

Report On
**“Analyzing the core marketing functions of Debit and Credit card
system of National 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

October 2021

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Declaration

It is hereby declared that

1. The internship report submitted is my own original work while completing the 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.

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Supervisor's Full Name & Signature:

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Lecturer, BRAC Business School

BRAC University

Letter of Transmittal

Date: 7th October, 2021

To,
Ms. Rahma Akhter
Lecturer, BRAC Business School, BBA
BRAC University

Subject: Submission of Internship report on “**Analyzing the core marketing functions of Debit and Credit card system of National Bank Limited**”

Dear Mam,

With due regard and respect, today at the day of the internship report, I am presenting my internship report on proportion investigating and *Analyzing the core marketing functions of Debit and Credit card system of National Bank Limited* by relating the exercises learnt from **Marketing Courses and Lessons** while studying in BRAC University. Mam, I would like to thank you for the gigantic help and consolation that I got from you. You showed me how to understand the various marketing functions within departments of an institute that is not even directly related to marketing. I have endeavored my best to execute the significant speculations that you have instructed me. As a Supervisor to the report, you gave the bearings in subtleties and that is the reason I am thankful to you, to have your brilliant direction and consolation during the time of planning this internship report. It would not have been possible to do it without you. There might be a few blunders and basic missteps on my part, however I have tried my best to set up this report to the required standard. I am looking forward to your appraisal on this report.

Sincerely yours,

S.M. Jian Hasan Irfan

Student ID : 13204038

BRAC Business School, BBA

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October 7th, 2021

Non-Disclosure Agreement

This understanding is made and entered into by and between National Bank Limited and the undersigned student at BRAC University named S.M. Jian Hasan Irfan for the commitment of avoiding the unapproved divulgence of confidential data of the organization.

National Bank Limited

S.M. Jian Hasan Irfan

Acknowledgement

Firstly, I am forever thankful to almighty Allah for giving me the strength to complete this internship report successfully.

I also must convey my heartiest gratitude and respect to the honorable faculty and my academic supervisor; Ms. Rahma Akhter, Lecturer of BRAC Business School, BRAC University for the help and support that she provided to complete this report. Without her, it would have been impossible to find out different functions and marketing angles within a department that is not directly connected to marketing divisions and her advice was second to none. She provided all the necessary help and support to complete my report in the most possible professional manner.

Then I would like to express my deepest gratitude to my organization supervisor, my mentor; Mr. Rahmatullah Khan, JO, who kept his patience and walked me through the wonderful side of the professional world with a wonderful leadership trait. My organization supervisor provided me and helped me to get opportunities to get used to the systems of National Bank Limited. Without his guidance, this report would have never seen the light of dawn. He taught me to care, to be respectful, to be responsible, to be polite, to be well organized, to be practical and to be punctual and honest. I am also thankful to the head of Foreign Remittance, Ms. Swapna Das, SAVP who has helped me get insights of the bank from her sheer experience that she gained for the past 30+ years.

I should also thank all the people of the National Bank Limited who supported me to complete my report during various lockdowns and complications. Without their compromises, it would have been very difficult to deal with banking systems as they kept protecting me including my organization supervisor and head of foreign remittance.

Executive Summary

Since the establishment of National Bank Limited in 1983, the bank has contributed and participated in many economical ventures of the history of Bangladesh. Being the first generation of its kind, it faced both profit and loss gradually. The bank was a producer of many “first” things of Bangladesh including circulating electronic cards which are widely known as Credit & Debit cards yet some of the aspects of the card department are still struggling because of lack of care and attention. With the amount of customers and clients that NBL has, Debit and Credit cards should have been an immediate success yet; the trend is lower because of lack of related promotional and marketing materials.

Certain limitations were faced for which, some aspects of the marketing divisions were not disclosed. So, this report does not express the complete scenario of the Debit and Credit card of the bank.

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LIST OF Acronyms:

NBL = National Bank Limited

JO = Junior Officer

SAVP = Senior Assistant Vice President

FR = Foreign Remittance

DC = Debit Card

CC = Credit Card

LS = Locker Service

AC = Accounts

HO = Head Office

RMA = Relationship Management Application

OBU = Off-shore Banking Unit

NPLs = Non-Performing Loans

MD = Managing Director

AMD = Additional Managing Director

DMD = Deputy Managing Director

SEVP = Senior Executive Vice President

EVP = Executive Vice President

SVP = Senior Vice President

VP = Vice President

AVP= Assistant Vice President

SPO = Senior Principal Officer

PO = Principal Officer

SEO = Senior Executive Officer

EO = Executive Officer

FEO = First Executive Officer

TA = Trainee Assistant

CO = Computer Operator

CIB = Credit Information Bureau

Chapter 1 : Overview of the Internship

1.1 Student Information :

Student information : As a final semester student of BRAC University, Bachelor of Business Administration program, I; S.M. Jian Hasan Irfan, completed my internship while majoring in Marketing and minoring in Human Resource Management or HRM.

1.2 Internship Information

1.2.1 Period, company name, Department/Division, Address :

I applied for the internship program at National Bank Limited and was assigned to work at the central Dhanmondi branch of the bank. The internship period was 12 weeks long or about 3 months in total. There was another student from a different university attending the program offered by National Bank Limited. As the program offers students to become aware of the corporate settings of the bank, the higher ranked management officers have always advised us to work in the General Banking to learn thoroughly about the banking ecosystem. Though I have briefly worked in the Card division and accounts section. The address of the National Bank Limited Dhanmondi branch is at Safura Green tower, 761 Satmasjid road.

1.2.2 Supervisor's information :

My office supervisor was a respected BRAC University (BSc) and Dhaka University (MBA) Alumni, Md Rahmatullah Khan, Junior Officer (JO). He's been working for the bank for the past 6 years as a dedicated officer. He handles the majority of the workloads of Foreign Remittance (FR), Debit Card (DC) & Credit Card (CC), Locker Services (LS) and Accounts (AC). He is also the head of IT and moderator of the ATM extension of the branch. I was also partially supervised by the head of the department of my immediate Supervisor, Ms Swapna Das, Senior Assistant Vice President (SAVP). These are the two key personnel who have helped me to complete my internship in the maximum professional and corporate manner.

1.2.3 Job Scope and Responsibilities :

As mentioned before, I have briefly worked in the Card division and accounts section. From day 1, I was assigned and instructed to start my practical office related works on moderate ground which continued till the end of the first week and continued the office related works on full ground after the first-week introduction period. Job scope for the position that I have applied to was a lot broader than I expected. My main duties and responsibilities were to assist and help my supervisor and the head of the department on their day to day work. My assigned tasks were :

- Help customers and clients to register for Debit and Credit cards.
- Help customers and clients to give information about Debit and Credit cards.
- Filing up the registry forms of the Debit and Credit Cards.
- Help registering all the detailed information in the register book.
- Help registering all the important information in the Excel sheet.
- Receive cards from the Head Office (HO).
- Numbering the cards.
- Sorting and piling the cards by their serial numbers.
- Help deliver the Debit and Credit cards.
- Help collect the signed endorsement-form from the clients and customers.
- Help opening accounts.
- Give customers detailed information about different types of accounts.
- F2F marketing different types of schemes and interests of various types of accounts for the potential customers and clients.

1.3 Internship Outcomes :

1.3.1 My contribution to the company :

As an intern, my responsibility was to assist and help on the day to day work of my supervisor and the head of the department and also attend all the general banking systems of the National Bank under the instruction of my supervisor and head of department. I was exclusive instructed to interact with the clients and the customers, assist them with the

information of various types of Credit and Debit card of the banks, their benefits, interest rates, endorsement forms, conveying front to front promotional marketing of different types of accounts, their benefits, interest rate and was successfully able to help the company gaining customers and clients. I have also sincerely sorted and defiled more than 1300 (thirteen hundred) important papers provided by the customers and clients to prepare it for the Head Office. I have also given permission to enter various types of data of the Credit and Debit card, Locker room and account related information to the official Excel Sheet of the National Bank server.

1.3.2 Benefits to the students :

Essentially internship positions and the internship programs could be a good way and gateway for the undergrad students to get valuable work expertise. As an intern, I got the chance to become accustomed to the operating culture of a financial establishment of banks. I actually have learned a number of my excellent strengths and weaknesses throughout my internship. I verbally and virtually got daily feedback from my supervisor that really helped me to perform more cautiously, economically and efficiently. Obtaining feedback and correcting the error offered an intern like me to learn and have a chance that may or may not come in the coming future. This position and the program has allowed me to check out my specific techniques, practices, tendencies and skills that I learned within the classroom of the university before. In a broader perspective operating in National Bank Limited have helped me to boost my skills like professionalism, punctuality, leadership and act effectively & efficiently. Operating during this frustrating pandemic has also helped me to stretch my networking skill while attending many requests and problems from the tele-end of the customers and clients.

1.3.3 Problems and Difficulties :

The main reason behind this internship program is to learn and get accustomed to the inside and outside of the corporate systems and it was not any different for me while doing my internship at National Bank Limited. The biggest difficulty that I had faced while doing my internship was the Covid-19 related various closedowns. It is strictly instructed by the authority and the upper management of the National Bank Limited not to let interns attend any bank related works during the Government announced lockdowns. As a result, I had

to step down from attending the office on a regular basis which didn't help me to collect and hone my skill on proper ground for my upcoming career.

There was also some information and data which were not permitted to have or collected for the interns for expected reasons but because of the professionalism and friendly nature of my supervisor and the head of department, they did their absolute best to provide as much as verbal information which were not too overt yet covert without breaking any company-employee confidentiality clauses.

1.3.4 Recommendations :

Though I was provided with every possible help, information, tasks and practical work by my supervisor and the head of the department, I think the upper management of National Bank Limited should enforce more focus on the interns which will boost the confidence of an intern immensely without any doubt. It is the duty of the upper management of the bank to bet on the future generation by becoming more sincere towards an intern. From an intern's perspective, I realized that a desk, a chair and an operating computer to attend the day to day tasks would have helped on the efficiency gradually. If the supervisor and other attending officers wouldn't have been in a friendly and understanding manner, it would have been a very difficult task to complete the program; especially the offered vantages by the National Bank Limited and I thank my Supervisor Md Rahmatullah Khan for doing his absolute best with the little resources given to him by the bank.

Chapter 2 : Organizational overview, operations & strategic audit

National Bank Limited

2.1 Introduction :

Internship is the final and mandatory step to complete the undergraduate program for every student and a mandatory step for all undergrad business students; to get introduced to the corporate world and the ecosystem of the business market. This program helps students to learn and acquire many important knowledge regarding the job experiences, how it works and how we should operate, different business strategies, market responses, marketing of the products and other business related functions which helps for the later years of someone's career. As it is a required step for students to attend the program at the reputed companies; I was lucky enough to get and acquire the offer to do my internship at National Bank Limited. National Bank was established on 28th march, 1983; the first privately owned commercial bank in Bangladesh's history. National Bank Limited has been providing their professional services with care not so long after the independence of our country and still has one of the biggest potential to become a top corporate institution; providing the highest return on interest rates to the depositors compared to any other privately owned banks.

Objective :

After being assigned to the dhanmondi branch of National Bank Limited, I acquired valuable and useful functions of the card division of the bank and how the bank operates its debit and credit cards in a functional manner. This report will contain :

- Different types of credit cards.
- Different types of debit cards.
- Management practices of the card division.
- Marketing strategy of the debit and credit cards.
- Competitive analysis of the product - Debit and Credit Cards.

Methodology :

This report is based on two types of data :

- Primary data
- Secondary data

Primary Data :

These data were provided to me by my supervisor, Md. Rahmatullah Khan, JO and head of department, Ms. Swapna Das, SAVP. Also field and practical tasks were one of the main tools to acquire my primary data while attending and providing help to clients and customers.

Secondary Data :

National Bank Limited's annual report, their website and different types of academic reports, e-campaigns.

Scope :

As an intern, opportunities were very limited as the program duration spans around just 3 months or so. It is not possible to learn everything or every function of the Bank yet I was fortunate enough to get myself involved in the debit and credit card product of the bank. While attending to my duties and responsibilities, I had to learn and respond accordingly to the customer and client's satisfaction, assistance and help processing all the paperwork to aid the function of the bank. For this reason, I majorly focused on the customer and client dealings at the same time to help assist my supervisor and take guidance & instructions from him.

Limitations :

A company has to make a lot of data and information confidential and locked behind the company clauses for the safety reasons of the company. There were many different data sheets and information which would have helped to make this report richer with detailed facts and figures. Also the Covid-19 related lockdowns and close-downs have impacted collecting many different information and data. Also, while researching for secondary data, not enough information was found which didn't help the scenario with the Covid-19 related lockdowns and close-downs.

2.2 Company overview :

National Bank Limited

Commercial banks have been playing an important role in the economic development of Bangladesh. They provide investible funds to both the public sector, and specially the private sector. Further, banks have played a significant role in respect of the four major drivers of economic growth in Bangladesh. The banking sector, however, is faced with various challenges, which include among others, weak management, poor governance, lack of strong leadership, and non-compliance with ethical standards leading to various types of banking scams such as money laundering and Non-Performing Loans (NPLs). Bangladesh is an import-dependent country. It needs to import raw materials, accessories and machineries to foster development of the industrial sector, including the RMG sector. Banks have been facilitating payment, finance and risk management services to the sector.

National Bank Limited is providing banking services with excellence through its branch network located all over the country, covering even in the neglected remote rural areas, keeping in mind its responsibilities to the society. Presently the Bank has a strong market-base with 209 branches and 14 sub branches. Alongside, NBL is extending banking services through Off-shore Banking Unit (OBU) to foreign investors and local entrepreneurs. The Bank has been gradually building up extensive global connections to ease different commercial banking needs and also to facilitate the wage-earners and beneficiaries of homebound foreign remittances. In making global banking transactions the

Bank established Relationship Management Application (RMA) with 485 banks and foreign correspondents in 61 countries. Furthermore, to facilitate the expatriate Bangladeshis to ease their home-bound remittances the Bank, by now has made Drawing Arrangements with 44 money transfer agencies including global giants Western Union & Money, Gram. NBL also has five fully owned remittance companies in Malaysia, Singapore, Maldives, Greece and USA operating remittance business.

National Bank Limited has been rewarded on several occasions for its transparency and accountability in providing banking services. In recognition of framework of financial Information, Core Risk Management, Annual Report Review, Corporate Governance, Human Resource Management and Corporate Social Responsibility, NBL won the Best Corporate Award from the Institute of Cost & Management Accountants of Bangladesh (ICMAB) and Certificate of Merit from The Institute of Chartered Accountants of Bangladesh (ICAB) for best published accounts and reports in different years. All these testify that we always care about disclosing all relevant information to investors and shareholders with clarity for making prudent decisions.

2.2.1 Mission, Vision and Core Values :

Mission

Efforts for expansion of National Bank Limited's activities by adding new dimensions to the banking services are being continued unabated. Alongside, the bank is also putting highest priority in ensuring transparency, accountability, and improved clientele service as well as to their commitment to serve the society, through which the bank wants to get closer and closer to the people of all strata. Winning an everlasting place in the hearts of the people as a caring companion in uplifting the national economic standard through continuous up gradation and diversification of National Bank Limited's clientele services in line with national and international requirements is the desired goal that the bank wants to reach.

Vision

Ensuring the highest standard of clientele services through best application of latest information technology, making due contribution to the national economy and establishing ourselves firmly at home and abroad as a front ranking bank.

Core Values

National Bank Limited's Core Values consist of 6 key elements. These values bind our people together with an emphasis that our people are essential to everything being in the Bank.

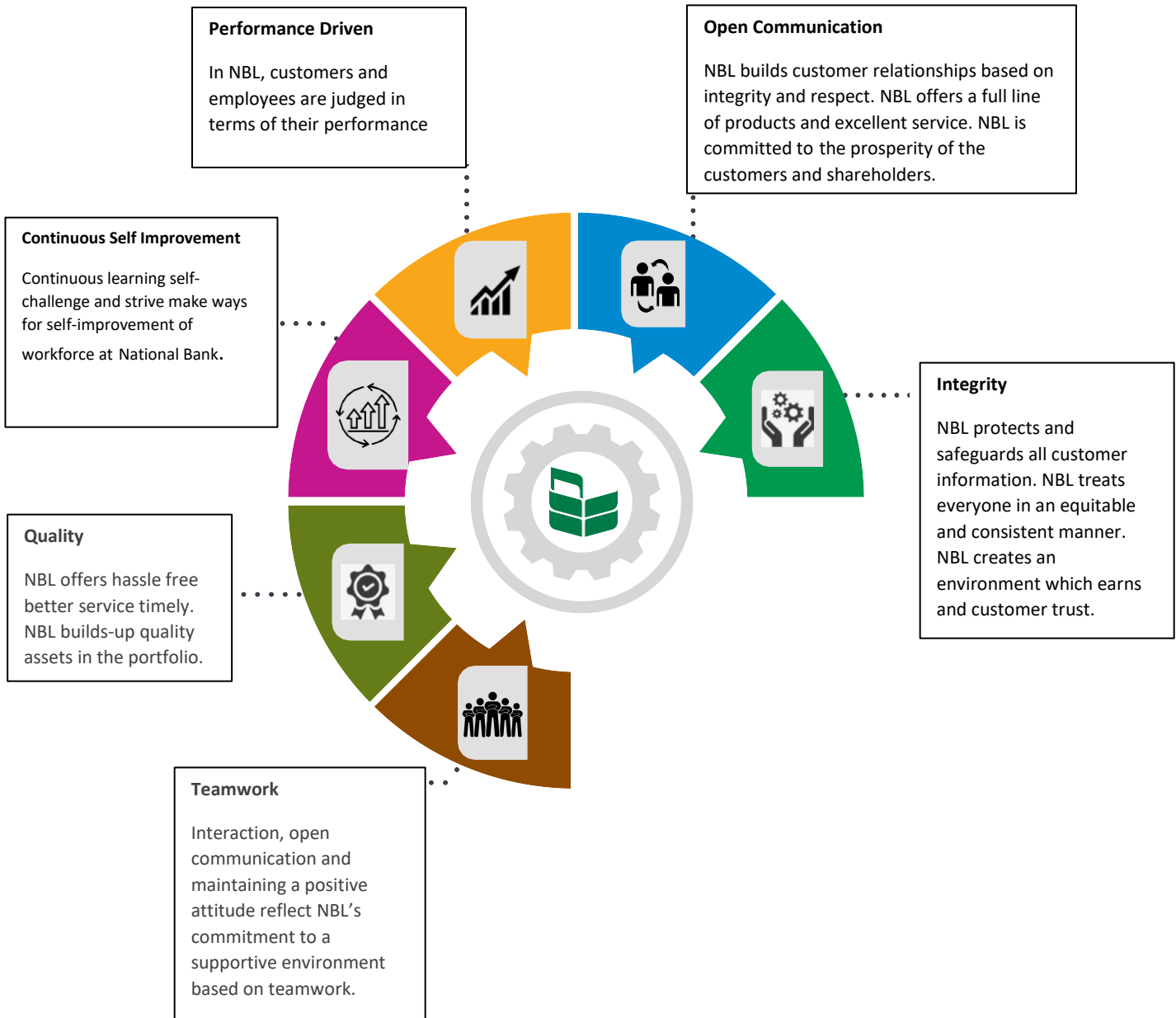


Figure : Core Values

2.2.2 Brand :

Logo

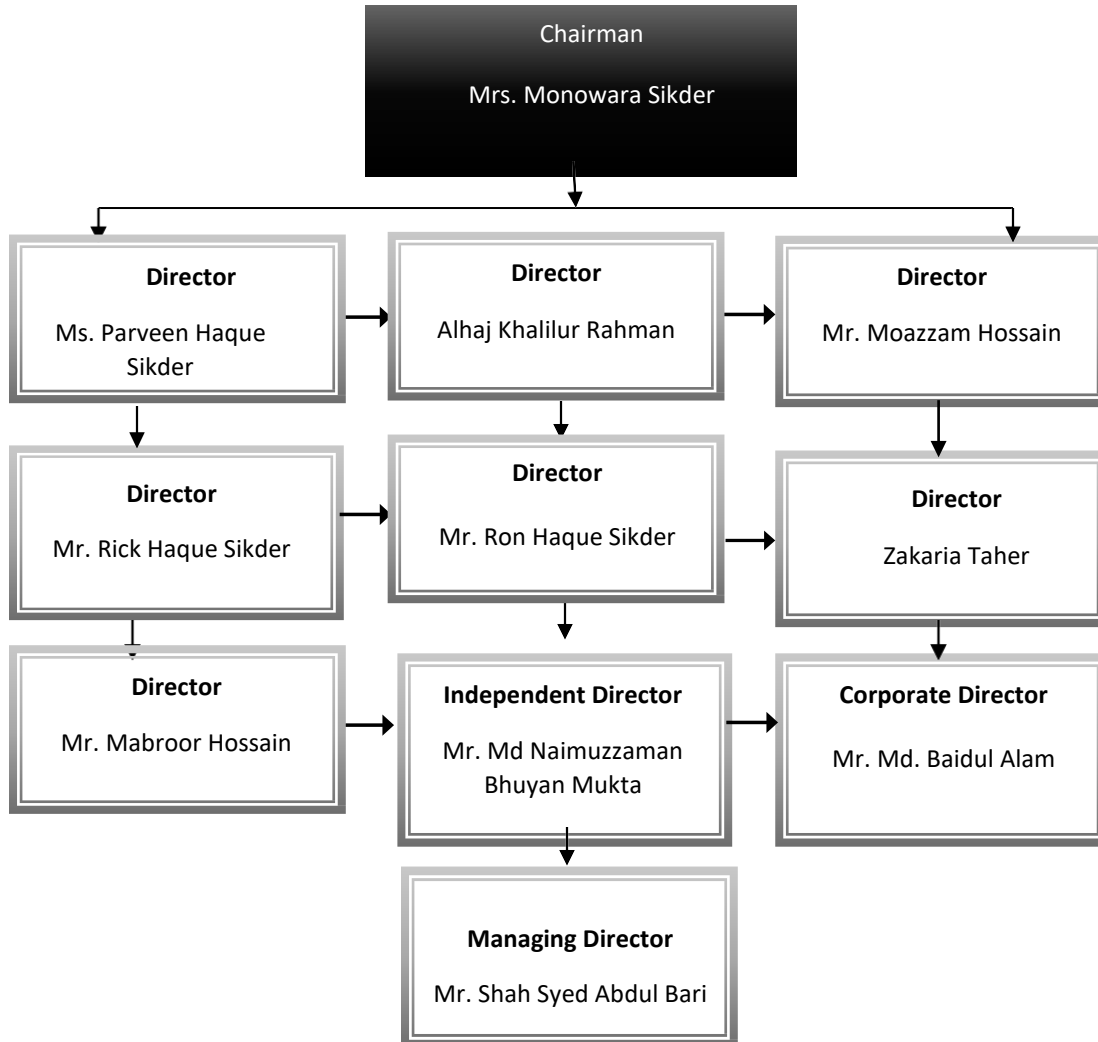
National Bank Limited's logo has been the same since its establishment. According to the bank's upper management, the color green signifies the greenness of Bangladesh's and Mother Nature.



Figure : National Bank Limited Logo

2.2.3 Organogram :

Board Of directors



Hierarchy Organogram

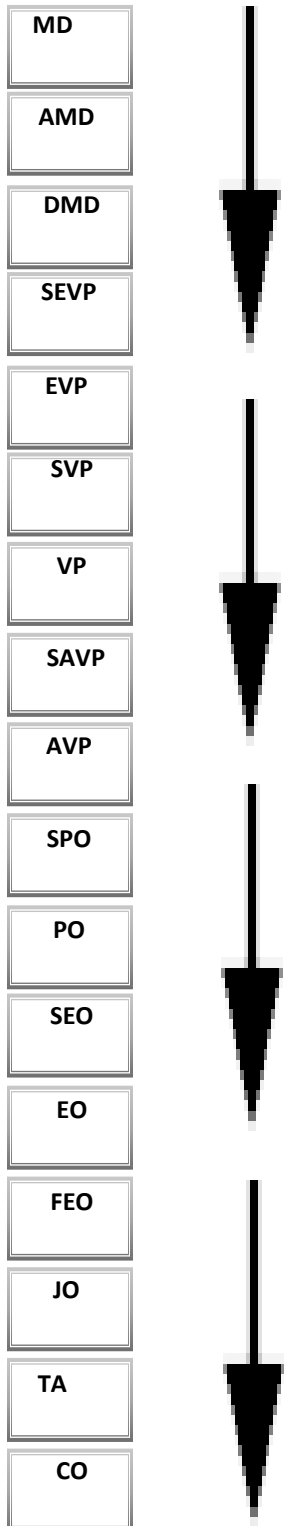


Figure : Hierarchy and designation (**MD highest and CO lowest)

2.2.4 Products and Services :

❖ Deposit Products

- CURRENT DEPOSIT
- NBL MONTHLY SAVINGS SCHEME (NMS)
- MONTHLY EARNING SCHEME
- DOUBLE BENEFIT ACCOUNT
- MILLIONAIRE DEPOSIT SCHEME (MDS)
- APON THIKANA SHANCHOY PRAKALPA (ATSP)
- LUXURY SAVINGS DEPOSIT SCHEME (LSDS)
- FC DEPOSIT
- SHADHINOTA: BI-MONTHLY INCOME SCHEME
- CENTURY DEPOSIT SCHEME
- TERM DEPOSIT
- SAVINGS DEPOSIT
- SONAR BANGLA AMANOT
- HIGHER EDUCATION DEPOSIT SCHEME (HED)
- PREFERRED SERVICE ACCOUNT (PSA)
- SHWAPNO
- NBL AAMAR ACCOUNT
- PROBASHI SHWAPNO.

❖ Credit Products

- LEASE FINANCE
- HOUSE BUILDING FINANCE
- SME FINANCE
- RETAIL CREDIT
- TRADE FINANCE
- AGRICULTURE FINANCE
- WORKING CAPITAL FINANCE
- WORK / SUPPLY ORDER FINANCE
- PROJECT FINANCE

- LOAN SYNDICATION AND STRUCTURED FINANCE

❖ **Services**

- INTERNET BANKING
- 39 ATM BOOTHS

❖ **Interest Rates**

Deposit

SCHEDULE OF INTEREST RATE - % PER ANNUM (EFFECTIVE FROM 22-AUG-2021)

Category Of Deposit	Slabs	Rate Of Interest (P.A.)
Savings	Any Amount	2.50%
Special Notice Deposit	Below 25.00 crore	2.50%
	25.00 crore & above	3.50%
FDR for 1 Month	Any Amount	5.50%
FDR for 3 Months		
	Any Amount	5.60% for Individual *

		5.50% for Others **
FDR for 6 Months		
	Any Amount	6.00%
FDR for 1 Year	Any Amount	6.00%
FDR for 2 Years	Any Amount	6.00%

**** In the case of FDR for 3 months, interest rate of 5.60% p.a. will be applicable to individual deposits and those funds related to provident fund, retirement benefits as well as miscellaneous dues of officers/employees of various government/private organizations.**

***** In the case of FDR for 3 months, interest rate of 5.50% p.a. will be applicable to the funds of various government / autonomous / private organizations / companies / societies / NGOs / educational institutions etc.**

❖ Lending Interest

Lending Interest Rate effective from April 01, 2020

SN	Category of Advances	Revised Interest Rate (p.a.) effective from April 01, 2020
01	Agri Credit	8.00% (Effective from 01-Apr-2021)
02	Term Loan for Large & Medium Industries	9.00%

03	Term Loan for Small & Cottage Industries non PPG loan.	9.00%
04	Working Capital for Industries a) Large and Medium Industries b) Small & Cottage Industries non PPG loan	9.00% 9.00%
05	Export Credit	7.00% (Fixed)
06	Trade Finance	9.00%
07	House Building Loan a) House Building Loan (Commercial) b) House Building Loan (Gen)	9.00% 9.00%
08	Consumer Credit	9.00%
09	Credit Card	20.00% Yearly (Fixed) Effective from 01-Oct-2020

10	Credit to Non-Banking Financial Institution	9.00%
11	Others:	
	a) OD (Exp) [Forced loan]	9.00%
	b) SOD/Loan against FDR of other Banks, ICB unit, WEDB, Any other allowable instrument etc.	9.00%
	c) SOD/Loan against lien on FDR and Scheme Deposit (Except Super Savers' Term Deposit) of our Bank.	<p>i) 2.50% over the FDR/Effective Scheme Deposit rate of interest in case of upto 80.00% lien on FDR/Scheme Deposits.</p> <p>ii) 3.00% over the FDR/Effective Scheme Deposit rate of interest in case of above 80.00% to below 90.00% lien on FDR/Scheme Deposits.</p>
	d) LDBP	9.00%
	e) All other loans & advances created on forced circumstances	9.00%

	f) Loan against Forced Import Payment	9.00%	
	g) OD (General) against work order / Bid Bond / Performance Bond	9.00%	
	h) Others (not covered above)	9.00%	
12	<u>For products PPG based :</u>		
	a) Festival Small Business Loan (Gen)	9.00%	
	b) Small House Loan Scheme	9.00%	
	c) NBL Small Business Loan	9.00%	
	d) NBL Housing Loan (i)	9.00%	
	e) NBL Housing Loan (ii)	9.00%	
	f) NBL Lease Financing	9.00%	
	g) NBL Weaver loan	9.00%	

h) NBL Micro loan	9.00%	
i) NBL Nari Jagaran Loan	9.00%	
j) NBL Trinamul Uddog Loan	9.00%	
k) NBL Nobo Uddog Loan	9.00%	

❖ **Credit Cards**

- **MasterCard**
 - Platinum DUAL
 - Gold DUAL
 - Classic DUAL
- **VISA**
 - Platinum DUAL
 - Gold DUAL
 - Classic DUAL

❖ **Debit Card**

- Platinum Debit Card
- 32 Q-cash member banks.

❖ **Foreign Trades**

❖ **Offshore Banking**

2.3 Management Practices :

National Bank Limited's head office is the center of all branches and every management decision gets finalized after head offices give it a go. Majority of the power is held by the Chairman and wife of late Zainul Haque Sikder, founder of Sikder group and former Chairman of National bank, Mrs Monowara Sikder and 7 other Board of directors, one independent director, one corporate director and the Managing Director of National Bank Limited. The directors are being appointed for their past experience, positions, shares and qualifications.

Every year, National Bank Limited circulates 3-4 job vacancies and the whole system is being processed by their dedicated Human Resource Department. Applicants are being assigned and sorted to their slotted designations according to their qualifications and experience.

Every branch has its own hierarchy where the branch manager holds the highest decision power. Employees of the branch report to the second manager of the branch who is their head of operations.

Employees also get retirement funds and other benefits from the bank after expiration of their employment. Every branch has a reward system for their employees. If an employee brings in 100, 00,000 bdt (1 crore), they get an added bonus and an appreciation letter from the board of directors. Employees get 2-3 yearly bonuses, year-end bonus and an easy emergency loan scheme from the banks only applicable for the employees. They get yearly salary increments and promotions after 3-4 years after each promotional period. The branch manager is the one who gives the call for the promotions of the branch employees and sends the information to the Head Office and steps get taken by the board of directors gradually.

2.4 Marketing Practices :

For any banking and non-banking institutes, financial institutes and investment institutes, it is absolutely mandatory for them to reach out to the customers and the clients, whether it is a potential market or not. National Bank Limited is not very well known for marketing and aggressive marketing but they do their marketing every now and then. Even though there are close to no traces of the bank's marketing steps, promotional activities and other marketing strategies, National Bank Limited used to sponsor Bangladesh Cricket Board back from 2006 to 2010. They were responsible for the maintenance and equipment budget of our national cricket board. Then they used to sponsor Channel-i for the bulletin news. They are currently sponsoring many divisional small cricket teams.

Most of the time, NBL pushes their own employees to do the main marketing for their offered schemes, interests, services, accounts and other bank related products & services. Even though it is a good practice, lack of mainstream marketing channels is creating a lot of issues for the bank. As of 2021, National Bank Limited has disbanded their standalone marketing division and started micro-marketing from each branch separately.

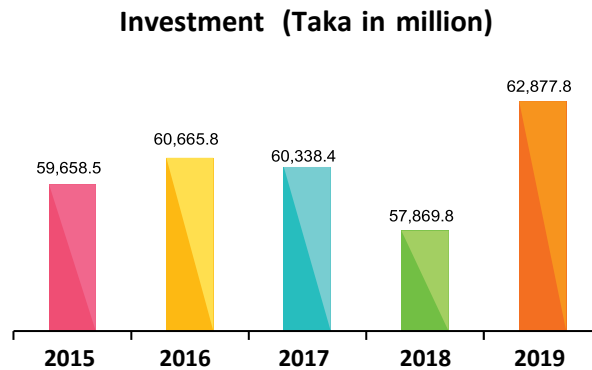
With all the issues, National Bank Limited do have their own parks. If any money gets stuck in the gateway for any technical reasons and if the withdrawer requires the money on an emergency basis, National Bank employees give that customer and client a priority based service, which means that person will get money within a few hours regardless of what the issue is. Account conversion is also very easy and requires only a few steps. Requesting and registering for Debit and Credit card is also very easy and less complicated compared to other banks. All these information and data are being transferred by the officers and employees of the bank via front to front marketing. This not only creates a customer and client loyalty to the bank; it removes a stigma between client-employee relation and for this exact reason, employees of National Bank Limited are known for being one of the friendliest banks among other private banks of this country and this helps the bank getting more clients and customers through mouth to mouth promotions and good word.

2.5 Financial Performance and Accounting Practices :

2.5.1 National Bank Limited's Financial Overview

NBL has been within the industry for four decades and is privileged to have its own competitive advantage through its money strength, sturdy capital base, sturdy branch network also because of the customers' trust and loyalty. Thus despite facing various external challenges, the bank still managed to complete 2019 in sensible standing in terms of liquidity and financial condition. Our focus has been on up quality, ill classified and written off loans, enhancing service excellence, and rationalizing prices. NBL's management has perpetually been careful in upholding for continuous growth and looking out for utmost utilization of its assets. Here is the five year performance chart of NBL from the annual report.

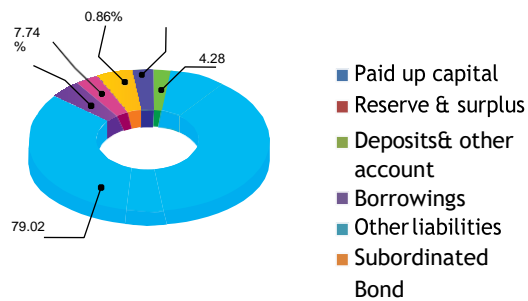
2.5.2 Total Asset



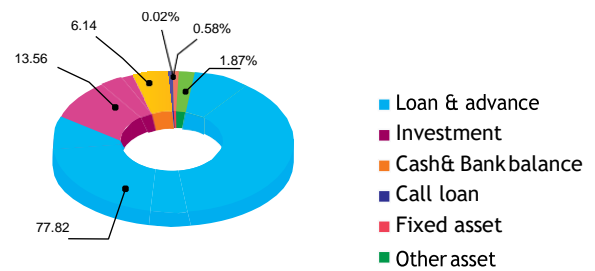
With the enlargement of business, the quality profile of the Bank has conjointly accumulated. Total assets of the Bank grew by 13.84% to BDT 463,574.78 million as at 31st December, 2019 as against BDT 407,227.40 million by 31st December, 2018. The many increase in assets was chiefly achieved thanks to a rise in loans and advances, investments, money and balances with different banks and money establishments. As a Primary Dealer since 2010 the Bank needs to acquire an exact portion of presidency Treasury Bills & Bonds by taking part in bids offered by the financial institution. Throughout the year Government Securities of Tk. 50,231.20 million are non-heritable. Investment portfolio of NBL as on New Year's Eve, 2019 stood at 62, 877.82 million out of that seventy 9.89% is Government Securities. The expansion of Loans and advances of the Bank throughout the amount below review was fourteen.71%. Considering the trade condition of the country the management of the bank disbursed the advances during a prudent manner to support the prevailing customers supported their performances. New customers were conjointly accommodated with correct scrutiny of associated risks.

2.5.3 Liabilities

Source of Fund (%)



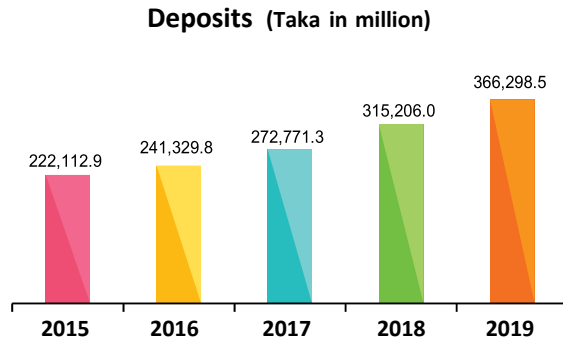
Application of Fund (%)



Total liabilities of the Bank accrued to Tk. 414,537.22 million as of thirty one Gregorian calendar month 2019 from BDT 362,418.05 million in 2018 registering a growth of 14.38%. This was chiefly because of an increase of deposits and creation of provision for taxation, loans, advances etc.

Borrowings from different banks, money establishments and agents have attenuated by 5.99% in 2019 as compared to the previous year.

2.5.4 Deposits



Deposit grew steadily through growth of branch networks in urban and rural areas at intervals the country and growth of overseas operations to facilitate the wage-earners. Vigorous promoting of innovative and competitive deposit products and making certain quality. Deposit grew steadily through growth of branch networks in urban and rural areas at intervals the country and growth of overseas operations to facilitate the wage-earners. Vigorous promoting of innovative and competitive deposit products and making certain quality.

2.5.5 Net Profit

The year 2019 was another difficult year for the banking sector because of numerous domestic and external factors on the far side of the management. Throughout the year average yield was 10.48% that was competitive within the prevailing market yield proportion. Enduring challenges with prudence our overall in operation result was satisfactory because of the correct balance of deposit combined to attenuate the common value of the fund and maintain a stable margin.

NBL generated in operation profit of Tk. 8,784.40 million in 2019 that was Tk. 9,219.18 million in 2018. Income when tax stood at Tk. 4,164.35 million in 2019 when creating provisions for loan loss and taxation, which was Tk. 4,100.31 in 2018.

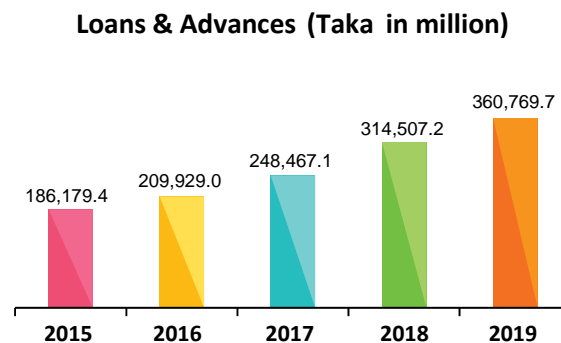
Decrease of income is because of increase in value of funds, steady credit growth, regularization of NPL through rescheduling arrangement and overall prudent call of Board

of administrators and Bank Management and gain on govt. securities of BDT four,164.35 million in 2019 that was BDT 4,100.31 million in 2018.

2.5.6 Income

Diversification of business to enhance profitability mitigating risks is the main concentration of our disposal policy. Timely prudent selections contributed to beat the challenges of 2019. Consistent contribution from every phase of business, earning capability from the core banking operation has raised considerably throughout 2019. Major contributing segments were interest on advances, Treasury and alternative Investment financial gain, fee and commission based mostly financial gain. Total in operation financial gain of the bank registered a growth of 13.61% and stood at Tk. 39,904.10 million in 2019 that was Tk. 35,124.63 million in 2018.

2.5.7 Loans and advances



National Bank Limited went through another difficult year in 2019 with moderate growth thanks to continued low demand for credit by the personal sector, surplus liquidity and political ambiguity within the Q1. The actual strength of a company is tested once it's ready to answer the challenges the setting contributes and switch them into a bonus. Despite the declining trend of rate of interest, demand for personal sector credit has remained mostly low despite the fact that NBL has succeeded to continue the positive pace. NBL's strategic priorities were growth and profit while maintaining the quality and recovery of NPL to

realize strength throughout the year of 2019 and strengthening the foundations for future growth. To cater the credit needs of NBL's massive and distributed patronage base, they need a good variety of loan merchandise covering the areas of agriculture, SME, industries, housing, durable goods, MasterCard and trade services etc. The bank has continuously centered on the standard side of credit whereas augmenting its credit portfolio. As on 31.12.2019 the whole credit portfolio reached Tk. 360,769.74 million showing a growth of 14.71% over previous year.

2.5.8 Earnings Per Share

National Bank Limited's earnings per share were 1.95 taka in 2015 which gradually increased by 2.35 taka in 2016 but again decreased by 1.77 taka in 2017 and gradually decreased to 1.40 taka in 2018. In 2019, it again increased to 1.43 taka (*taka in million).

2.5.9 Return on Equity

National Bank Limited's return on equity was 12.74% in 2015 and increased to 15.96% in 2016 but decreased to 12.27% in 2017. In 2018, the return on equity again decreased to 9.63% which gradually again decreased in 2019 to 8.87% (*taka in million).

2.5.10 Return on Asset

National Bank Limited's return on asset was 1.43% in 2015 and then it decreased to 1.90% in 2016. Again in 2017, the return on asset decreased to 1.43% and the trend kept going down to 1.08% in 2018 and 0.96% in 2019 (*taka in million).

(National Bank Limited, 2019)

2.6 Operation Management and Information system :

2.6.1 What is Operation Management and Information System?

Operations management (OM) is the administration of commercial enterprise practices to create the best level of performance viable inside an organization. It is concerned with converting materials and labor into goods and services as efficacious as viable to maximize the income of an organization. Operations control teams try to stabilize charges with sales to gain the best internet working income possible.

Operations management entails using assets from a group of workers, substances, equipment, and generation. Operations managers gather, expand, and deliver items to clients primarily based on purchaser needs and the capabilities of the business enterprise.

Operations management handles numerous strategic issues, including determining the scale of producing plant life and task control methods and enforcing the structure of statistics era networks. Different operational issues include the control of stock stages, such as work-in-method levels and uncooked substances acquisition, great management, materials managing, and protection regulations.

Operations management entails reading the use of raw substances and making sure minimal waste takes place. Operations managers make use of several formulations, which includes the monetary order quantity formula to determine while and how massive of a stock order to technique and what kind of inventory to preserve accessible.

Information system is an integrated set of parts for grouping, storing, and processing information and for providing data, knowledge, and digital merchandise. Business companies and alternative organizations believe data systems to hold out and manage their operations, move with their customers and suppliers, and vie within the marketplace. Data systems area unit accustomed to run interorganizational provide chains and electronic markets. As an example, companies use data systems to method money accounts, to manage their human resources, and to succeed in their potential customers with on-line promotions. Several major corporations are units designed entirely around data systems.

2.6.2 Operation Management of National Bank Limited

National Bank Limited is a commercial and acknowledged business bank and that they are being run and directed by very competent and able bankers. They frequently concentrate on comprehension and vision for what the business and the owner wants. As operation administration may well be a method that includes organizing, searching for, overseeing, dominant, and overseeing the creation and fabricating processes the operation management team of National Bank Limited contains a clear look on this issue and their team try and accomplish those tasks at intervals with their workforce. Operation managers are a unit driven by the head of each department in National Bank Limited. The operation management crew of National Bank Limited are the main tool to improve the overall profitableness of the bank. The profitableness offers a clear extent of the aptitude of fairness because of the agents and bankers. Because the whole operation management team centers round the management on utilizing the out there resources at intervals the foremost good thanks to achieve extreme targets, thus by the day's finish, it upgrades the overall potency. With its sturdy promise to the money improvement of the country, this Bank has simply engineered a specific imprint within the area of the personal section keeping cash through custom administration, creative execution, and effective methodology. This type of success is all doable for the enthusiastic operation management team of National Bank Limited. Here managers return with the new idea to manage the price optimization and developing business requirements and their plans are an area unit appreciated by their superiors.

Few of their added operations other than other banking operations are :

- Car tax payment
- Phone bill payment
- Foreign bill payment
- Electricity bill payment
- Gas bill payment
- Payments that are related to education
- Freedom fighter fees collection
- Family Savings wiring
- Online banking

- Phone banking
- SMS banking
- Debit and Credit Card management system
- Small business banking system.

2.6.3 Management Information System of National Bank Limited

The bank has information systems for measuring, monitoring, controlling and reporting exposures. Reports are provided periodically to the Bank's Board of Directors, Risk Management Committee of the Board of Directors, SRP team, and senior management. They also have a dedicated training center for provisionary officers to get more information regarding banking. Also, every employee has to put their fingers on a biometric reader for attendance instead of outdated signature registry method. National Bank Limited also has a dedicated server where they hold every digitized information of a branch, number of employees, details of the employees, notices and custom message system to contact with the head office with ease. Everything happens through this server.

2.7 Industry and SWOT analysis :

No matter how good or profitable a company is, they still have their weaknesses, opportunities and potential threats regardless of how strong they are in the market and National Bank Limited is no different from that. To find this aspect, I have used the very popular and easy to use an analytical tool called SWOT analysis. While doing the analysis, I found National Bank Limited's :

Strength

- Tenure and their business span in the industry
- Brand Value
- Proactive employees
- Friendly banking environment
- Simple and easy to understand policies
- SME loans
- Easy Debit card processing systems
- Less complicated card default issue solutions

- Trustworthy management system
- SME banking
- Different types of savings scheme
- Bill payment systems

Weakness

- Poor and non-existent Marketing system
- Little to no promotional steps initiated from the directorial bodies
- Endorsed and dual currency credit cards do not have any offers
- Salary scale
- Number of ATM booths
- Cash in ATM booths
- Cash bounce rate for the debit cards
- Less focus on the small branches

Opportunities

- Opening New ATM booths as much as possible
- Offer more benefits to their credit card holders to make it more popular
- Bill payment industry
- Student Loan
- Dedicated student savings scheme
- More debit card variations
- Prepaid card market

Threats

- Better lucrative offers from other banks
- Client take-over from other private banks
- Political influences
- Mismanagement from the governing bodies
- Government ordinances and actions
- Lower interest rate on some schemes comparatively
- Fast loan processing system of other banks
- Better B2C offers from other banks

2.8 Summary & Recommendation :

Even though National Bank Limited is the first privately owned commercial bank of Bangladesh, many things are still outdated and the whole ecosystem of the bank still needs to be revamped. At this point, the bank has more weaknesses than its strengths and threats yet still holds a huge opportunity to grow. All these things are happening because of some bad management practices but the company is still in its promising state. They can open up many new booths for their cards, offer far more good offers to their card holders, and decrease all the political influences. For the past 15 years, the bank has become a political target rather than its financial aspects which should be the main target for its directorial body. The bank does not have major issues but is struggling because of some small and temporary issues. They should give more promotions to their employees which helps to resolve employee dissatisfactions and promotions should be given by their performances. They should also focus on their asset management as return from their asset is at an all-time low. If investing money is not working, they should lease the assets, lands and other ventures to different companies and parties. They should also revamp their loan system and give borrowers another option to pay in lump-sum if they miss out their installments.

Chapter 3 : How Debit and Credit card process works in National Bank Limited

3.1 Background

Introduction :

The banking sector in Bangladesh played a critical role during the pandemic and is in its highest peak for the current economy of our country. Not only the profit and fund increased, the whole banking ecosystem has been revamped. Because of the Covid-19 situation, creating and requesting for debit and credit cards are at an all-time high as people from every economic demographic wanted to avoid public and all sorts of financial gatherings. As a financial banking company, National Bank Limited not only offers great support to their customers and clients, they have also provided many solutions to the limitations of various types of card based banking. National Bank is known for credit and debit based cards and is one of the very first few banks of Bangladesh to introduce these banking systems to the people of Bangladesh. Many consumers and customers during this pandemic failed to pay their bills and collect money for their own purposes because of health related issues and other national lockdowns; credit and debit cards came in great help because this system not only helps over-gathering; but also provide fast support compared to the long-lasting money deposit and withdraw lines in banks. The fees and interest rate works as an extra revenue for the bank. Charges for the Card Machines and lease also works as an extra revenue for the bank. Basically if a customer and client fails to pay the sum within the given time to the bank while using a credit card, that added extra charge as pay-fine goes to the bank's profit-revenue section directly. Even though National Bank Limited gives a very flexible time-line of 45 days to their card holders to pay-back; delays still occur.

National Bank Limited Provides 2 types of credit card :

Visa Card :

- Platinum
- Gold
- Classic

MasterCard :

- Platinum
- Gold
- Classis

National Bank generally deals with two exchange houses, one is Visa and the other one is MasterCard. Exchange house is generally the house that verifies the transaction and returns a response to the bank to make that transaction happen. Bank is the corporate client to these exchange houses to serve their own clients with benefits.

Our objective of this report paper will be to find and discuss the process of National Bank Limited's Debit and Credit card processes.

Broad Objective :

- To find the process and marketing functions of Debit and Credit card system of National Bank Limited.

Report Objectives :

- Is the process complicated?
- Is there any difference between Debit Card and Credit Card?
- Should we go for debit cards or credit cards?
- Are there enough marketing steps helping the situation?

Significance :

Most people think that making a Debit Card and Credit card is difficult. People also think that having a debit and a credit card is bad for financial reasons. Most people do not know that debit cards and credit cards hold a very significant difference between them. In this report, I will try my best to signify that debit cards not only help situations for many incidents, as well as having credit cards. I will also include in my report that marketing debit and credit cards can and will change any bank's banking ecosystem as well as the whole process of issuing these cards from customer and client endpoint to bank's end point.

3.2 Methodology :

My primary source for this report is from my supervisor and employees of the bank and my secondary source for this report are the published articles, financial report and annual report of the bank. My supervisor has helped me immensely to provide all the possible data that can be shared with an intern for the primary data.

3.3 Findings and Analysis :

3.3.1 Credit Card :

To issue a credit card, National Bank Limited has categorized credit card holders to be from two specific group :

- Salaried Person
- Business Person

Salaried Person

- To issue a credit card for a salaried person, the potential card holder needs to have a statement of a gross amount of 30,000 bdt of monthly salary or 3, 60,000 of annual salary. They need to show an account that trades this amount of salary in each month and annually. If a person gets 30,000 bdt monthly but keeps 20,000 bdt in his/her account but keeps 10,000 bd cash in their hand, they are not eligible for credit card. That is why it is absolutely important to provide a salary certificate to the National Bank for the credit card.
- 2 copies of recently taken Passport size photos are also required. It is mandatory to provide Passport size photos to the bank for legal identification.

- Photocopy of national ID card is also required. To issue a credit card, National Bank needs to know whether the person is of Bangladesh nationality or not because of security reasons.
- TIN certificate and a copy of it is required to be provided by the potential clients and customers to justify whether the card holder is a legal tax paying citizen of Bangladesh or not.
- When a client requests for a credit card, they have to provide information for the personal guarantor in case of credit default; that guarantor will be liable to the bank. Clients will also need to provide passport size photos and a copy of the national ID card of the guarantor. The guarantor will also need to provide his/her signature that matches the signature of their National ID card.
- Clients will need to have a bank statement and credit history of the past six months.
- If the client owns a house, they are required to provide a gas/electricity bill of the past 3 months.
- If the client wants to have an endorsed card for using it outside of the country (Dual currency), they need to provide a copy of their passport, travel quota and contact point verification sheet, where it needs to be clearly stated where the client is staying and how bank can make contact with the client if any emergency situation occurs.

Business Person

- They need to provide 2 copies of passport size recently taken photos for the security and validification purpose.
- Applicant needs to provide a clear copy of National ID card and needs to endorse the copy by any managerial ranked officer of National Bank Limited.
- They need to provide the first copy of the TIN certificate. An E-Tin certificate can also be submitted but it has to be activated first and has to show a statement that has a tax return certificate.
- Then the applicant needs to provide detailed information of a guarantor, passport size, recently taken photo of the guarantor, photocopy of the NID card of the guarantor and a signature of the guarantor that matches with the signature of the National ID card.

- As this plan is for business personnel only, applicants need to provide National Bank their trade license. Initial renewal copy can be used also.
- If the business person owns a limited company, they need to provide a public facing document which will include all the suggested information and interest of 3rd party external affairs and documents of internal affairs of the company. This is known as the memorandum of article.
- Applicants need to provide a corporate guarantee if the company is limited. It's a legal document of the agreement between the person who will lend the money, the entity that will lend the money and the guarantor who remains as a 3rd party liable entity to make everything and every credit lending process as secured as possible for the bank.
- If the applicant wants to use the card for international purposes, they need to provide a photocopy of the passport, contact point verification sheet and travel quota for the security reasons.

3.3.2 Benefits of NBL's Credit Cards :

- National Bank Limited's International Visa or MasterCard is accepted by many international and established ventures all around the world. National Bank's credit cards are endorsed by all around the country, merchant establishments and 5-star hotels, restaurants with diverse services. The number of such outlets is growing every month and year.
- National Bank Limited offers their credit card holders under personal accident insurance automatically up to 5, 00,000 bdt. This is a very lucrative benefit for any card holder who is traveling outside of the country.
- Offers a flexible loan facility where borrowers can return their money without any extra charge if they balance it within 15-45 days.
- National Bank Limited's card division and center remains open 24 hours a day, 365 days a year. If a card holder loses hold of their card, the issue is being resolved within just 24 hours and the card holder just needs to let the center know about it with just a phone call or mail.

- Card holders can request for a supplementary card as an extension to the main card which is a great option offered by the Bank. This way, the main card holder will request for an additional card which will be used by another person over the main card holder. The main card holder's account will be charged for all supplementary cards which saves a lot of money and processes.
- Card holders can withdraw advance cash from their credit card with proper channels in case of emergency.
- Card holders will also have an option to pay a minimum amount while returning the money. In case the card holder do not have the money to pay full stand-out of the lending money, National Bank Limited has made this option even more flexible by making another option where card holders do not need to pay the full amount but the mentioned minimum amount in the receipt It helps anyone who requires emergency cash withdrawal with temporary financial issues.

3.3.3 Debit Card :

After 2015, National Bank Limited has merged all of their debit cards into Platinum Debit Cards. To get a Debit card from National Bank Limited, applicant needs to :

- Have an existing account at any branch of National Bank
- Create an account if do not have any account
- Needs to provide 2 copy of Passport size recently taken photo
- Give photocopy of National ID card
- Fill-up a 1 pager form to register for the debit card
- Come physically to the bank to receive the card

3.3.4 Benefits of NBL's Debit Card :

- Cheap yearly card cost
- Unlimited balance ceiling
- No added charge while using NBL ATM booths
- Charge is also small if card holder uses different ATM booths
- Card can be converted into international
- Fast card replacement time (Less than 20 days)
- Fast issue time (Generally it is said 21 days but customers receive it way under 21 days)
- Online Banking

3.4 Credit Information Bureau(CIB) Report :

National Bank Limited collects all the necessary data from the potential card holder and double checks the information by sending it to the Credit Information Bureau whether the client or customer had any past history regarding credits and money or not. CIB holds every client and customer's history from any bank in Bangladesh. If anyone creates a credit card or debit card, the information immediately gets registered to the bureau, from small credit return history to big financial borrowing history. CIB prepares a report for every single citizen as and when required by any financial institute. Their report contains all financial records of that particular individual made throughout his/her lifetime within the country. CIB is a safety system for Banks, Non-Banks and all financial institutes.

If an applicant having any form of classification in their CIB report will become immediately ineligible for credit card as well any other form of credit facilities.

These classifications are of 4 types :

- Special Memorandum Account (SMA)
- Sub Standard (SS)
- Doubtful (DF)
- Bad/loss (BL)

SMA and SS are the people who have failed to return the sum to their lenders for 24 months or less. Banks still give credit cards to these applicants upon a submission of a security deposit to decrease the risk but DF and BL are the card holders who have failed to return the borrowed money for 36 months or more and they will get immediately rejected upon applying for a credit card.

If any applicant does not have any existing CIB report, then it is up-to the employees to the National Bank evaluate the situation. For instance, if the officer who is attending an applicant without any CIB history is the one to evaluate whether the applicant will be eligible for the credit card or not. The officer may ask for a small deposit of cash for security purposes for fresh applicants.

3.5 Analyzing Marketing & Promotional sections of NBL Debit and Credit Cards

National Bank Limited spends little to no effort promoting their debit and credit cards. All these promotional activities occur during the interaction between the employees and the client/customer. If we look at the Eastern Bank Limited, their Prepaid Aqua literally revamped their card divisions. Their other prepaid and debit cards also offer a number of benefits to their clients including helping with digital wallet related banking.

If we run a comparative analysis on the cards of NBL with EBL :

National Bank Limited	Eastern Bank Limited
Do not offer any added benefits to their credit card holders	Offers many things like travel discounts, hotel discounts, buffet etc.
Do not offer any prepaid card	Offers prepaid card
Do not have diverse debit card	Offer diverse debit cards, I.E : Dual, Multi etc.
Quality of the debit card is poor	Quality of the debit card is high
Poor quality debit card can and may cause cards getting stuck inside ATM booths	Have no such issues
Have very low supporting banks resulting clients switching towards other banks instead	Have diverse support of ATM booths from other banks
Have no promotional venture for both debit and credit cards	Have dedicated promotional team for the marketing and research
Has only 39 ATM booths	220 ATM booths all over the country

3.6 Conclusion and recommendation :

National Bank Limited is the first privately owned commercial bank in Bangladesh. The bank has contributed into many economic scenarios in Bangladesh. Even though the bank is seeing a positive trend in every other sector from the year 2018, the revenue, return and profit is still very low compared to 2015 and 2016. The bank holds an immense amount of assets, human capital and chain of investments but because of lack of any marketing strategies; NBL is struggling to stand along with other competitive commercial private and non-private banks. My report solely created upon the results after analyzing various aspects of the bank's credit and debit card sections, its process and systems but is struggling along with other departments and sectors of the bank. This is a result of bad investment and mal-marketing practices. As National Bank Limited dissolved their Marketing department completely and only does corporate marketing and front desk marketing through their employees; lack of promotional campaigns, sponsorships and endorsement is hampering the overall ecosystem of the bank. Just while writing this report, NBL started to take payments for passport related documents; in 2021. This just proves how lack of marketing can make a bank like National Bank struggle even with a golden history. The good part is, the bank is trying to rise up again even after facing various losses and failed ventures.

Evaluation of the report objectives : While analyzing different aspects of the process for creating debit and credit cards, I found that the process to create and issue credit cards is indeed complicated. It is definitely complicated for literate people regardless if the applicant is academically literate or of knowledge based literate. Even to this day, many hold the idea about both debit and credit cards being of the same category but both cards are completely different in nature where one lends money and the other transfers and deposits their own money to use it later. This is a lack of proper circulation of information. As an emergency situation holds no bar, everyone should at least have a debit card which is for their own safety and effectiveness. It will not only enable a card holder to enter online banking; it will also save a lot of time and safety-security of the money. So yes, we should go for debit cards regardless of anything. I still think that the card division of National Bank Limited does not get proper justice with their current marketing strategies even with the stand-out security process that they have and use to issue credit cards.

Recommendation :

- Bring back Marketing Division
- Invest more on the employees
- Add diverse set of debit and credit cards
- Add more exchange houses like AmEx
- Add more ATM booths
- Planned marketing promotions
- Specialized marketing strategies
- Make quality debit and credit cards
- Circulate more information about the cards
- Offer debit cards automatically to the account holders

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