

Report On

**Assessing the effectiveness of specialized banking services (Women Banking,
School Banking, Youth Banking) at One Bank Ltd**

By

FARIHA MAHMOOD

ID- 15204079

An internship report submitted to the BRACBUSINESS SCHOOL in partial fulfillment of the requirements
for the degree of
BACHELOR OF BUSINESS ADMINISTRATION

BRAC BUSINESS SCHOOL

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Declaration

It is hereby declared that

1. The internship report submitted is my/our 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/We have acknowledged all main sources of help.

Student's Full Name & Signature:

**FARIHA MAHMOOD
15204079**

Supervisor's Full Name & Signature:

**Mr. MD. SHAMIM AHMED
Lecturer , Asst. coordinator
Brac business school
Brac university**

Letter of Transmittal

MD SHAMIM AHMED

Lecturer and Asst.Coordinator

BRAC Business School

BRAC University

66 Mohakhali, Dhaka-1212

Subject: Assessing the effectiveness of specialized banking services (Women Banking, School Banking, Youth Banking) at One Bank Ltd

Dear Sir,

This is my pleasure to display my entry level position provide details regarding 'Assessing the effectiveness of specialised banking services (Women Banking, School Banking, Youth Banking) at One Bank Ltd', which I was appointed by your direction.

I have attempted my best to finish the report with the essential data and recommended proposition in a significant compact and comprehensive manner as possible.

I trust that the report will meet the desires.

Sincerely yours,

FARIHA MAHMOOD

Student ID: 15204079

BRAC Business School

BRAC University

Date: 18th July, 2021

Non-Disclosure Agreement

This agreement is made and entered into by and between ONE BANK and FARIHA MAHMOOD at BRAC University. According to the agreement the intern will not either during the continuance the internship hereunder or thereafter except in the proper course of duty, or with the express written consent of the bank, divulge or make use of any secret or of any correspondence , accounts, information, connections, dealings whatsoever of the bank, or of any customer or correspondent of any of them or of any knowledge gained in relation thereof during the term of internship, and shall not alter, obliterate, spoil, destroy, waste, embezzle ,spend, or without the express written consent of the bank, takeaway from the custody of the bank any of the groups , papers, writings, accounts, money or other property of the bank or any of the bank or of any customer or correspondent of any of them.

Acknowledgement

Having an Internship opportunity in a reputed bank like – ONE BANK LTD, was an excellent opportunity to learn and get experiences about professional, banking or corporate world. I feel privileged and blessed to work with such a wonderful team who supported me in every step within my internship period. I would like to express my heartfelt gratitude for helping and guiding me , preparing this internship report. To start, I would like to thank and show gratitude to my respected supervisor and faculty sir MD. SHAMIM AHMED, who helped me in the selection of the topic and by giving me proper time to finish my report. Moreover, I also want to thank him for helping me while doing the report and guiding me what should be the best for the report. I would also want to convey my thanks to my organizational supervisor MS. NILUFAR PANNA madam and her team for giving me clear guidance and showing to execute my responsibilities throughout my internship. Finally, I am thankful to other employees of the organization for being friendly and cooperative throughout period.

Executive Summary

This report is a fulfillment of the internship program at One Bank Limited under BRAC Business School. I was assigned as an intern at One Bank Limited's Elephant Road Branch as a marketing intern under the supervision of NilufarPanna, First Asst. Vice President & Branch Service Manager.

The objective of the report is to assess the effectiveness of specialized banking services (Women Banking, School Banking, and Youth Banking) at One Bank Ltd. The conclusions are drawn after evaluating both qualitative and quantitative data. This report's primary measure for effectiveness is based on the number of new accounts opened for each of the programs each year.

The research is conducted based on secondary data provided by One Bank Limited Elephant Road Branch. The data is analyzed for each scheme (School Banking, Women Banking, and Youth Banking) separately. Their popularity has determined the effectiveness of each of the programs and the number of clients each of them could sustain. A wholehearted approach has been made to account for the drastic change in customer behavior due to the pandemic.

The results of the report suggest that the programs have been successful in achieving their intended purpose that is generating interest among various segments of the population to open an account with OBL. However, the pandemic has caused tremendous damage to the programs and the number of people signing of the programs ever since the crisis started. Therefore, it has been highly recommended that OBL design its marketing and operation strategies keeping the new normal in mind.

Keyword(s): Effectiveness; Pandemic; Financial Inclusion; Digitization

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List of Acronyms

BB = Bangladesh Bank

OBL= One Bank Limited

AGM = Annual General Meeting

SWOT= Strengths, Weakness, Opportunity, Threat

VAS= Value-Added Statement

WEF = World Economic Forum

CAR = Capital Adequacy Ratio

GDP = Gross Domestic Product

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Overview of Internship

1.1 Student Information

Student Name: Fariha Mahmood

ID: 15204079

Program: Bachelor of Business Administration (BBA)

Major: Marketing

1.2 Internship Information

1.2.1 Company Information

Period of Internship: 3 months

Company Name: One Bank Limited

Department: Marketing (Customer Service)

Address: 1ST Floor, Globe Center, Bata Signal, 216 Elephant Road, Dhaka

1.2.2 Supervisor's Information

Name: Nilufar Panna

Position: First Asst. Vice President & Branch Service Manager

1.2.3 Scope of Work

I was assigned as an intern at One Bank Limited's Elephant Road Branch under the supervision of Nilufar Panna, First Asst. Vice President & Branch Service Manager. As a marketing major, my tasks involved supporting the marketing department in various capacities.

The marketing department at One Bank plays a pivotal role in maximizing customer engagement and revenue generation. It is responsible for ensuring and monitoring customer satisfaction which is crucial to increasing banking activities among current clients and procure new ones. Banks are now increasingly focused on enhancing customer loyalty as it translates to a more stable revenue stream. Crucially, due to rising competition in Bangladesh's saturated banking sector, the marketing team plays an essential role in ensuring robust growth and sustainability.

Throughout my tenure, I had the opportunity to play a crucial role in the marketing team's effort to build and enhance customer service. From attending clients to clearing checks and keeping records, I had the opportunity to closely learn about the aggregate marketing operations of One Bank Limited. Some of the tasks I performed during my internship are as follows:

- **Attend Clients:** An increasing number of researches are showing that good customer service can significantly improve customer retention rate. I was assigned to attend clients under the customer service department and was expected to create solutions through effective communication. Subsequently, I was also entrusted to inform customers and persuade them to engage in revenue generating activities such as signing up for new savings plans or applying for a credit card. Overall, I was tasked to strengthen customer relations through problem solving, create revenue generating opportunities and build new relationships through mutual understanding.

- **Assist Senior Officers:** Throughout my tenure, I was able to play an integral role in One Bank's operations by assisting my senior colleagues in numerous activities. From the onset of my internship period, my senior colleagues entrusted me with filling out forms and handling sensitive documents. I have also been highly commended for being fast, efficient and devoted toward my responsibilities. My overall understanding about the banking operations from my academic life proved invaluable and allowed me to establish myself as a knowledgeable and intuitive member of my team at One Bank Limited.

Sorting Out Files: Sorting out files of different schemes often required advanced understanding of each of them. I was regularly asked to sort and file them under the appropriate section. It allowed me to learn about the schemes and assess their performance over their life cycle. Consequently, my understanding of the schemes structure and operations led me towards an internship report focusing on the special schemes.

Keeping Record of Debit Pin and Cards: My responsibility was to keep a record of all the credit card numbers, pin and deliver them. Concurrently, I was expected to keep the record through a register copy. Consequently, whenever a client asked for his/her card and pin, I would take a signature on the register copy as a proof of acknowledgement.

Recording Cheques: I was tasked with maintaining the check register for a certain period of my internship. Although I was nervous at first, knowledge of Accounting courses helped me immensely in understanding the proceedings and completing my duty without any error. The entire process was done manually, so I had to be careful not to make any error.

Sorting out clearing cheques: Although a very standard procedure, sorting out clearing cheques and keeping records required proper knowledge of the operations and interrupted attention to be done right without any mishap, which can be detrimental to the team.

The table below elaborately details my activities throughout the duration of my internship period.

Week	My Activity
Week 1	After receiving the joining letter, I joined One Bank Limited as an intern. In the first week, I was introduced to my colleagues and briefed about the bank's operations. Subsequently, I was made aware of the professional hierarchy of the company and the obligatory responsibilities of an intern. Overall, my first week at One Bank Limited was focused on getting acknowledged about the operations and work culture at OBL.
Week 2	The second week started with ice breaking sessions, an essential part of training at OBL. The entire experience was fun and interactive and eased the early jitters of working in an office environment for the first time in my life. Also, I learned the process of opening a bank account and the necessary documents required for the procedure.
Week 3	By the third week, I was more comfortable and aware of my responsibilities at One Bank Limited. I was able to perform the assigned tasks with ease. Concurrently, I learned how to create account opening and special schemes

	forms and handle customer inquiries at the customer service centre.
Week 4	I was able to get access to the file inventory room where all the crucial records of the branch are stored. I was assigned to sort out the forms and arrange them in separate files to keep track of the necessary documents.
Week 5	I was given the responsibility of keeping the debit and credit card pins. They were recorded in a register book after being received from the postmaster.
Week 6	By that point, I became an integral part of the team and played a crucial role in ensuring the proceedings at the marketing department remained efficient. Besides keeping records of the debit and credit card pins on the register copy, I had to store them safely in the designated boxes. It meant that the pins could easily be retrieved upon request by a customer.
Week 7	Due to the rise in COVID-19 cases, the government had to impose another phase of lockdown, and that meant bankers around the country had to work on a roaster basis. As such, I could still perform the various tasks I had been assigned, but on a limited scale. Most importantly, the customer footprint radically declined during the lockdown. Therefore, I was primarily engaged in administrative duties throughout the period.
Week 8	With the lockdown in place, the Bank was operating on a limited scale. The marketing department mainly was focused on engaging with the customers remotely. At the same time, I was tasked to organize the inventory files according to products, schemes and data.
Week 9	Due to the nature of my assigned work, work from home was not possible for me. Therefore, I had to make the most of the time I was allowed to go to work. Unfortunately, at the same time, two of my colleagues were unable to attend the office due to a health emergency; therefore, I was one of the two employees available for customer service duties. Although it was a challenging task, I had the opportunity to grasp the aggregate responsibility of

	a customer service execution, which will be invaluable for me in future.
Week 10	Unfortunately, the authorities had to implement stricter measures to contain the climbing infection rate. Subsequently, the Ramadan timings made it challenging to complete my administrative duties while fasting.
Week 11	A significant proportion of the 11th week of my internship was covered by my off days at the bank and Eid -ul-Fitr holidays.
Week 12	During the last week of my internship, I comprehend how much I have grown as a person. Besides being able to complete my tasks with ease, I was able to act intuitively and make decisions that proved beneficial for my employees. Most importantly, I was able to relate the bank's operations to my academic knowledge, especially to the Major (Marketing) of my undergraduate course.

Table 1: Details of Internship Activities

1.3 Internship Outcomes

1.3.1 Intern's Contribution to One Bank Limited

Interns play a crucial role in supporting OBL's operations, and a significant portion of its full-time employees are sourced from internship programs. Consequently, One Bank does not assign its interns any minuscule or inconsequential task; instead, my assignments had a long term motivation. Throughout the duration, I contributed to OBL as an integral part of their operations. At one point, I was one of the two employees available at the branch to undertake customer care duties. I had been an efficient and dedicated member during the crucial lockdown period; it has been the most rewarding aspect of my internship journey.

Concurrently, my interactions with the current employees working at the Bank were very productive for both parties. I put some fresh ideas on the table, which contributed immensely to reaching or even surpassing departmental goals. Interacting and directing me also proved beneficial to newer managers to implement and assess their leadership skills. It allowed them to

communicate and explain the operations of the Bank in a much less stressful manner and learn new management techniques through the experience.

Most importantly, having an intern prepare a report on their latest numbers and operational infrastructure will allow OBL to assess its own management from a more neutral perspective. Subsequently, my internship report will be available for any potential client or investor to help them make more informed decisions.

1.3.2 Benefits to the Intern

The internship opportunity has had a significant effect on my academic life and will help a great deal in determining my future career path. Some of the benefits of this experience are listed below:

Valuable Insights

During the past three months, I have gained valuable insights into Bangladesh's banking sector. In my opinion, every individual citizen, regardless of their livelihood, should have a basic understanding of the banking industry. This internship has allowed me to learn first-hand about the country's banking regulations, which will help me make better decisions regardless of my future employment.

Practical Experience

There is a significant distinction between learning about banking in academia and working in a bank. Similarly, there is a vast gap between the theories and practical experiences across industries. It has helped me to develop the skills required to manage future employment. Besides creating an understanding of the banking sector, this internship has dramatically enhanced my work awareness and intuitive abilities. I can now assess and prioritise tasks according to their necessity and perform them efficiently within due time.

Interpersonal Skills

Perhaps, the most valuable outcome of the internship program is the opportunity to interact with people in the workplace. The workplace is a critical environment, different from any social

spaces people are familiar with. Therefore, fresh graduates often struggle to adapt to the competitive nature of the workplace. I have learned to focus on problem-solving rather than worrying about being likeable; simultaneously, even in disagreements, I have learned to respect others' opinions and interact with my colleagues with proper etiquette. Concurrently, I have learned how to engage with clients to reach a solution. Working in a bank allowed me to interact with a diverse range of clients; often, they fail to communicate, leading to customer dissatisfaction. I have been commended for being in solving issues owing to better interpersonal skills.

Boost in Employability

This experience helped me immensely to develop an understanding of my own abilities. Besides having a good degree, it is essential to demonstrate your abilities to a potential employer to succeed in professional life. Currently, the job market is highly competitive, and one has to show relevant job experience besides having a decent grade. Potential employees must have the ability to stand out among the thousands of potential applicants. Work experience is a great way to stand out among a host of applicants. Highlighting my experience will help me stand out in my future job applications.

1.3.3 Difficulties

Although One Bank Limited is among the best employers in the country, I faced some challenges throughout the period. They are listed as follows:

Lack of Information

It has been challenging to gather relevant information about OBL's financial details and management infrastructure. The lack of information has impeded preparing the internship report and made it difficult to assess the performance of the schemes in question.

Inadequate Digitization

Most of the tasks that I have been assigned at OBL were manual work. Technology has become an integral part of modern banking, and not being able to learn how to operate banking software

is one of the greatest regrets of my internship experience. It will continue to bother me and negatively affect my confidence when applying for future banking positions.

Short Duration of Internship

Operations in the banking sector are convoluted, and grasping the implications of the regulations requires quite some time. I feel like there is a lot more to learn about the management and operations of a bank than what has been possible during the three months of my internship.

The Pandemic

We are currently passing one of the most challenging times in human history. As the pandemic rages on, banking activities have been hampered all over the world. The pandemic has dealt retail banking the most significant blow, and operations have been running on a limited scale for more than a year. Therefore, it has been challenging to keep learning amid all the chaos, and I would have preferred an internship period uninterrupted by lockdowns and restrictions on banking operations.

1.3.4 Recommendations

I have a few recommendations for OBL that will further strengthen their internship program and facilitate better results.

Training Sessions

It will benefit both OBL and future interns if an introductory training session is accommodated in the internship program. It will allow the interns to better adapt to the new environment and perform according to the expectations of OBL. Subsequently, One Bank will facilitate a better supply of future employees if the internship program is built to provide practical solutions.

Better Infrastructural Support

During the internship, I saw the branch suffering a lot of setbacks due to poor internet connection. Also, I could not connect to the branch's wifi, and the IT department could not

provide any viable solution. Therefore, One Bank must upgrade its digital infrastructure and enable its employees to keep up with their peers in the industry.

Larger Intern Pool

At the Elephant Road Branch, I was the only intern during my assigned period, and it was detrimental to my learning process. Allowing more interns to work in groups is highly recommended for OBL. It will enable interns to articulate ideas among themselves, resulting in innovative solutions. Consequently, One Bank will produce employees with greater critical thinking and problem-solving abilities.

Better Stress Management

Working in Bank can be very stressful. The long working hours can be stressful for an intern who has no prior experience of employment. Therefore, allowing interns better working hours and facilitating some entertainment will enhance performance and encourage interns to join OBL full-time employees.

Organization Overview

2.1 Introduction

This internship is a prerequisite for completing the Bachelor in Business Administration programme (BBA) at BRAC Business School (BBS). I have been fortunate enough to undertake it at One Bank Limited. Being assigned at the Elephant Road Branch, the internship duration was three (3) months. Throughout the twelve weeks, I was involved in various activities and played an integral role in supporting the branch's operations. Although the official working hours were from 10 am to 5 pm, employees at the branch were required to report to work by 9:30 am, and the total time often extended well beyond 5 pm. Unfortunately, the last four weeks of my internship were hampered by countrywide lockdowns due to a surge in the infection rate of COVID-19 and curtailed office hours due to Ramadan leading to Eid al-Fitr.

Objective

This section provides an organizational overview of ONE Bank Limited. The section aims to elaborately discuss the company in aggregate and understand and understand its dynamics in the internship context.

Methodology

This overview is developed with the secondary data collected from online sources. Information about One Bank Limited is assessed in the context of the internship report. A significant amount of the data has been collected from the One Bank website. Subsequently, valuable insights about the Bank's management practices acquired during the internship period have also been stated in the report.

Scope

In aggregate, the section provides a qualitative analysis of the company through information collected from secondary sources. The section allows us to understand how theoretical principles are executed by various branches of a commercial bank. It also allows us to assess the implications of government regulations, customer motivations and external factors such as the pandemic on a bank's operations.

Limitations

Some sensitive information regarding client data and marketing strategy has not been disclosed as per Bank's policy. Most importantly, due to the pandemic, the recent data may not reflect the general trend of Bangladesh's banking sector and in cases, might appear extraordinary.

2.2 Company Overview

History

ONE Bank Limited is one of the forty-three commercial banks in Bangladesh. It was established in May 1999, with the Registrar of Joint Stock Companies under the Companies Act of 1994 as a private sector commercial bank. The Bank is dedicated to serving the community, community and the country. The primary emphasis is on efficiency, transparency, precision, and motivation, with the spirit and conviction to excel as ONE Bank in terms of both value and image. The name ONE Bank is derived from the promoters' insight and long-nourished desire to reach out to people from all walks of life and progress together toward prosperity in a spirit of oneness.

A Private Sector Commercial Bank

It is a private sector commercial bank specializing in accepting deposits from the general public through its various saving schemes and lending the funds to businesses in multiple industries at a profit. In selecting asset and liability portfolios, proper risk assessment and compliance are meticulously followed. The financing is primarily used for working capital and long-term funding.

Promoting Industrial Growth

The RMG and Textile sector is central to OBL's industrial investment strategy. The Bank's non-funded business has grown significantly as a result of its increased exposure to RMG. It has taken the initiative to increase its exposure in SMEs to broaden small entrepreneurs' access to bank credit.

Diverse Range of Services

OBL has real-time online banking and has launched Visa debit and credit cards, ATM facilities, E-Banking, Mobile banking, and other services using cutting-edge technology. To ensure the Bank's business continuity, a full-fledged Disaster Recovery (DR) center has been established in

Sirajgonj. OBL has a centralized loan administration and trade processing center in Dhaka and the Chattogram zone.

Vision

One Bank Limited envisions establishing itself as a role model in Bangladesh's banking sector through fulfilling the needs of its stakeholders.

Mission

One Bank Limited is dedicated to innovating to ensure better customer service. The Bank also promises to prioritize its social responsibilities. Subsequently, develop the best practices in the industry by regularly assessing all its operations. One Bank Limited also aims to ensure high-quality service from its employees by facilitating an adequate work environment.

Company Information

Name of the Company
ONE Bank Limited

Chairman
Mr. Sayeed Hossain Chowdhury

Vice Chairman
Mr. Asoke Das Gupta

Company Secretary Mr. John Sarkar	Managing Director Mr. M. Fakhrul Alam
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Legal Status Public Limited Company	Line of Business Banking	SWIFT ONEBDDH
Date of Incorporation May 12, 1999	Telephone 88 02 9118161	Website www.onebank.com.bd
Registered Office 2/F HRC Bhaban 46 Kawran Bazar C.A. Dhaka 1215, Bangladesh	Telefax 88 02 9134794	E-mail obl@onebank.com.bd

Fig 1: Company Information, Source: One Bank Limited

List of Services

One Bank Limited offers a wide range of services to its customers. The service can be categorized as follows:

<p>1. Account Opening</p> <p>a) Current A/C</p> <p>b) Saving A/C</p> <p>c) FDR d) DPS</p> <p>2. Cash cheque payment</p> <p>a) High value</p> <p>b) Poor value</p> <p>3. Cash Deposit:</p> <p>a) Below Tk. 1 lac</p> <p>b) Above Tk.1 lac</p> <p>4. Domestic-Cheque Clearing:</p> <p>a) High value</p> <p>b) Regular value</p>	<p>9. Utility Bill receipt</p> <p>10. Bill Payment (vendor)</p> <p>11. LC Issuance</p> <p>a) Master LC</p> <p>b) BTB LC</p> <p>12. Bank Guarantee issuance:</p> <p>a) Local</p> <p>b) Foreign</p> <p>13. Bill Acceptance</p> <p>14. Issuing Cheque Book</p>
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<p>5. Foreign-Cheque Clearing:</p> <p>a) Drawn on Bangladesh</p> <p>b) Drawn on abroad</p> <p>6. Short Term Loan sanction</p> <p>7. Long Term Loan sanction</p> <p>8. Remittance issue, Issue of PO/DD/TT</p> <p>a) Local DD/TT</p> <p>b) Foreign DD/TT</p>	<p>15. Balance Confirmation Certificate</p> <p>a) Personal A/C</p> <p>b) Institutional A/C</p> <p>16. Statement of Account issue</p> <p>17. Issuance of Card:</p> <p>a) Debit card</p> <p>b) Credit card</p>
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Table 2: List of services offered by One Bank Limited

2.3 Management Practices

One Bank Limited aims to establish itself as a model commercial bank by providing immaculate customer service. Therefore, enabling employees to deliver high-quality services by facilitating a good work environment is OBL's crucial growth strategy. As such, OBL fosters an environment where any recruit can adapt, learn and grow. On the first day of my internship, I was put at ease by friendly colleagues and a productive work environment.

Developing Skills

Bangladesh's banking sector is highly competitive; therefore, OBL encourages its employees to strive for excellence to maintain a competitive edge over its peers. Skill development is not merely a tool to provide better service but an irreplaceable asset for the long-run growth. OBL expects all its employees to acquire and dedicate their skills to organizational development. To that end, the Bank provides numerous training programs ranging from interpersonal to IT. Due to the pandemic, I was not able to participate in any special programs. However, I received significant guidance from the IT department and senior management.

On the Job Training

One Bank Limited prioritizes on-the-job training over academic learning or grades. Employees are encouraged to consider every obstacle as a learning stage and take on challenges as they grow. As an intern at the marketing department, we were trained to engage with the customer efficiently. OBL caters to clients from various segments of society, and each of them requires a different approach to communication. I was taught to understand and interpret customer issues and engage in getting a meaningful solution.

Importance of Professional Hierarchy

One Bank Limited is one of the best institutions in the country for pursuing a career in the banking industry. Senior management encourages personal growth, and you can move quickly up the professional ladder if shown promise and hard work. Concurrently, One Bank Limited is very strict about maintaining hierarchy and respecting professional boundaries. It also maintains a zero-tolerance policy for any harassment at the workplace. One Bank is dedicated to maintaining itself as an enticing professional destination for aspiring bankers in the country with a clear path to growth and success.

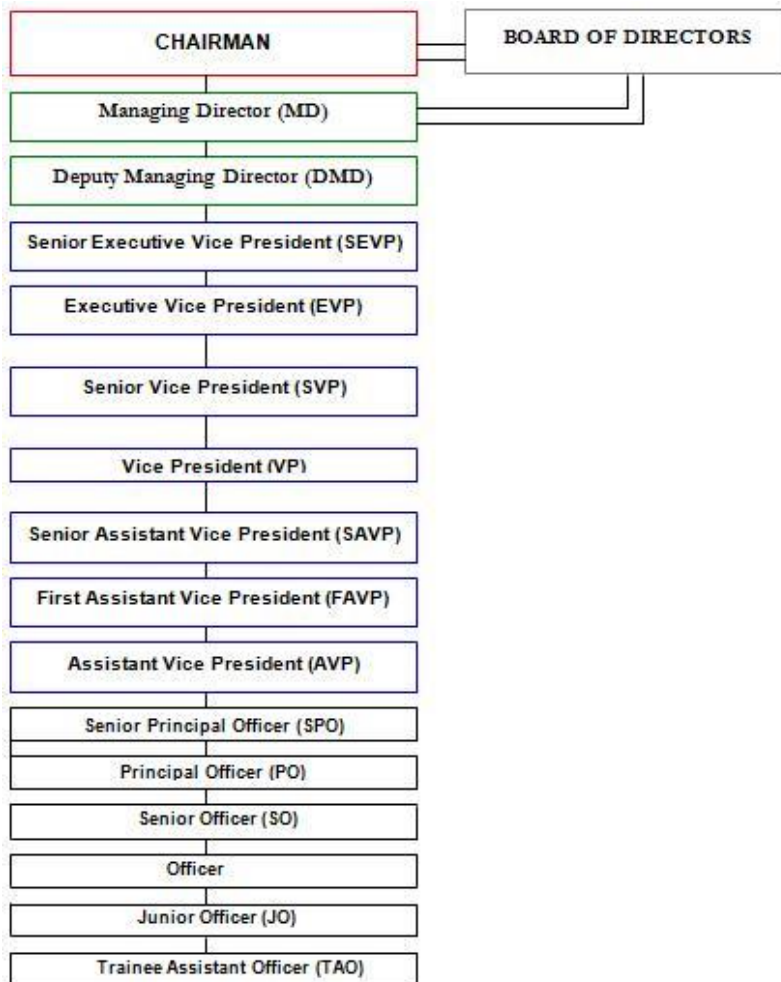


Fig 3: One Bank Limited's Professional Hierarchy

2.4 Marketing Practices

Bangladesh's banking sector is highly competitive, with forty-three commercial banks trying to attract customers. Therefore, commercial banks have to be on their toes to ensure market visibility and efficient customer engagement. Over the past decade, Marketing has become one of the crucial components of commercial banks. Successful marketing practices are pivotal to robust growth and higher revenue generation. As an entity in the service industry, One Bank Limited's marketing strategies according to the 7Ps of the service marketing mix are as follows.

Product

Commercial banks generate revenue by providing financial services. Consequently, One Bank Limited offers a wide range of services catering to different population segments, starting from General Banking which provides day-to-day services including honoring cheques and receiving deposits. Subsequently, opening new accounts and issuing pay orders and bank drafts. OBL also offers essential trade services through its Foreign Exchange Departments. Most importantly, OBL sets itself apart from the competition by providing products that allow a lot more flexibility and efficient end-point service.

Price

Currently, Bangladesh's banking sector is essentially a buyer's market. Due to intense competition, banks have very little room to set a significant margin for their services. Interestingly, OBL tries to maintain its desirable price offerings by providing top-notch service. Also, OBL ensures prices are fixed after rigorous market analysis, and service time is minimized to avoid incurring extra costs.

Place

Currently, One Bank Limited has 107 branches operating across the country, a strong indication that the Bank is eager to provide service to the mass population of Bangladesh. Most branches are located at the busiest part of town, where the demands for financial services are high. Also, OBL has prioritized opening priority branches in important trade locations.

Promotion

Promotional activities of OBL are centered around informing the customer about its services. OBL ensures its promotions get maximum coverage by using various mediums, including newspapers, press releases, leaflets, and brochures. However, since the pandemic, OBL is increasingly leaning towards engaging with customers through social media platforms due to mass digital adaptation.

People

As previously stated, OBL aims to establish itself as a model commercial bank by providing immaculate customer service. Therefore, enabling employees to deliver high-quality service. To that end, OBL prioritizes recruiting talented individuals in the respective field across different departments. After having them onboard, OBL invests significant resources in their development, which aids organizational and personal growth.

Process

One Bank Limited ensures accurate and efficient service through the use of the latest technologies across their branches. OBL is also providing maximum security and protection from cyber attacks by acquiring state-of-the-art cyber security systems. Therefore, the strategic move to invest resources in technology has paid dividends for OBL.

Physical Evidence

Perhaps, this segment is the most critical aspect in acquiring customers for commercial banks. Throughout its existence, OBL has ensured to offer premium tangible experiences for its customers. Over the years, OBL has invested significant resources towards facilities and equipment that facilitate the premium experience for its clients. The OBL branches have an aesthetic that soothes the nerve yet sophisticated enough to ensure the services are delivered in a formal atmosphere.

2.5 Financial Performance and Accounting Practices

A Value-Added Statement (VAS) is a financial statement that depicts the wealth created by an organization and how that wealth is distributed among various stakeholders. Employees, shareholders, the government, creditors, and the wealth retained in the business are among various stakeholders.

Value Added Statement

The Value Added Statement of ONE Bank Limited shows how the value is created and distributed to the different stakeholders of the Bank

Particulars	2020 Taka	2019 Taka
Income from banking Service	24,265,660,282	27,288,282,268
Less: Cost of services and supplies	(18,007,201,086)	(19,803,653,716)
	6,258,459,196	7,484,628,552
Loan loss provision and other provisions	(1,183,244,041)	(1,567,881,560)
Total Value Added	5,075,215,155	5,916,746,992

Fig: One Bank Limited's value added statement (2019-2020)

An assessment of OBL's value-added statement of two years (2019 and 2020) provides a detailed summary of the financial turmoil caused by the pandemic. During the period, the total amount of value-added was reduced from Tk 5,916,746,992 to Tk 5,075,215,155. In its initial stages, the pandemic halted the global economic activities, forcing all the banks to close down to contain the virus. Consequently, the banking sector suffered considerable damage to its revenue streams and had significantly lowered value-added during the commercial year. Although banks have been allowed to operate in a limited capacity since a full recovery is not possible until the economy restores its previous momentum.

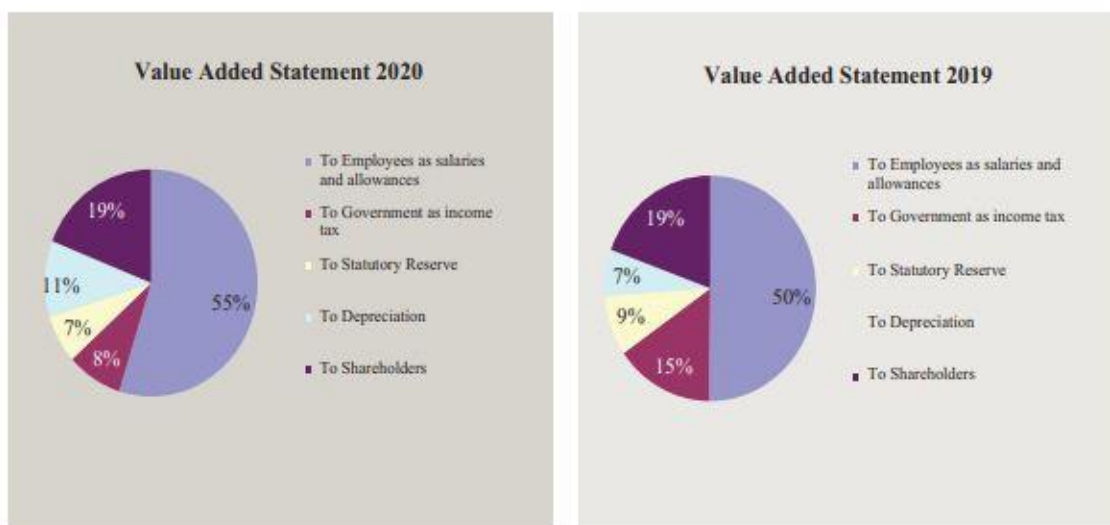


Fig: Distribution of Value Added Amounts

Notably, OBL's percentage of employee salaries and allowances increased from 50 to 52 over the same financial year. Concurrently, it had to pay fewer taxes to the government, down to 8% from 15%.

2.6 Operations Management and Information System Practices

Excellent operations management is one of the core strengths behind One Bank Limited as a reputed commercial bank in Bangladesh. It involves balancing cost optimization with growing business requirements. As banking operations have progressed from data entry and labor-intensive processes to highly automated, process-controlled environments, OBL has invested significant resources in providing modern banking solutions to its clients. OBL has ensured their ambition to become a model banking institution is expressed through its operations and knowledge management.

2.7 Industry Analysis

Bangladesh's Banking Industry

Since independence, Bangladesh's banking industry has played a crucial role in its economic development. It has been the source of investment for most development projects and instrumental in keeping the economy stable through troubled times. The banking sector's role has been crucial to the country's development by financing massive infrastructural projects. Apart from investing essential funds to both the public and private sectors, it has also facilitated international trade and serviced payments, created jobs, facilitated in-bound foreign remittances, strengthened rural economies, and developed the housing sector.

Poor Performance

Bangladesh ranked 130th among 141 countries regarding bank soundness in a recently published report by the World Economic Forum (WEF). Bangladesh is the lowest-performing nation among South Asian countries. Weak monitoring, growing default loans, a lack of good governance, balance sheets and availability of funds, and capacity to repay were all factors considered in determining a bank's soundness.

Concurrently, According to another report (Financial Stability Report, 2019) released by the Bangladesh Bank (BB), Bangladesh's banking sector had the lowest Capital Adequacy Ratio (CAR) in 2019. The capital adequacy ratio (CAR) reflects a bank's aggregate financial indicators, including the ratio of defaulted loans, the ability to keep provisioning against regular and classified loans, and the current state of corporate governance.

Deeper in Crisis

Since the pandemic began, the banking industry has been in a crisis mode. It has made things worse for an already struggling industry. Because of the fallout from the pandemic, most businesses have been forced to take out large sums of money to pay wages and salaries to employees and other operational expenses. Individuals are also withdrawing funds from their savings accounts and prematurely cashing out fixed and deposit pension schemes to cover family expenses. On top of that, the government is borrowing a significant amount of money from the

sector to pay for its expenses. Therefore, the ongoing pandemic has pushed the sector deeper into crisis.

2.8 Competitive Analysis

Porter's Five Forces analysis of One Bank Limited

Competitive Structure

The primary characteristics of the banking industry are defined by low entry barriers and identical product offerings from firms. Banks operate on pre-determined and unanimously agreed-upon interest rates, and their offerings are essentially similar. Lowering prices is the only way to differentiate your product offerings from those of your competitors. Our banking industry can be expected to experience significant price cuts in the coming years. Excess players in an industry raise competition while decreasing overall industrial profitability.

Threat of New Entrants

One Bank Limited always has to account for the threat of new entrants as new banks often enter the market even though the market is heavily saturated. New entrants in the industry often offer higher quality products, lower prices, and significant marketing resources to attract new customers. As a result, OBL must focus on current and future market conditions to ensure that new entrants do not enter the market and take market share.

Bargaining Power of Suppliers

Supplier bargaining power can be viewed as a threat when it has the ability to alter the price and quality of its supply. Alternatively, the company will force down prices and demand higher input quality. The depositor is the bank's primary source of funds. The directors also provide funds to the bank. As a result, OBL must be concerned about supplier issues in carrying out day-to-day operations related to the services offered to its valuable clients.

Bargaining Power of Buyers

Due to severe competition, our banking sector is now essentially a buyers' market. Consequently, they hold significant power over the stakeholders in the industry. As bank's products are standard or undifferentiated, the consumer's bargaining power is greatly enhanced.

Threat of Substitute Product

In Bangladesh, the banks do not have to worry about being substitutes as the alternative sources of finance are unreliable, and people tend to avoid engaging with them in general.

Porter's 5 forces	One Bank Limited
Competition in the Industry	High
Threat of New Entrants	High
Bargaining Power of Suppliers	Low
Bargaining Power of Buyers	High
Threat of Substitute Product	Low

Table: Porter's Five Analysis of One Bank Limited

SWOT Analysis of One Bank Limited

Strengths

1. The special scheme program is the biggest strength behind OBL's impressive growth over the last few years. Special schemes offered by OBL are its biggest drawing strength. Schemes such as Women Banking, Youth Banking are also playing an important role in expanding financial literacy among different segments of society.
2. OBL's competence in facilitating trade has allowed it to partner with some of the biggest companies in Bangladesh. It has allowed the Bank to acquire a lot of employees working in respected companies.
3. One Bank Limited offers a wide range of locker facilities for its customers. They can store their valuable objects without worrying about being lost, stolen, or damaged. Being one of the few banks that offer such facilities in the country, locker facilities have certainly contributed to the rise in the number of clients at One Bank Limited.
4. One Bank facilitated the transfer of inward remittance via RIA and other international exchange platforms. Clients can convert the money or transfer them to other accounts at their convenience. Perhaps, this service separates OBL from its competitors and makes it a desirable destination for migrant Bangladeshis worldwide.
5. Investing considerable resources in procuring and implementing state-of-the-art technology in its operations has been a key strategy for OBL. It has helped the OBL to become a mark of competence and reliability in Bangladesh's banking sector.

Weakness

1. Poor marketing strategies and campaigns have been the biggest weakness of OBL. It has been the most significant impediment towards expanding and acquiring new customers. For example, many customers are not aware of the special savings schemes that the bank has on offer. Therefore, OBL has to put more focus on customer engagement.
2. OBL's poor customer service is another barrier to its progress. Its current customer service infrastructure is inadequate in attending to all the customer issues. As a result,

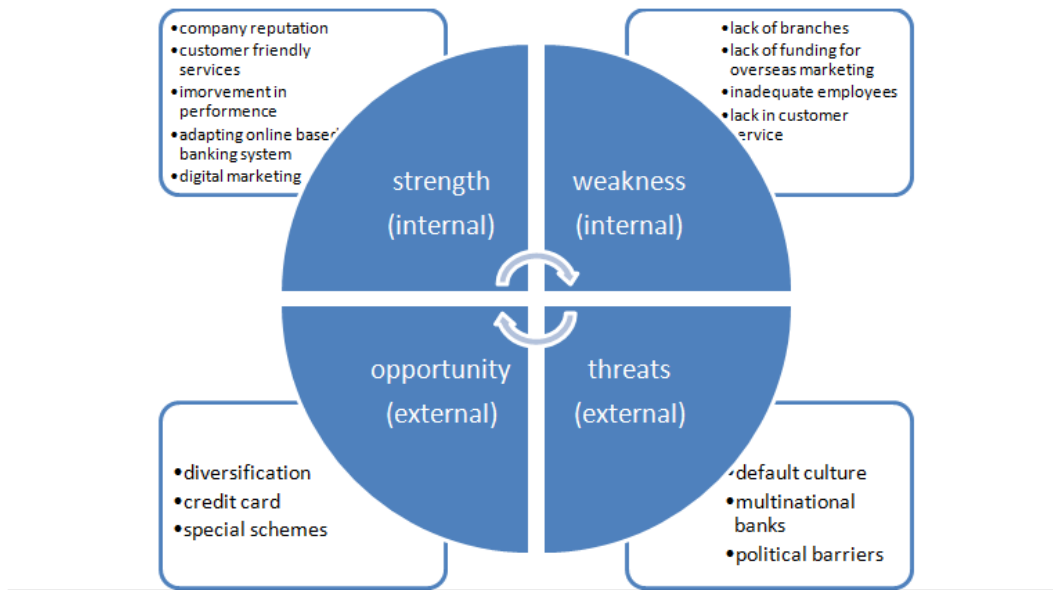
there is a high risk of unsatisfied customers opting for a different bank with better customer service.

Opportunities

1. Currently, OBL has 107 branches across the country. However, most of these are located in Metropolitan areas serving primarily commercial customers. One Bank should expand to more rural and semi-rural areas to cater to a broader range of customers.
2. OBL can invest in training, skilled, and smart freshers and employees by offering competitive pay and a comfortable working environment.
3. OBL has the option of adopting a market penetration to grow its current product line. More opportunities for boosting the retail banking industry and growth into financing and policy are offered to management. ONE Bank Limited can reduce risk by diversifying its product range or developing special savings scheme products, like woman banking, youth banking, and school banking. Moreover, using Management Information Systems constantly evolving will enable future projects to attract more potential clients.

Threats

1. The rising case of loan defaulting is a threat to the entire banking sector. As OBL is comparatively new in the industry, it is not currently burdened with many bad loans. However, as the bank matures, it may become harder to procure payments from some clients.
2. Bangladesh has become an important player in regional geopolitics. Therefore, any instability in neighboring countries can be a threat to the local banking sector.
3. Increased rivalry from the banking sector and the deployment of advanced concepts and technologies are a threat. Furthermore, Rival Bank can readily imitate OBL's product offering. As a result, the bank needs to constantly develop new products to obtain a competitive edge over its competitors.



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Figure: SWOT analysis of One Bank Limited

Summary and Conclusion

One Bank Limited has the potential to become the top private commercial bank in Bangladesh. It offers a wide range of services that are designed to facilitate convenience and efficiency. Subsequently, OBL is making a tremendous contribution towards financial inclusion by providing diversified saving schemes to segments of the population largely ignored by the banking sector. OBL also plays a crucial role in the country's economic progress by facilitating international trade and receiving inward remittance from migrant Bangladeshis. Additionally, OBL is making it very convenient for transferring the remittance money and converting the money into local currency, consequently encouraging more remittance through legal methods instead of risky grey markets. Finally, OBL is creating a benchmark in Bangladesh's banking sector by hiring talented individuals to their ranks and implementing state-of-the-art technology to ensure the efficiency and security of financial transactions.

However, there are a few things that OBL needs to improve and create a pathway for robust, sustainable growth. A slight improvement in service quality may help the bank retain existing

customers while attracting new ones. To that end, OBL should establish more Customer Service Departments across the country and a Research and Development Division in the Corporate Headquarters to better understand customer needs. Despite numerous challenges, adverse economic conditions, and market patterns over the years, One Bank Limited has maintained its growth trend through indicators such as profitability, deposit mobilization, asset creation, and network expansion. ONE Bank Limited demonstrated its success by providing quality and timely services to its customers.

Recommendations

Promotional Activities

One Bank Limited should step up its promotional and marketing activities to reach a broader range of customers. One of the most significant issues of OBL has been failing to make customers aware of the services and schemes it has to offer. Therefore OBL should rethink its marketing strategy to enhance its potential as a reputed Banking Institution in the country.

Enhance Online Presence

Since the pandemic began, mass digital adoption has altered the landscape for marketing and communication. OBL should strategize its marketing and brand engagement in the digital space. Concurrently, it should hire employees specialized in digital marketing and capable of enhancing its digital presence.

Go Digital

The pandemic has accelerated the trends that were already taking place in the global economy. It has catalyzed mass digital adoption, which has fueled the demand for virtual services. OBL should provide seamless online services that will eliminate the need for clients to visit the bank. It will also help to reduce operational costs and enhance customer loyalty.

Focus on Employee Satisfaction

Motivated employees can play a crucial role in taking an entity forward. Therefore, OBL should focus on providing attractive salary packages and facilities to its employees. Additionally, OBL

should facilitate leisure rooms and snacks during working hours to ease some stress at the office. Also, it should arrange yearly trips and picnics to enhance team bonding.

3.1 Assessing the Effectiveness of Specialized Banking Services (Women Banking, School Banking, Youth Banking) at One Bank Limited

3.1.1 Introduction

Bangladesh is currently one of the fastest-growing economies in the world. The country started its journey with a GDP of US\$ 5.70 Billion, and after five decades, it is one of the fifty largest economies of the world in nominal terms. Our journey from being called a basket case to one of the fastest-growing nations in the world can be attributed to some key political and economic strategies. Over the decades, economic progress has been helped by rising export earnings, primarily from the RMG sector, remittance from migrant workers, growth of the agricultural industry and decline of population growth rate. Subsequently, commercial banks have played a crucial role in enabling capital movement across the various segments of the population, catalyzing economic development. Over the decades, banks have been providing capital for essential development projects and private businesses.

Perhaps, their most significant contribution to the country's socio-economic progress has been providing financial literacy and independence to different segments of the population. The role of banks has been pivotal in boosting financial inclusion, allowing a broader segment of the population to engage in economic activities. The government has been successful in establishing a robust infrastructure for mobile banking. Consequently, many unbanked populations have been brought under formal banking activities through Mobile Financial Services (MFS) and agent banking. Subsequently, the Central Bank has guided them to pursue activities and schemes that encourage economic activities among the unbanked population.

Over the years, special banking schemes have helped facilitate banking activities for women, youth and children. Previously, traditional banking failed to reach this segment as it lacked

adequate legal and financial infrastructure. Special banking schemes have been pivotal in encouraging the population to get involved in formal banking activities. It has allowed women to become financially independent. It has also enabled the youth and children to operate bank accounts without paying high service charges or submitting complicated paperwork.

School Banking

School Banking is a unique product designed by OBL specifically for students to instill a savings habit and familiarize young generations with banking transactions. The product is in the form of a savings account and can be opened by transferring funds from this account. As school-going students are minors, a guardian savings account is required for school banking. They can open a school banking account in the name of their guardian.

Woman Banking

OBL limited has facilitated special savings accounts curated for a specific segment of society to encourage women to get involved in formal banking activities. OBL Women's Savings Account by ONE Bank Ltd. is a daily interest-bearing taka savings account for Bangladeshi women. Interestingly, they will be calculated daily and credited to the account every month. Additionally, the account holder will get a 50% discount on the locker charge and special deals in different outlets (beauty parlor, lifestyle, fitness center, and health check-up through debit card)

Youth Banking

This account can be opened by anyone between the ages of 18 and 25 before being converted into general savings account. Any Bangladeshi national with a photo ID can open an account under this scheme. Account-holders will be eligible for a 20% discount on the student file handling price. Internet banking is provided for free and account holders will be able to get discounts at various stores/restaurants by using their issued debit card.

3.1.2 Objectives

Special banking schemes have been an integral part of One Bank's operations over the years, and during the internship period, I have tried to assess the goal of each of the products and how they are executed in the market. This report attempts to focus on the mechanisms of the schemes and interpret the outcomes in terms of popularity and adaptability. The report also assesses the

popularity of each of the schemes over the years through quantitative analysis and states the factors that might have contributed to the results.

3.1.3 Significance

An aggregate quantitative and qualitative assessment of OBL's special schemes is necessary as it is an integral part of the bank's retail banking strategy. It will provide a further understanding of the schemes and their implications. OBL invests substantial resources into the schemes; therefore, assessing their effectiveness is imperative to determine the sustainability of the programs. Concurrently, it will also provide valuable insights into the shifting consumer motivations in the retail banking sector that will affect future products and how they are marketed. Finally, special schemes are part of the Bangladesh government's drive for broader financial inclusion. Therefore, a robust growth of the schemes will indicate a greater adaptation of formal banking among the under-represented segment of the economy's population.

3.2 Literature review

Over the years, special banking schemes have been essential tools for augmenting financial inclusion and improving financial literacy among a wider range of population segments across countries. Most importantly, it helps the banks to acquire clients that are rarely affiliated with formal financial transactions. In countries where the banking sector is highly competitive, special banking schemes allow banks a window of opportunity to increase revenue beyond the regular client base. Over the decades, there have been numerous studies with varying results.

According to (Frisancho, 2018), studies from Italy, Spain, Ghana, Brazil, the United States, and several other countries show that target students in elementary, middle, and/or high school have found an increased tendency to save money among students. A similar conclusion has been drawn by (Henrichs and Van den Bergh, 2015) who concluded that school banking catalyzed financial responsibility among the sample population. However, (CFED, 2014) cautions about going overboard with such programs as many parents many not have the will or financial capacity to associate their children in financial activity at such a young age. Subsequently, (Touheda Yasmin Chowdhury, 2018) state that women banking have played a crucial role in

developing women entrepreneurs. The report also states that for some women, specialized banking is the only way they could engage in formal financial activities. Finally, (VERNON LOKE, 2015) states that youths previously involved with formal banking showed better financial maturity which could be directly correlated with financial success later in life.

3.3 Methodology

The research is conducted based on secondary data provided by One Bank Limited Elephant Road Branch. The data is analyzed for each scheme (School Banking, Women Banking, Youth Banking) separately. Due to the pandemic situation, primary data collection could not be possible. Also, further data could not be collected due to the constraints inflicted by the lockdowns. Their popularity has determined the effectiveness of each of the programs and the number of clients each of them could sustain. A wholehearted approach has been made to account for the drastic change in customer behavior due to the pandemic.

3.3 Findings and Analysis

One Bank Limited's special banking schemes started in 2018 and saw an incredible response from interested clients from a very early stage. However, due to the pandemic, there has been a drastic reduction in the number of people enrolling in the schemes.

The number of accounts opened under special schemes from 2018-2021 at One Bank Limited's Elephant Road Branch are as follows:

School Banking

Financial Year	Number of Accounts
Year 1-2017-2018 (June)	15
Year-2 -2018- 2019 (June)	35
Year 3- 2019-2020 (June)	78
Year 4-2020-2021(June)	06

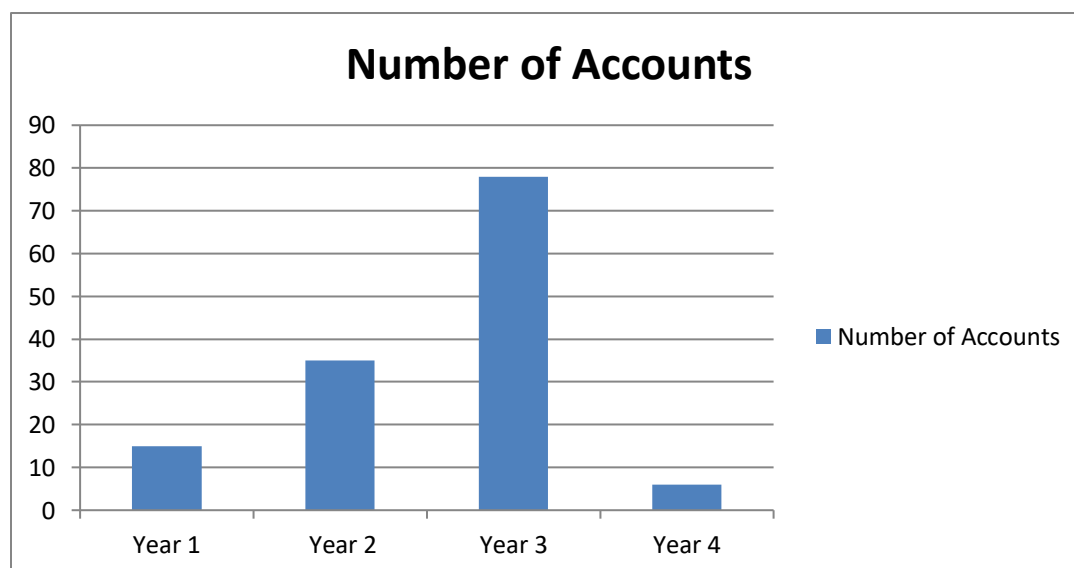


Fig: Number of accounts under School Banking over its lifetime.

OBL's School Banking made a modest beginning with only fifteen accounts in its first year. However, the scheme began to pick up the pace from the second year with thirty-five new clients. By the third year, the program generated considerable interest, with seventy-eight clients signing up for the program in the fiscal year. Conversely, the pandemic has had a catastrophic

effect on the program causing a drastic reduction in new account holders. Since the lockdowns began in early 2020, the interest in the program plummeted. However, the gains made during the end of 2019 allowed the fiscal year to be the most successful year for the program. Finally, the pandemic stricken final year saw only six clients’ sign up for the School Banking Program.

Women’s Banking

Financial Year	Number of Accounts
2017-2018 (June)	24
2018- 2019 (June)	64
2019-2020 (June)	54
2020- 2021(June)	27

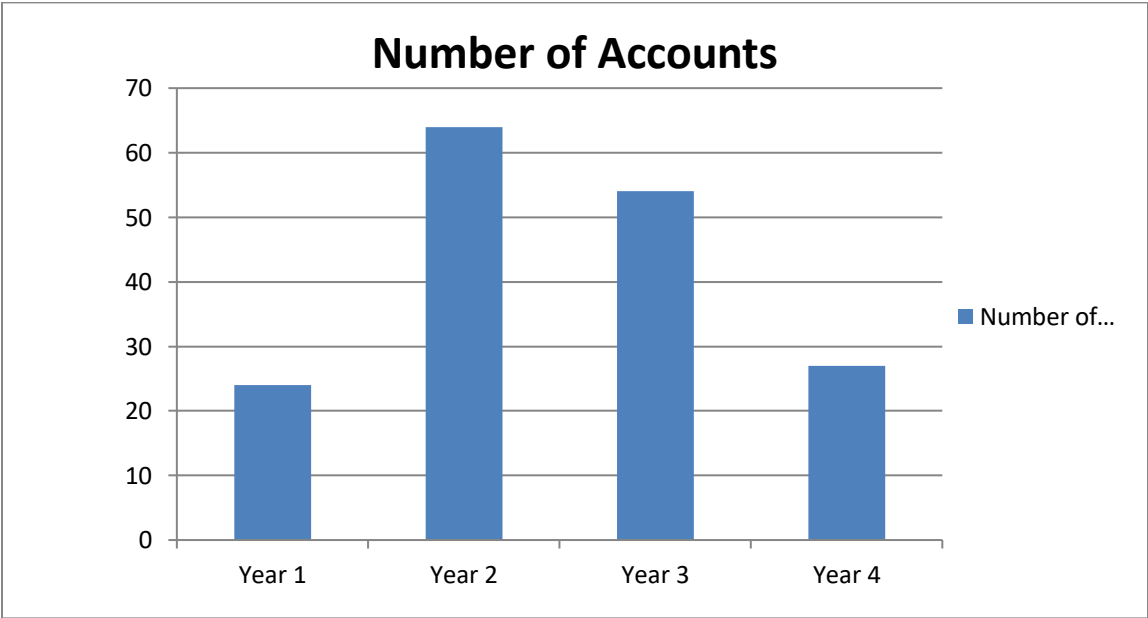


Fig: Number of accounts under women Banking over its lifetime.

OBL's Women's Banking scheme made a promising start with twenty-four new account openings in its first year. The upward trend continued over the second year, registering sixty-four accounts for the fiscal year. However, since the pandemic began, the program enrollment saw a downward trend. The 2019-2020 fiscal year saw fifty-four account openings, most of which were opened in late 2019 and early 2020. Finally, this year the number of new account holders plummeted because of the pandemic, and the program only managed twenty-seven women to open an account under it.

Youth Banking

Financial Year	Number of Accounts
2017-2018 (June)	16
2018- 2019 (June)	21
2019-2020 (June)	32
2020-2021(June)	09

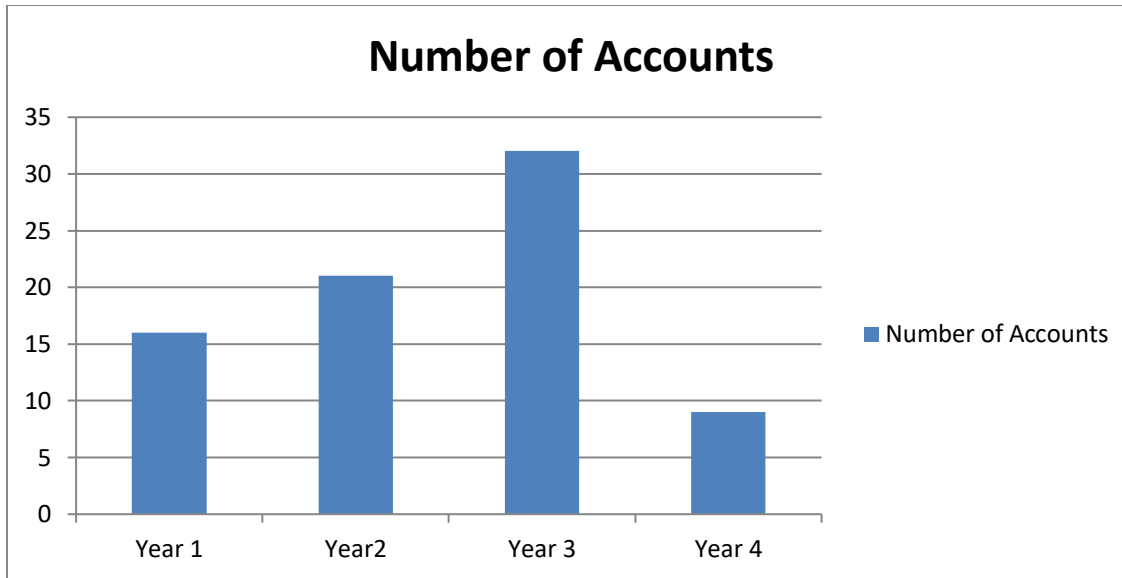
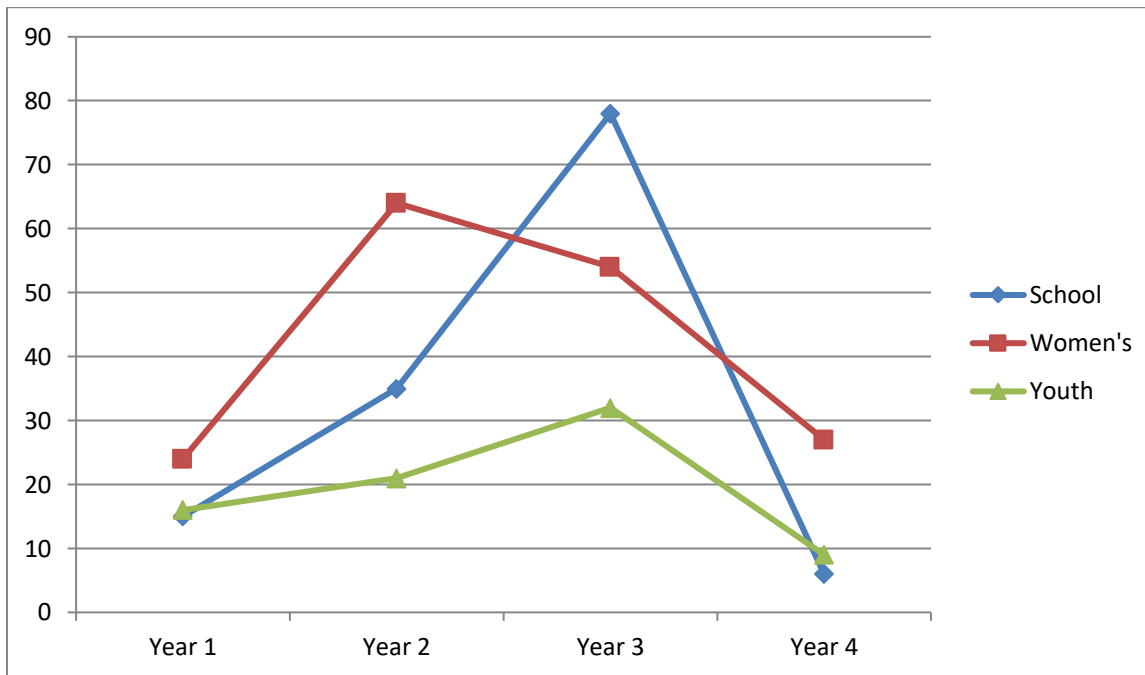


Fig: Number of accounts under youth Banking over its lifetime.

After making a modest start, OBL's Youth Banking had been gaining interest at steady rate. In the following year, OBL's youth banking scheme saw twenty-one new accounts in its Elephant Road Branch. However, the pandemic slowed the program's growth to thirty-two accounts, which was reduced to only nine accounts this year.

3.4 Summary and Conclusion



One Bank Limited's special scheme program made good progress after being introduced in 2018. Each of the programs has created a niche client base in just three years that otherwise would have been out of formal financial activities. After making a modest start, OBL's school banking made remarkable progress in pursuing parents to sign their children up for formal banking activities. School banking saw the highest number of accounts opened of the three schemes. With seventy-eight accounts opened in the year 2019-2020, OBL's School Banking is the embodiment of the program's success and advocates for the idea behind it. Concurrently, Women's Banking had a promising growth level before the start of the pandemic. Conversely, Youth Banking never really had encouraging interest from the clients, to begin with. Although it was able to attract some clients in year three, the wheels have come off since the start of the pandemic.

While analyzing the numbers, it is impossible to ignore the detrimental effects of the pandemic on the programs. From the start of 2020 to the present, enrollment and participation in special programs have taken a nosedive. The situation has hit OBL's School Banking the hardest, with new enrollments coming down to single digits. Although Women's Banking saw some subscriptions throughout the pandemic, it will take some time to back to the previous growth

level. Finally, it can be stated that the pandemic has dealt a death blow to the Youth Banking program; it was already the worst-performing scheme, and the situation has taken the program near the edge. Therefore, One Bank Limited's special schemes have been very effective in aggregate in increasing its client base.

3.5 Recommendations

This report is intended to elaborately assess One Bank Limited's special banking programs (School Banking, Women's Banking, and Youth Banking) and comments on their effectiveness. In light of the research conducted, here are some recommendations to ensure their robust and sustainable growth.

Marketing

OBL's marketing team has to be given the responsibility to inform the customers about the existence of the programs. The team must engage with the clients to recommend the programs that will suit their needs.

Embrace Social Media

OBL's marketing and communications department might use social media platforms to engage with the customers regarding the programs. People have become too attached to the medium that interactions on such platforms have become one of the biggest catalysts of changing consumer motivation. Also, it will allow the marketing team important insights on consumer demands which can be valuable in designing or tweaking services to make them more efficient and popular.

Digitize Services

In the post-pandemic world, it is pivotal for companies to digitize their services to survive. OBL must ensure that customers do not require appearing at the bank physically to operate their account. One of the biggest reasons the programs are finding it difficult to find new account holders is due to people's inability to move freely due to the lockdown. Allowing more virtual services will eliminate the need for people to come to the bank and facilitate an efficient and

more transparent financial transaction. Additionally, it will also save valuable resources which can be invested in growing other sectors.

Enhance Facilities

Allowing clients more facilities can be a great way to make people lean towards the special programs. The facilities can be in the form of discounted transaction and account fees, easier access to credit cards, or greater privileges at different shopping and travel destinations.

Especially offering better interest rates than the market can be a sure-fire way to attract clients for OBL

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