and other heavy transactional sectors, the equipment is proved to be the asset. Customers sometimes do get unsatisfactory services due to the malfunctioning cash machines, CDMs, printers, etc. which consumes a long amount of time of the customers. Some facilities of the bank should be conducted with more of simplicity like account opening procedures and other paper works for customer ends to get hassle free customer-involvement.

There are products which are well responded and to maintain such response, features of the product should be made more lucrative such as The City Alo. The card facility's over-head costing should be reduced to get more customers involvement. The City Bank is thoroughly

established and completed one, just the minor settlements could bring more of prosperity in the market.

3.6 Recommendations:

- To get saturated in the market with some newly introduced products the bank should attain some strategic policies which should include providing the customers with low cost facilities affiliated with the products. Since the other competitors such as HSBC, BRAC Banks are also in the lining shore with lucrative features.
- The practice of time optimization should be validated in a professional manner to gain more of positive responses from the customers and increase the value of employee performance matrix.
- However the latency of the operation of loan sanction and furthermore procedures should be made a bit easier in terms of time period and complexity of context. Since it is observed that due to these reasons many customers indulge negatively.
- There is no exception in providing attractive interest rates to the valuable customers as there are plenty of opportunities that customers could grab on and get mislead from CBL.
- Regular trainings and sufficient motivational leads should be provided from central of respective HR departments.
- Trainings should involve critical scenarios of customer handling, work pressure management, behavioral approach and so on. Most importantly the employees of different sections should be lighten with concurrent products proper knowledge and strategies of dealing customers of that specific product.
- In this era marketing is a gem factor for any sort of little to large organization. There are products that need proper marketing to its respective targeted customers to get the full interest out of the product, such as City Touch.
- The services of City Touch should be moderated and extended to existing customers and increase the products availability to a larger number of account holders.

- The bank thrives for more and more customers for its financial evolvement but still the tasks of issuing cheque books, debit cards and related information are kept manually. These works should be done with modernized technologies for proper authentication.
- Amid the technological infrastructures involvement, the equipment's maintenance is also an issue, for instance, printing machines need to be fixed to provide rapid services to the customers.
- The customers as well as the respected employees do experience mentionable trouble with malfunctioning CDM's. Each disruption requires a long period of time to get solved by technician who are basically sent from head office. The branches that are locating closer to one another should be provided with one technician, for example: Dhanmondi, Newmarket, Kawranbazar branches should be allocated by one technician who would provide instant support.
- The centralized system is introduced to maintain and synchronize overall corporate and customer related services. But in many cases customers do get dissatisfied with the time issue, as many of the tasks take longer period than expected. The file processing factor should not be neglected since it decides valuable customer feedback.
- The customer end's perspective should be taken with more care. As there should be computer based screens or service that should be open for all the customers, enabling the customers to get their balance checked rather standing in long waited queues before even making any sort of transection.
- There are policies that are doing their end's best job for maintaining the overall operations of the city bank at its top. But some are not tracking with thinking of all levels of customers conveniences. For example, if an account does not meet any sort of transection within six months then the account is announced to be dormant. But considering the customers who are living abroad or having other conditions that make

transaction very frequently, most likely once in a half year do suffer from the incorporated hassles. Extending the time period of these accounts is the only solution and should be taken care of.

- The loan pricing, installment procedures, involvement of different fees should be thoroughly introduced to the customers and hiding of any sort of hidden charges should not be diluted in any scenarios.
- Considering timing issues, an account opening requires considerable amount of time, which can be solved by providing the customers with necessary documents that can be filled up at their homes and the rest can be done at the bank.
- The pros of CDM's should be more recognizable by the customers and it can only be done by executing more of relevant marketing. Which should include how it would bring benefits and would save more time.
- Boosting the cash department is very important since they sort of deal as frontal executives of the organization. Relevant more trainings to them would bring more prosperity.
- Any employee of an organization would heavily get motivated if the works done by that being is evaluated with honor and reward. Such facilities should also be introduced in the branches of City Bank, which would definitely be a jump up point for increasing employee productivity.

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Appendix:

Survey Questionnaire

1. Gender

- Male
- Female

2. Age

- Less than 25
- 25- 35
- 36-45
- Above 45

3. Occupation

- Student
- Service holder
- Businessman
- Others

4. How long have you been a customer with this bank?

- Less than 6 months
- 6-12 months
- 1-5 years
- More than 5 years

5. How would you rate the overall service of the bank?
 - Good
 - Average
 - Poor

6. Which of the product of City Bank you like the most?
 - CA/SA
 - FDR
 - Loan
 - AMEX

7. What do you think about the service speed?
 - Good
 - Average
 - Poor

8. How well do the bank's products satisfy your needs?
 - Extremely dissatisfied
 - Dissatisfied
 - Neutral
 - Satisfied
 - Extremely satisfied

9. City bank is offering services at a fair price. Do you agree with the statement?
 - Strongly disagree

- Disagree
- Neutral
- Agree
- Strongly agree

10. City bank is very reliable in terms of the service it offers.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

11. I am satisfied with the corporate social responsibility displayed by The City Bank Limited?

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

12. I am satisfied with the behavior of the employees of the bank.

- Strongly disagree
- Disagree
- Neutral

- Agree
- Strongly agree

13. The services provided by the ATMs and CDMs of City bank is satisfactory.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

14. Online Banking (City touch) service is favorable for the consumer.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

15. The service provided by the cash department is satisfactory

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

16. City Alo (woman banking) provide special and attractive services to its consumer.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

17. Employees are very much cooperative to explain all the procedure regarding different services like loan, account opening, card services etc.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

18. I would recommend this bank to others.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree