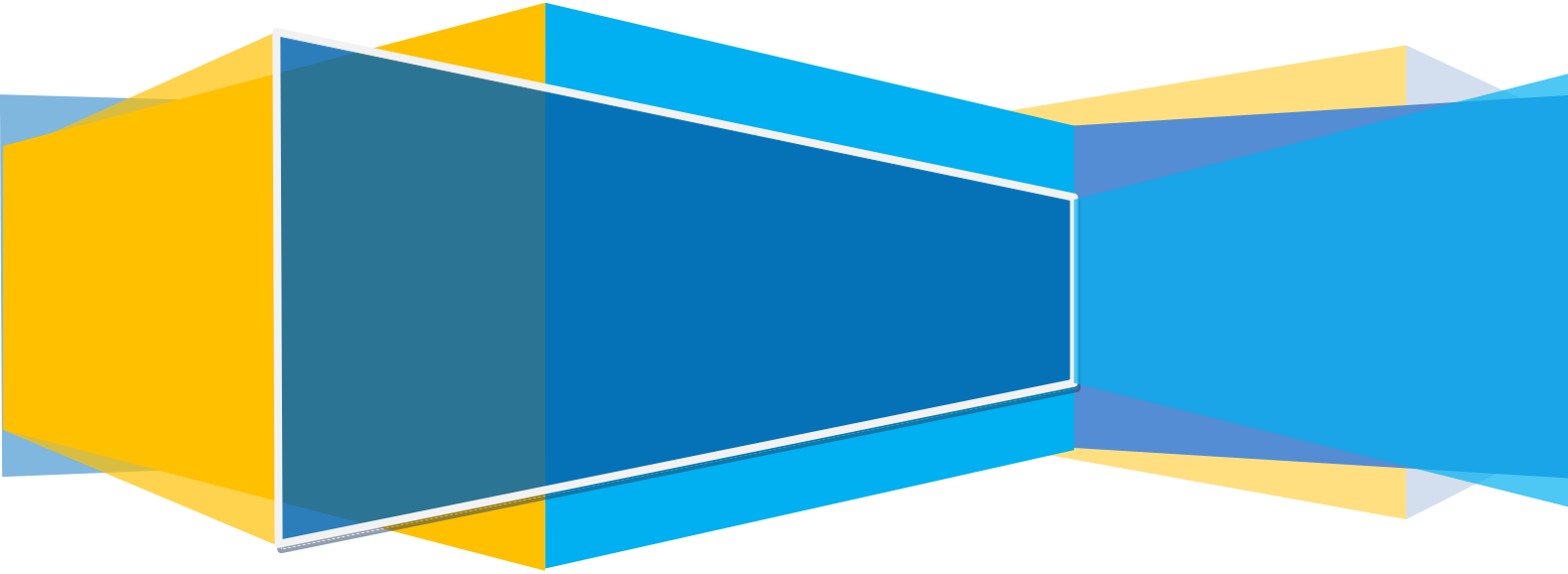


Internship Report On “Performance of Eskaton Branch In BRAC Bank Ltd.”



Internship Report
On
“Performance of Eskaton Branch In BRAC
Bank Ltd.”



Submitted to:
Ms. Syeda Shaharbanu Shahbazi,
Senior Lecturer,
BRAC Business School,
BRAC University



Submitted By:
Raiyan Rahman
Id-08104098
BRAC Business School

LETTER OF TRANSMITTAL

To

Ms. Syeda Shaharbanu Shahbazi,
Senior Lecturer

BRAC Business School

BRAC University

Date: 8th February. 2012

Subject: Submission of Internship report on “**The Performance of Eskaton Branch in BRAC Bank Ltd.**”.

Dear Madam,

This is my great pleasure to submit the Internship report of my three months long Internship program in BRAC Bank Ltd. in the Customer Service at Eskaton Branch. The title of the report is “**The Performance of Eskaton Branch in BRAC Bank Ltd.**”. This report has been prepared to fulfill the requirement of my internship program at my assigned organization in the BRAC Bank Ltd.

I have put my best effort to make this report a successful one. It has been joyful & enlightening experience for me to work in the organization & prepare this report. However this has been obviously a great source of learning for me to conduct similar types of studies in the future.

I would like to express my sincere gratitude to you for your kind guidance & suggestions in preparing the report. It would my immense pleasure if you find this report useful & informative to have an apparent perspective on the issue. I shall be happy to provide any further explanation regarding this report if required & please do not hesitate to call me if you have any query on this report or any other relevant matters.

Thanks and Best Regards,

Raiyan Rahman
ID: 08104098
Department: BBS
Major: Finance and Marketing
BRAC University

Acknowledgement

The successful completion of this report has many helping hands, without which this would have not been possible. However, the space involved does not allow us to mention everybody individually. It gives me immense pleasure to thank a large number of individuals for their cordial cooperation and encouragement who have contributed directly or indirectly in preparing this report. This internship report would not have been completed without the help and cooperation of the following people. I give thanks to my academic supervisor **Ms. Syeda Shaharbanu Shahbazi**, Lecturer, BRAC Business School, BRAC University, for her direction and guidance. My special appreciation and sincere gratitude goes to her for the clear guidelines given, which was very helpful for me to understand and prepare the structure of this report.

Next, I would like to thank the BRAC Bank Limited authority for their cooperation regarding this report. I would especially like to thank my internship evaluator for the organization, **MD. Ishtiaque Mahmud**, Branch Manager of Eskaton Branch, BRAC Bank Ltd, for his necessary support and cooperation. A very special thank to **Ms. Nusrat Zarin**, Customer Service Manager, Eskaton Branch for his guidance.

Finally, my heartiest thank to all my colleagues and seniors of BRAC Bank Limited for helping me throughout the report. And I also thank them for their cordial co-operation and guidance in all the way to do my internship and to prepare this report.

Executive Summary

I have prepared my internship report based on the three month long internship program that I had successfully completed in BRAC Bank Limited under customer service of New Eskaton Branch from 01.10.2011 to 31.12.2011 as a requirement of my BBA program on BRAC Business School, BRAC University Bangladesh. The topic mostly is about the performance evaluation of BARC Bank Eskaton Branch. Besides I describe about various products & service and remittance related much information present in this report. Overall remittance operation and procedure show in this report. I also included general banking operation of BRAC Bank Limited. I have worked in Customer Service of BRAC Bank Limited and I observed that how the employees satisfy customers needs and besides I collected data for report.

The first part of the report different aspect of the report like methodology, origin, objective etc of the report. Chapter 2 is the organization part, in this section, the detailed background of BRAC

Bank Ltd has been provided. This section looks into the different aspects of the bank starting from the mission, vision to the business and functional units of BRAC Bank Ltd.

The next chapter is the job part. In this section, I have put forward my job description as an intern in Eskaton Branch. The different tasks that has been assigned to me, how the task were done etc. The next part is the most important part of the report, this is the main section. Here, according to the title of the report, the overall evaluation of Eskaton Branch has been provided. The section also includes the different products that the branch provides, the branch's competitive advantage, locational analysis, customer base etc.

Finally, ratio analysis of BRAC Bank's financial statement for the year 2010 and 2009 has been provided. Along with it a SWOT Analysis has been done to look into the competitive edge of the bank. And in the last chapter recommendation and conclusion has been done.

Acronyms

ARM = Associate Relationship Manager

BSSO = Branch Sales and Service Officer

CSM = Customer Service Officer

BBL = BRAC Bank Limited

CASA= Current Account & Saving Account

CSR=Corporate Social Responsibility

IFC=International Finance Corporation

KYC=Know Your Customer

MTO=Money Transfer Operator

NCS =Nation Wide Collection System

CCSO = Cash and Client Service Officer

RM = Relationship Manager

ROA= Return On Assets

ROE= Return On Equity

ROI=Return On Investment

SRM = Senior Relationship Manager

SWOT= Strengths, Weaknesses, Opportunities and Threats.

TD= Term Deposit

Table of Contents

Letter of Transmittal	i
Acknowledgement	ii
Executive Summary.....	ii
Acronyms	iii
Table of Content	iv
Chapter-1	1
Introduction Of The Report.....	1
1.1 ORIGIN OF THE REPORT	2
1.2 OBJECTIVES OF THE REPORT	2
1.3 SCOPE OF THE REPORT	2
1.4 METHODOLOGY OF THE REPORT.....	3
1.5 LIMITATIONS OF THE REPORT.....	3
Chapter-2	4
Organization Part	4
Overview Of BRAC Bank Ltd.....	4
2.1 INTRODUCTION	5
2.2 OVERVIEW OF BRAC BANK LIMITED	5
2.3 SHAREHOLDING STRUCTURE	8
2.4 CORPORATE VISION	9
2.5 CORPORATE MISSION	9
2.6 CORPORATE VALUE	9
2.7 GOALS.....	10
2.8 OBJECTIVES	10
2.9 CORPORATE SOCIAL RESPONSIBILITY (CSR).....	11
2.10 MANAGEMENT OF BRAC BANK LIMITED	12
2.11 OPERATONAL NETWORK ORGANGRAM OF BRAC BANK LIMITED.....	15
2.12 FUNCTIONAL UNITS	15
2.13 BUSINESS UNITS.....	17
2.14 LONG TERM STRATEGY	17
2.15 PRODUCTS AND SERVICES OF BRAC BANK LIMITED	19

2.16 PERSONAL BANKING SERVICE	23
2.17 CORPORATE BANKING	24
2.18 PERSONAL FINANCIAL SERVICES	24
2.19 INVESTMENT BANKING	25
2.20 CASH MANAGEMENT SERVICES	25
2.21 TRADE SERVICES.....	26
2.22 SERVICE QUALITY	27
2.23 COMMERCIAL BANKING.....	27
2.26 BRANCHES OF BRAC BANK LIMITED	27
Chapter 3:	30
Job Part	30
Job Responsibilities as an Intern at BRAC Bank	30
3.1 INTRODUCTION	31
3.2 RECEIVE COURIER.....	31
3.3 ATTENDING CLIENTS	32
3.4 GOING ON SALES CALL	33
3.5 DOING DAY-END RECONCILIATION	33
3.6 PREPARING FIXED DEPOSIT AND DPS FORMS FOR SANCTION	35
Chapter-4	37
Report Part.....	37
Performance of Eskaton Branch in BRAC Bank Limited.....	37
4.1 Introduction	38
4.2 Products	38
4.3 Services Provided	45
4.4 Customer Base	46
4.5 Promotional Strategy	47
4.6 Location Analysis.....	47
4.7 Most Popular Products and Services	48
4.8 Contribution to BBL.....	50
4.9 Performance Analysis.....	52

Chapter-5	56
Analysis and Findings	56
5.1 RATIO ANALYSIS	57
5.2 SWOT Analysis.....	58
Chapter-6	59
Conclusion.....	59
6.1 Recommendation.....	60
6.2 Conclusion.....	60
6.3 Bibliography	61

Chapter-1

Introduction Of The Report

- 1.1 Origin of the report
- 1.2 Objective of the report
- 1.3 Scope of the report
- 1.4 Rationality of the report
- 1.5 Methodology of the report
- 1.6 Limitation of the report

1.1 ORIGIN OF THE REPORT

As a student of Bachelor of Business Administration (BBA) Course requires a three months attachment with an organization followed by a report assigned by the supervisor in the organization and endorsed by the faculty advisor. I took the opportunity to do my internship in BRAC Bank Limited at its Eskaton Branch, Dhaka. I was authorized to prepare a report on “Performance of Eskaton Branch in BRAC Bank LTD.” for partial fulfillment of my course requirement. I went to BRAC Bank Limited, Eskaton Branch, where I worked as an intern from 1st October, 2011 to 31st December, 2011. This report has been prepared based on my practical experience on the day-to-day banking activities. Moreover, I tried my best to present a clear report on how customer service is being provided at BRAC Bank. During my internship I had to prepare a report under the supervision of Ms. Syeda Shaharbanu Shahbazi, Lecturer, BRAC Business School, BRAC University. On the other hand, MD. Ishtiaque Mahmud, Branch Manager of Eskaton Branch, BRAC Bank Ltd. supervised me inside the organization.

1.2 OBJECTIVES OF THE REPORT

- To be acquainted with how bank performs its operation.
- To get an overall idea about the Customer Service of BRAC Bank Ltd.
- To relate theoretical knowledge to practical experience in several functions of the bank.
- To get an idea about the performance of Eskaton Branch in BRAC Bank Ltd.
- To present my observation and suggestions to the bank.
- To identify strength, weakness, opportunity and threats of BRAC Bank Ltd.
- To know about the previous & present banking system of BRAC Bank Bangladesh Ltd.

1.3 SCOPE OF THE REPORT

As I have been assigned in the customer service division of Eskaton Branch of BRAC Bank, the scope of the study is only limited to this branch. Though I have worked through all the departments of this branch and learned a lot about overall banking operation also, in addition to Eskaton Branch, I have collected much information from Gulshan and Moghbazar Branch. The report covers its overall department wise function, structure and performance and it also covers details about BRAC Bank.

1.4 METHODOLOGY OF THE REPORT

Both primary and secondary data sources have been used to generate this report. Data sources are scheduled survey, informal discussion with professionals and observation while working in different desks. To identify the implementation, supervision, monitoring and repayment practice- interview with the employee and extensive study of the existing file and practical case observation were done. The following sources have been used for the purpose of gathering and collecting data as required.

1.4.1 Primary sources:

- Observation
- Personal interview
- Different manuals and forms of BRAC Bank Ltd.

1.4.2 Secondary sources:

- Annual Report of BRAC Bank Ltd. in 2010
- Head Office Circulars
- Brochures of BRAC Bank Ltd.
- Different written document of the departments.
- Newspapers
- Website of BRAC Bank

1.5 LIMITATIONS OF THE REPORT

An Internee has to complete the internship and prepare an internship report within three months. So time constrain is the main limitation of the report, but it was a great opportunity for me to know the banking activities of Bangladesh, especially BRAC Bank Ltd. Some other limitations are as follows:

- The main constraints of the report are insufficiency of information, which was highly required for the report.
- Every organization has their own secrecy that is not revealed to others. While collecting data through interviewing the employees, they did not disclose much information for the sake of the confidentiality of the organization.
- Since the bank personnel were very busy, they could not provide me much time.
- Due to time shortage, details of many aspects of the services of BRAC Bank Limited have been skipped in this report.
- I carried out such a report for the first time, so inexperience is another constraint of the report.

Chapter-2

Organization Part

Overview Of BRAC Bank Ltd.

- 2.1 Introduction
- 2.2 Overview of BRAC Bank Limited
- 2.3 Shareholding Structure
- 2.4 Corporate Vision
- 2.5 Corporate Mission
- 2.6 Corporate Values
- 2.7 Goals
- 2.8 Objectives
- 2.9 Corporate Social Responsibility (CSR)
- 2.10 Management of BRAC Bank Limited
- 2.11 Operational Network Organogram of BRAC Bank Limited
- 2.12 Functional Units
- 2.13 Business Units
- 2.14 Long Term Strategy
- 2.15 Products and Services of BRAC Bank Limited
- 2.16 Personal Banking Services
- 2.17 Corporate Banking
- 2.18 Personal Financial Services
- 2.19 Investment Banking
- 2.20 Cash Management Services
- 2.21 Trade Services
- 2.22 Service Quality
- 2.23 Commercial Banking
- 2.24 Premium Banking
- 2.25 Information Technology
- 2.26 Branches of BRAC Bank Limited

2.1 INTRODUCTION

Generally by the word “Bank,” it means a financial institution which deals with money. There are different types of banks like Central Banks, Commercial Banks, Savings Banks, Investment Banks, Industrial Banks, Co-operative Banks, etc. But when we use the term “Bank” without any prefix or restriction, it refers to the Commercial Banks. Commercial Banks are the primary contributors to the economy of a country. So, it can be said that Commercial Banks are a profit-making institution that collects the deposits from the surplus unit of the society and then lend the deposits collected, to the deficit unit of the society. Thus, the people of the society and the government are very much dependent on the commercial banks as their financial intermediary. As banks are profit-earning concerns, they collect deposits at the lowest possible cost and provide loans and advances at higher cost.

Banking sector is expanding its hand in different financial events every day. At the same time the banking process is becoming faster and easier and the banking arena is turning wider. As the demand for better service increases day by day, they are coming up with different innovative ideas and products. In order to survive in the competitive field of the banking sector, all the banking organizations are looking for better service opportunities to provide their fellow clients. As a result, it has become essential for every person to have some idea about banks and the banking procedure.

2.2 OVERVIEW OF BRAC BANK LIMITED

BRAC Bank Limited is a scheduled commercial bank in Bangladesh. It was established in Bangladesh under the Banking Companies Act, 1991 and incorporated as a private limited company on 20th May 1999 under the Companies Act, 1994. The primary objective of the Bank is to provide all kinds of banking business. At the very beginning the Bank faced some legal obligations because the High Court of Bangladesh suspended activity of the Bank and it could fail to start its operations till 3rd June 2001. Eventually, the judgment of the High Court was set aside and dismissed by the Appellate Division of the Supreme.

The Bank has started its operations from July 04, 2001. The Chairman of the Bank is Mr. Muhammad A (Rume) Ali. Now the Managing Director of the bank is Mr. A.E.A Muhaimen. The bank has made a reasonable progress due to its visionary management people and its appropriate policy and implementation. BRAC Bank is a commercial scheduled bank extending full range of banking facilities as per the directives of Bangladesh bank. It intends to set standards as the absolute market leader by

providing efficient, friendly and modern, fully automated on- line service on a profitable basis. BRAC Bank in surviving in the large banking arena through its unique and competitive products and it is the only local bank that started providing 100% integrated online banking facility though BBL started their career as a last bank in the banking sector out of 53 banks under Bangladesh bank.

A fully operational commercial bank, BRAC Bank focuses on pursuing unexplored market niches in the Small and Medium Enterprise Business, which till now has remained largely untapped within the country. In the last several years of operation, the Bank has disbursed over BDT 9750 cores in loans to nearly 300000 small and medium entrepreneurs. The management of the Bank believes that this sector of the economy can contribute the most to the rapid generation of employment in Bangladesh.

The Bank is mainly owned by the largest NGO in Bangladesh- BRAC .The Bank has positioned itself as a new generation Bank with a focus to meet diverse financial need of a growing and developing economy. With local and international shareholding by BRAC, International Finance Corporation and Shore cap International, BRAC Bank is listed in both the Dhaka and Chittagong Stock Exchanges.

The Bank has embarked with an avowed policy to promote broad based participation in the Banish economy through the provision of high quality banking service based on latest information technology. The Bank will ensure this by increasing access to economic opportunities for all individuals and businesses in Bangladesh with a special focus on currently under served enterprises and households across the rural urban spectrum. We believe that increasing the ability of underserved individuals and enterprises to build their asset base and access market opportunities will increase the economic well being for all Bangladeshis.

BRAC BANK is promoting broad-based participation in the Bangladesh economy through the provision of high quality banking services. BRAC Bank will do this by increasing access to economic opportunities for all individuals and business in Bangladesh with a special focus on currently underserved enterprises and households across the rural-urban spectrum. BBL believes that the pursuit of profit and development goals is mutually reinforcing. Increasing the ability of underserved individuals and enterprises to build their asset base and access market opportunities will not only increase the economic well being for all Bangladeshis at the same time, this will contribute significantly to the profitability of the bank.

BRAC Bank intends to set standards as the market leader in Bangladesh. It will demonstrate that a locally owned institution can provide efficient, friendly and modern full service banking on a profitable basis. It will produce earnings and pay out dividends that can support the activities of BBL major shareholders. Development and poverty alleviation on a countrywide basis needs mass production, mass consumption and mass financing. BBL goal is to provide mass financing to enable mass production and mass consumption, and thereby contribute to the development of Bangladesh.

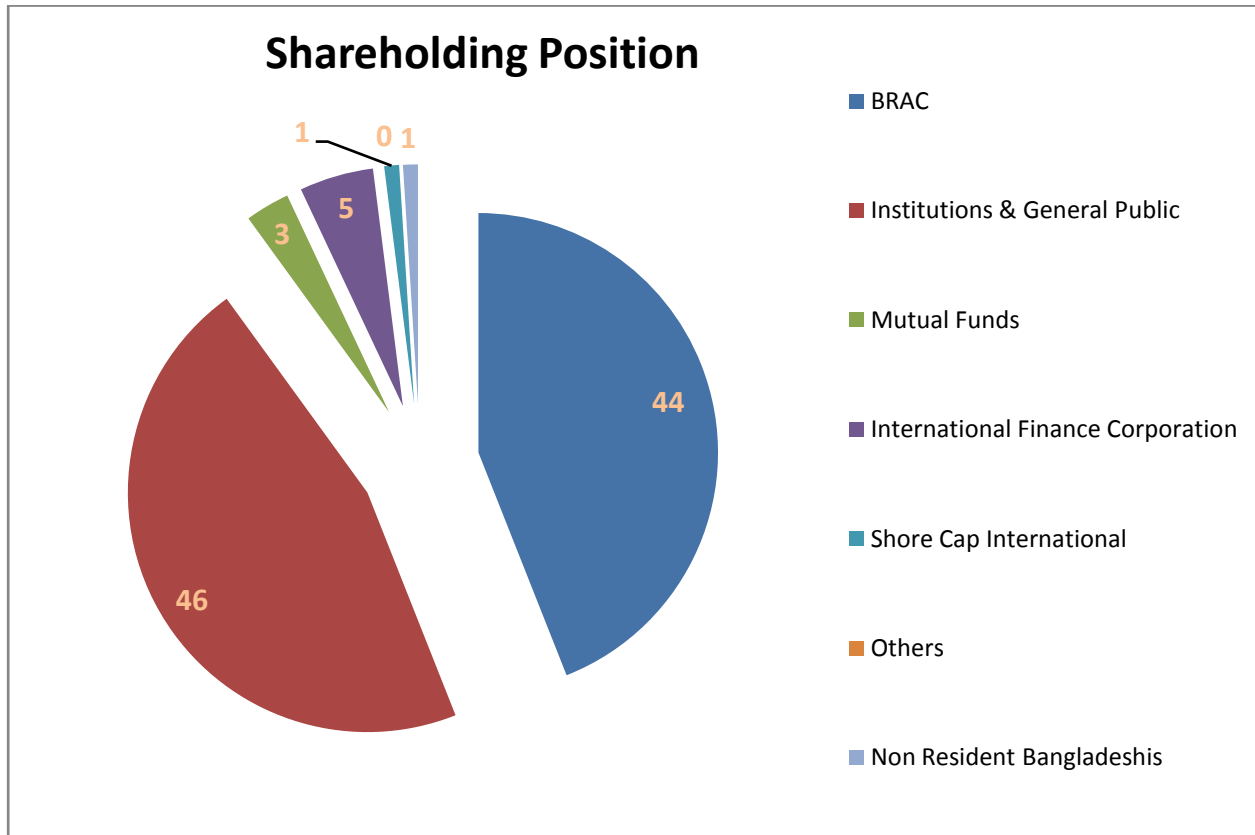
BRAC Bank has a centralized banking structure through on-line banking system. It consists of four major divisions' namely small and medium enterprises division, retail (direct) banking, corporate banking and treasury division. The Corporate Banking Division provides full range of commercial banking products and services. Other departments such as Foreign Trade, Treasury, Credit Administration etc. plays the support role for a comprehensive range of service to the Corporate Banking Division. BRAC Bank Limited, with institutional shareholdings by BRAC, International Finance Corporation (IFC) and Shore cap International, has been the fastest growing Bank in 2004 and 2005. The Bank operates under a "double bottom line" agenda where profit and social responsibility go hand in hand as it strives towards a poverty-free, enlightened Bangladesh. A fully operational Commercial Bank, BRAC Bank focuses on pursuing unexplored market niches in the Small and Medium Enterprise Business, which hitherto has remained largely untapped within the country.

In the last eleven years of operation, the Bank has disbursed over BDT 9750 crore in loans to nearly 300000 small and medium entrepreneurs. The management of the Bank believes that this sector of the economy can contribute the most to the rapid generation of employment in Bangladesh. Since inception in July 2001, the Bank's footprint has grown to 151 outlets, 250 ATMs and over 500,000 plastics in the market; BRAC Bank offers its clients a wide range of financial solutions to meet their everyday need. In the years ahead BRAC Bank expects to introduce many more services and products as well as add a wider network of SME unit offices, Retail Branches and ATMs across the country. BRAC, a national, private organization, started as an almost entirely donor funded, small scale relief and rehabilitation project initiated by Fazle Hasan Abed to help the country overcome the devastation and trauma of the Liberation War and focused on resettling refugees returning from India. Today, BRAC has emerged as an independent, virtually self-financed paradigm in sustainable human development. It is one of the

largest Southern development organizations employing 120,000 people, with greater percentage of women, and working with the twin objectives of poverty alleviation and empowerment of the poor.

2.3 SHAREHOLDING STRUCTURE

Figure: Shareholding Structure of BRAC Bank Limited



Shareholders	Percent
BRAC	44%
International Finance Corporation (IFC)	8%
Shore Cap International	1%
General Public through IPO	46%
Non-Residents Bangladeshi's	1%
Mutual funds through IPO	3%
Total	<u>100%</u>

2.4 CORPORATE VISION

"Building a profitable and a socially responsible financial institution focused on Markets and Business with growth potential, thereby assisting BRAC and stakeholders build a "just, enlightened, healthy, democratic and poverty free Bangladesh".

2.5 CORPORATE MISSION

- ✓ Sustained growth in 'Small & Medium Enterprise' sector.
- ✓ Continuous low cost deposit growth with controlled growth in Retained Assets.
- ✓ Corporate Assets to be funded through self-liability mobilization.
- ✓ Growth in Assets through Syndications and Investment in faster growing sectors.
- ✓ Continuous endeavor to increase fee based income.
- ✓ Keep our Debt Charged at 2% to maintain a steady profitable growth.
- ✓ Achieve efficient synergies between the bank's Branches, SME Unit offices and BRAC field offices for delivery of Remittance and Bank's other products and services.
- ✓ Manage various lines of business in a fully controlled environment with no compromise on service quality.
- ✓ Keep a diverse, far flung team fully motivated and driven towards materializing the bank's vision into reality.

2.6 CORPORATE VALUE

The Bank's Strength emanates from its owner - BRAC. This means, it will hold the following values and will be guided by them as it does its jobs.

- Value the fact that we are a member of the BRAC family
- Creating an honest, open and enabling environment
- Have a strong customer focus and build relationships based on integrity, superior service and mutual benefit
- Strive for profit & sound growth
- Work as a team to serve the best interest of our owners
- Relentless in pursuit of business innovation and improvement

- Value and respect people and make decisions depending on merit based recognition and reward on performance
- Responsible, trustworthy and law-abiding in all that we do.

2.7 GOALS

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

2.8 OBJECTIVES

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

- Building a strong customer focus and relationship based on integrity, superior service.
- To creating an honest, open and enabling environment
- To value and respect people and make decisions based on merit
- To strive for profit & sound growth
- To value the fact that they are the members of the BRAC family – committed to the creation of employment opportunities across Bangladesh.
- To work as a team to serve the best interest of our owners
- To relentless in pursuit of business innovation and improvement
- To base recognition and reward on performance
- To responsible, trustworthy and law-abiding in all that we do
- To mobilize the savings and channeling it out as loan or advance as the company approve.
- To establish, maintain, carry on, transact and undertake all kinds of investment and financial business including underwriting, managing and distributing the issue of stocks, debentures, and other securities.
- To finance the international trade both in import and export.
- To develop the standard of living of the limited income group by providing Consumer Credit.
- To finance the industry, trade and commerce in both the conventional way and by offering customer friendly credit service.

2.9 CORPORATE SOCIAL RESPONSIBILITY (CSR)

Since the inception as a responsible corporate body, BRAC Bank Ltd. has undertaken various initiatives considering the interest of customers, employees, shareholders, communities and environment. These initiatives go beyond the statutory obligation and mandatory compliances to voluntary activities that promote sustainable development.

BRAC Bank's vision focuses on double bottom line that it should make decisions based not only on profit but also based on social and environmental consequences which is closely linked to the principles of CSR.

CSR is a fundamental part of the way BRAC Bank conducts business. It is an opportunity to build better relationships with all stakeholders by paying closer attention to how bank fulfill our social, economic, environmental and ethical responsibilities. CSR allows us to align our operations with standards and expectations that are increasingly important to our shareholders, employees, customers and communities where we operate.

While most of our overall environmental impact is indirect, resulting from our financing and investment activities, BRAC Bank also have a direct impact on the environment through our day-to-day business operations. They are working towards reducing waste and the more efficient use of resources. The second step is reducing indirect environmental impact by managing our investing activities. As a policy BRAC Bank does not invest in businesses which use child labor or engage in environmentally hazardous activities.

Fifty percent of our Loan portfolio is diverted to Small and Medium Enterprise banking, and as a financial intermediary we channel funds from the surplus ends to the needy. Countrywide network of SME Units cater to the needs of small entrepreneurs to help them build their asset base. We are market leaders in SME, striving for socio-economic upheaval in Bangladesh. We do not support any finances that are detrimental to our environment. A portion of our revenue is channeled to support BRAC schools, where children study for free. 70% of these children are female.

BRAC Bank and ICDDR,B representatives inaugurated BRAC Bank Short Stay Ward at Dhaka Hospital of ICDDR,B. Its Dhaka and Matlab hospitals provide free treatment to 1120,000 patients each

year with a commitment to not to turn away anyone arriving for treatment. In the past, accommodating these patients required the use of tents as temporary wards.

With the support of BRAC Bank Limited the short stay ward has been renovated with full air conditioning, new washrooms, hand washing sinks, surrounding walls and upgraded floors and ceilings. In this regard, BRAC Bank, as part of their CSR activity, contributed Tk.2, 339,388 to develop the new BRAC Bank Short Stay Ward.

Mr. Muhammad A. (Rume) Ali, Chairman, BRAC Bank Limited, formally inaugurated the new BRAC Bank Short Stay Ward at a ceremony. In his speech, Mr. Muhammad A. (Rume) Ali mentioned that BRAC Bank and ICDDR,B has a long-standing relationship of collaboration and mutual understanding and BRAC Bank is proud to be associated with ICDDR,B to support the underprivileged people of Bangladesh. Among other senior officials, Mr. A.E.A. Muhaimen, Managing Director & CEO, BRAC Bank, Dr. Alejandro Cravioto, Executive Director, ICDDR,B, and Dr. Mark Pietroni, Administrator, Dhaka Hospital, ICDDR,B were also present in that occasion.

2.10 MANAGEMENT OF BRAC BANK LIMITED

Boards of directors are the sole authority to take decision about the affairs of the business. All the directors have good academic background and have huge experience in business. Mr. Muhammad A. (Rume) Ali is the chairmen of the bank. The board of directors holds meetings on a regular basis. The current management teams and board of directors' name are given in the following table:

Management Team

Mr. Syed Mahbubur Rahman

Managing Director & CEO

Mr. Mohammad Mamdudur Rashid

Deputy Managing Director

Rais Uddin Ahmad

Company Secretary & Head of Legal, Regulatory & Internal Control

Firoz Ahmed Khan

Head of Retail Banking

Mr. Nabil Mustafizur Rahman

Chief Credit Officer

Mr. Nawed Iqbal

Chief Technology Officer

Tahniyat Ahmed Karim

Head of Human Resources

Mr. Syed Faridul Islam

Head of SME Banking

Mahmoodun Nabi Chowdhury

Head of Corporate Banking

Mr. Khwaja Shahriar

Head of Cash Management Custodial Services Probashi Banking

Mr. Shah Alam Bhuiyan

Head of Operations & Acting Head of Operational Risk Management

Mr. M. Sarwar Ahmed

Head of Special Assets Management (SAM)-SME & Retail Banking

Mr. Zeeshan Kingshuk Huq

Head of Corporate Affairs & Service Quality

Board of Directors

Mr. Muhammad A (Rume) Ali

Chairman

Mr. Shib Narayan kairy

Director

Ms. Nihad Kabir

Director

Ms. Tamara Hasan Abed

(Nominated by BRAC), Director

Dr. Hafiz G.A. Siddiqi

Director

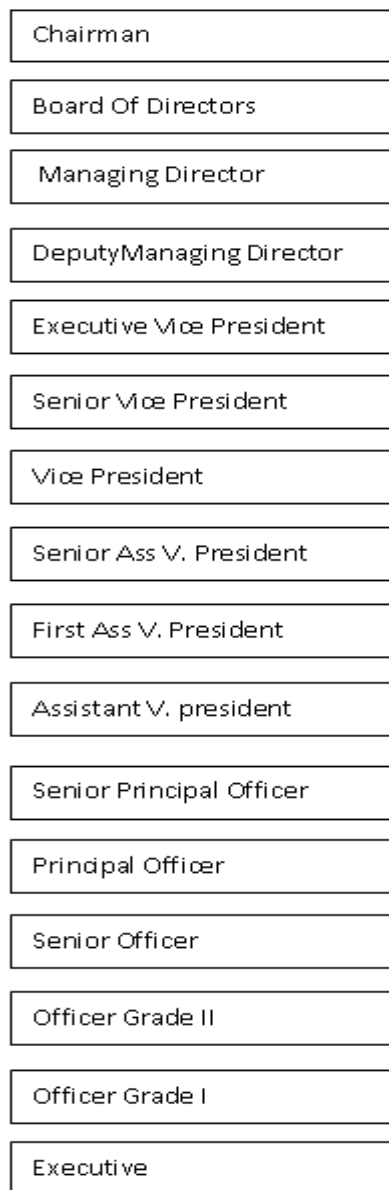
Mr. Quazi Md. Shariful Ala

(Nominated by BRAC), Director

Mr. Syed Mahbubur Rahman

Managing Director and CEO

Like any other business organization, the Top management makes all the major decisions at BRAC Bank Limited. The Board of directors being at the highest level of organizational structure plays an important role on the policy formulation. The Board of directors is not directly concerned with the day-to-day operation of bank. They have delegated their authority to its management committee, which is called MANCOM. All the directors have good academic background and have huge experience in business. The Management Hierarchy of BRAC Bank Limited is given below:



2.11 OPERATONAL NETWORK ORGANGRAM OF BRAC BANK LIMITED

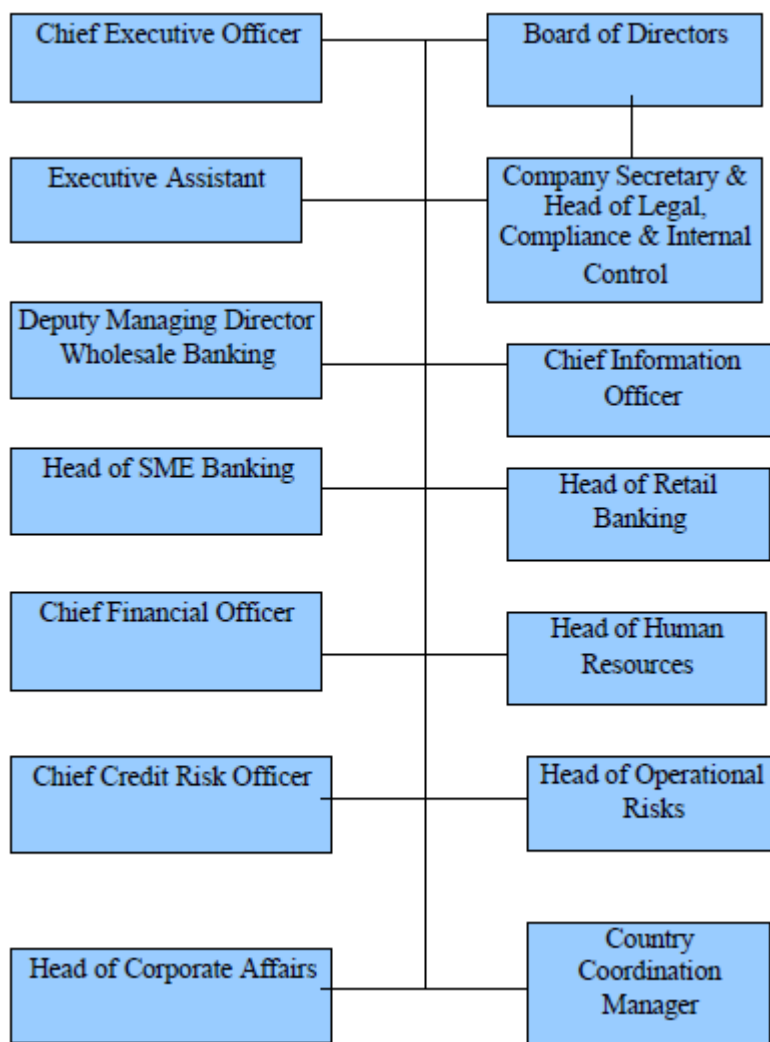


Figure: Operational network organogram

2.12 FUNCTIONAL UNITS

The BRAC Bank Limited has 26 departments in three different criteria. The Departments are-

- Business
- Support
- Operations

Business:

1. SME Banking.
2. Retail Banking.

- Branch banking
- Retail banking
- Liability & wealth management
- Premium banking
- Cards
- Alternative banking
 - i. Automated banking
 - ii. Phone banking
- Retail Distribution.
- NFB and Secured Assets.
- ADC.
- Unsecured Assets.
- Service Quality / Business Intelligence.
- Collections.
- Cross Selling.
- Regional Distribution.

3. Corporate Banking.

4. Probashi Banking.

- International Distribution.

5. Cards.

6. Treasury & Financial Institution.

7. Marketing and Corporate Affairs.

Support:

8. Company Secretariat & Regulatory & Internal Control.

9. Enterprise Risk Management.

10. Credit.

11. Human Resource Division.

12. Financial Administration.

13. Impaired Assets Management.

14. Complaint Handling Cell.

15. Credit Inspector.

Operations:

16. Retail Banking Operations.
17. SME Banking Operations.
18. Wholesale Banking Operations.
19. Probashi Banking Operations.
20. Card Operations.
21. Business solutions.
22. Technology.
23. General Infrastructure Services.
24. Central Operations.
25. Call Center.
26. PSO & MIS

2.13 BUSINESS UNITS

There are five different business units generating business BRAC Bank Limited:

- Small & Medium Enterprise (SME)
- Corporate Banking
- Retail Banking
- Treasury & FI
- Probashi Banking

All the units are being operated in a centralized manner to minimize costs and risks.

2.14 LONG TERM STRATEGY

Summed up in a single sentence, the long term strategy is to go where the market is trying to go in the near future. The SME market in Bangladesh is large from the recent point of view, which was explored by the BRAC Bank Limited at first in the society. As a result of the achievements of the micro credit providers, Bangladesh now has an hour glass shaped banking market in which credit and other limited

financial services are valuable to both very large and very small business and very wealthy and very poor individuals. While there is well-known informal system that provides credit to business, virtually nothing is available from either banks or micro finance providers to the million the middle –business and individual- who are severely constrained in their ability to produce and save for lack of access to financial resources and services . Until modern competitive financial services are readily available – including credit in amounts terms and conditions that small can access. Bangladesh will not be able to create the large middle class that is a prerequisite to social stability.

BRAC Bank envisages providing mass financing by increasing access to economic opportunities for another individuals and business in Bangladesh with a special focus on currently under-served enterprises across rural spectrum. BRAC Bank is serving in the large banking arena through it is unique and competitive products and it is the only local bank providing 100% online banking services from the very beginning of their operation.

BRAC Bank limited consists of four major business divisions namely corporate banking division Retail division, Small and Medium Enterprises (SME) and foreign and Treasury. Corporate division provides full range of commercial banking products and services to any potential company clients including multinationals large or medium local corporate, institutional bodies. Retail division offers a wide array of lucrative and competitive products and services to the individual customers of the bank. Currently there are several lending products and a number of other attractive new products will be launches shortly. It also offers different types of term deposit scheme and saving deposit schemes giving interest on daily balance.

As a part of the total banking solution it has introduced an innovative and one of its kind remittance service under the style and name Secured and Easy Remittance Service. The aim of the program of the service is to introduce easy and secured service whereby people will be comfortable and secured in remitting funds without hustle and delay.

Using the countrywide network of BRAC comprising more than 1100 field off sources will ensure secured and only 24 hour lead time delivery of remittance anywhere in Bangladesh. BRAC Bank Limited Gulshan Branch became the 500 club members of the Western Union money transfer group. Nowadays BBL focus more on their retail division to serve their existing and new customers by their

full satisfaction as well as they increase their branch and SME sells and service centre to disburse the loan amount to their customers as early as possible by their sub wing. BBL also focuses on their alternative delivery channel to reduce the customer time to stay at the branch to deposit and withdraw their money from their own account. Customers can withdraw 1Lacs Taka from the ATM in a day by using their visa debit card; they can withdraw 3 Lacs at a time from the point of sale machine.

2.15 PRODUCTS AND SERVICES OF BRAC BANK LIMITED

BBL offers a wide range of products all over the Bangladesh. These are personal, corporate, investment; trade services; cash management; treasury and capital market services; insurance; consumer and business finance; pension and investment fund management; savings & deposit services, cash management; loan products, corporate and institutional services, day & night banking. Liability Value Centre of BBL mainly classified products into two types:

- CASA (Current & Savings Accounts), also known as Transactional Accounts.
- HNW (High Net Worth), also known as Term Deposit (TD).

The main CASA products are listed below:

- **Ezee Account:**

BBL offers Ezee Account a non cheque interest bearing account for small savers who are in frequent need of transaction. No need to write a cheque as well as stand in a long queue to draw money from their own account.

- **Saving Account**

BBL offers a regular savings account offering interest on deposit amount. This account also provides cheque book facility for their customer.

- **Current Account**

BBL current account is a normal checking account, giving the option to deposit and withdraw money for day to day needs. This account holder can easily access to other facility provided by BBL as well as use online banking facility without charge.

- **Salary Account**

BBL salary account is a payroll account for employers and employees. Any organization can opt for salary account to enable easy disbursement of salary & enjoy numerous other benefits. All the

employees get ATM facility as well as 24 hours banking facility, also accounts accrues interest on balance.

- **Aporajita Account**

It is a non cheque account designed exclusively for only female customers with certain exclusive privileges. Any female between 18-60 age groups can open Aporajita Account. The customers are classified into housewife, salary based employee and entrepreneurs. They also get 1% higher interest than normal savings account as well as they gets the interest on the daily basis and monthly interest payment.

- **Campus Account**

Campus Account is non-cheque individual account for students of different educational institutes. The parameter of the product has been set in a way to encourage the students to enter into the wide range of modern banking facilities of BBL. They also get 4% interest on daily balance as well as discount at different stores.

- **Business Account**

Business Account is an interest bearing account only for business Enterprise for SME and Retail banking. These customers need not to maintain any minimum balance to operate the account as well as they get 4% interest on daily balance.

- **Short Term Deposit**

Short Term Deposit scheme give returns to the customers. The minimum balance required to open this account is Taka 100000 and interest paid twice a year but calculated on a monthly basis if balance is Taka one lac or above at the account.

- **Fixed Deposit Premium**

It is a monthly savings scheme for periods of 1 to 15 years. Customers can save in small amount installments and get a handsome return at maturity. This account can easily maintain through customers link account that means monthly installment will be automatically realized from customers account.

The main High Net Worth products are listed below:

- **Interest First Fixed Deposit**

In this account customers no need to wait till maturity to receive interest on their fixed deposit. BBL IFFD lets customers draw the interest instantly at the time of their deposit. This is a unique product for BBL where clients receive interest in advance.

- **Abiram**

BBL Abiram Account is special type of Fixed Deposit Scheme. It offers the flexibility & comfort of having a guaranteed monthly return on investment. This account ensures a safe and steady return on customer investment. This deposit provides 95% loan against the deposit.

- **Freedom Fixed Deposit**

Freedom Fixed Deposit is fixed deposit product specially designed for individuals. It works like normal Fixed Deposit with the unique benefit receiving quarterly interest. The interest rate will be higher than the prevailing Fixed Deposit rate and there will be a minimum tenor for the deposit. Clients get 90% loan on face value as well as interest shall be paid on quarterly basis after deducting the income tax on the interest amount.

- **Money Multiplier Deposit**

Money Multiplier is a fixed deposit product and works like normal Fixed Deposit with the unique benefit of receiving either twice, thrice or four times of initial deposit amount at the time of maturity. This account also provides 95% loan facility and minimum amount to open this account is 100000 Taka. BBL provides a comprehensive range of innovative corporate financial solutions to suit each company's needs. Following are some of the products that are offered to the corporate client:

- **Loans**

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

- **Letter of Credit**

It is a conditional undertaking given by a bank at the request of a customer as well as on its own behalf to pay a seller against stipulated documents provided all the terms and conditions of the credit is complied with. This facility is related to import and export of goods that are legally permissible. It is a non funded facility the tenor having a maximum of 180 days and one year if on a revolving basis. BBL provides this service to their customers for their business purpose.

• **Loan Against Trust Receipt**

This is an advance against a Trust Receipt provided to the client when the documents covering an import shipment are given without payment. BBL support their customer through this service by which client can hold the goods and sale proceeds in trust for the bank until the loan allowed against the trust receipt is fully paid.

• **Overdraft**

BBL also provide over draft to help their client which is an on demand credit facility designed to meet day to day operational activities of the business, including purchase of raw materials and expenses.

• **Lease Financing**

BBL also provides this service to their customer which is one of the more convenient long term sources of acquiring capital, machinery and equipment. The client is given an opportunity to have exclusive rights to use an asset for an agreed period of time against payment of rent. BBL now a day more focused on Small and Medium Enterprise product in the society. SME earn more than fifty percent of BBL net income. They are working as micro lenders in the financial field, providing very small amount and on the other hand regular commercial banks have been providing bigger amount of loans to larger industries and trading organizations. BBL launched to serve these small but hard working entrepreneurs with double bottom line vision. As a socially responsible bank, BBL wants to make profit by serving the interest of missing middle groups.

SME Products are given below:

• **Prothoma Rin**

PROTHOMA is a loan facility for small and medium sized business; basically those are operated by women entrepreneur. The loan product offers terminating loan facilities for the purpose of working capital finance as well as for fixed assets purchase. Entrepreneur should have 2 years of business activity in same business line as well as they should have 1 year continued business history.

• **Anonno Rin**

ANONNO is a business loan designed to finance small scale trading, manufacturing and service ventures, especially to help small and medium entrepreneurs to meet their shortterm cash flow shortages and make bridge between the fund-flow gaps. Entrepreneurs should have 2 years experience in same business line as well as business must be going concern should be more than 1 year.

• **Diggon Rin**

This is a double loan on client deposit. The main feature of this loan is clients do not need to encash their savings rather they can take double amount of loan on their deposit for their business expansion. Entrepreneurs should have 2 years business activities as well as cash security 50 percent of the total loan amount.

• **Aroggo Rin**

AROGGO is a loan allowed to various Health service Provider like private clinics, diagnostics centers and doctors chambers. This product offers fixed assets purchase financing under equated Monthly Installments. In that case doctors should have 5 years experience; health center should be profit making as well as health center should be in six months in same address. Health sector should be in two years of operation when they apply for this loan products.

• **Pathshala Rin**

PATSHALA designed to meet the needs of small and medium sized private educational institutions, such as kindergartens, schools and colleges. Those education institute should be profit making as well as they should have 3 years of operation in this field.

• **Apurbo Rin**

APURBO is a unique loan facility for Small and Medium business. This loan has been designed and targeted for relatively bigger business units requiring loan above Taka 8 lacs to 30 lacs. Entrepreneurs should have 3 years of experience regarding business as well as business should be going concern for 3 years.

2.16 PERSONAL BANKING SERVICE

The BRAC BANK Limited offers a full range of personal banking products and services designed to take care of its customers' growing needs and requirements. BBL in Bangladesh has launched a number of loan products and many other products during their seven years of operation. **Personal Installment Loan** is an unsecured loan that does not require any personal guarantee or cash security. **Now Loan** also a unique feature of BBL, it provides to customers for purchase something and the limit is 150000 thousand and no require any personal or cash security. **Car Loan**, also, does not require any down payment as well as the bank offer 100% financing for category 1 and 80% financing for category 2, also the bank needs personal guarantor. The Bank has already launched **Phone banking**, a state-of-the-art automated telephone banking service available 24 hours a day, 7 days a week, and 365 days a year, which allows customers to access their account from the comfort of the office or home. BBL also

offer **Alternative Delivery Channel** service by which customers can withdraw their money from its 250 plus ATM booth as well as they can withdraw money from visa card supported any ATM booth. Customer also can deposit their money in the bank's Cash Deposit Machines. BBL also offers **Aporajita Account**, a unique all- in-one package of products and services to the female member of our country; it is a unique savings account, which allows the female customer to do any number of transactions without any charges being incurred or credit interest lost except card annual charge. Moreover, they have another category of customer segment which is known as **Premium Customer**, who has more than 2000000 amount balances in their account. To satisfy the growing needs of real estate BBL offers **Home Loan** Scheme and a special type of deposit product for resident as well as non-resident Bangladeshi those who are living abroad. We also offer **Probashi Banking** services for the customers who are living abroad as well as we also offer **Probashi Subidha** Account for the resident who is living in Bangladesh but someone from his/her family living abroad.

2.17 CORPORATE BANKING

As one of the largest banking and financial organizations with an extensive local capability, the BBL is one of the major players in the Corporate banking market. BBL has a full range of products and services for corporate clients, which include: Lease Capital Financing, Term Loan, Trade Facilities, Guarantees, Work Order financing, Floor Financing and Structured Financing & Syndications etc. BRAC BANK LIMITED Corporate Service follows centralized process through online banking system as well as credit facility is processed at the Head office. After processing the facility the limit is put online and customer can enjoy the facility from any of the BRAC Bank Branches. BBL offers a wide range of cash financing, working capital, short and medium-term loans and guarantee facilities from its Head Office and Chittagong divisional branch.

2.18 PERSONAL FINANCIAL SERVICES

The Bank has a range of products and services designed to cater individual requirements. The range of products & services for individual customers comprises of the following:

- Online Banking
- ATMs
- Phone banking
- Customer Service Department

- Savings/Current/Deposit Accounts
- My Future - Personal Savings Plans/My Loan - Personal Lending Products
- Foreign currency banking services for Resident and Non-resident Bangladeshis

Along with these products, BBL is committed to providing a superior level of personalized customer service, which is being constantly monitored through service quality department as well.

2.19 INVESTMENT BANKING

Investment Banking and Markets brings together the advisory, financing, equity securities, asset management, private banking and trustee, private equity and treasury and debt capital markets activities of the BBL Group. It offers a full spectrum of services for the Group's corporate, institutional and retail clients. By drawing on local commercial market knowledge and international product expertise, the Investment Banking and Markets business is able to provide an excellent combination of local market penetration. Private Banking is part of the Investment Banking division of the BBL Group and services offered will vary from division to division.

2.20 CASH MANAGEMENT SERVICES

BBL Cash Management services provide domestic transaction solutions to companies throughout the country. Services include a comprehensive range of traditional account and transaction services, augmented by liquidity and financial management solutions and delivered via BBL Internet banking platform, BBL net. BBL operates on a local level to ensure the cross-border differences are identified and any related benefits exploited. BBL teams of specialists ensure that whether you need solutions across the country, regionally or locally, they have the skills, expertise and resources to deliver them. They automate as many functions as possible, whilst ensuring you retain control. BBL cash management service provides the effective cash management service with other supplementary services to the corporate clients with proper customer segmentation. Payment services reduce the lead time as well as magnify business opportunity and providing both banking services and a financial partnership with commercial and non commercial organizations.

Cash Management Services include:

- NCS (Nation Wide Collection System)
- PTS (Payment Transfer System)
- Factoring or Bill Discounting (Both for Distributors and Suppliers)
- Mobile Banking
- Cash Pickup and Drop

2.21 TRADE SERVICES

Trade finance originally facilitates “International Business” They handle Letter of Credit and do necessary activities related to international trade. As the provider of trade finance and related services to importers and exporters in Bangladesh, BRAC Bank operates a highly automated trade-processing network. The Bank uses **SWIFT**, an efficient and secure mechanism for bank-to-bank global communications used for all trade related activities including fund transfers and issuance of DC’s (Documentary Credit). The trade services provided by BBL can be classified into two broad categories in accordance to the nature of business.

Import

With over very little experience supporting importers globally, BBL is well positioned to fulfill the client’s requirements of foreign trade. A full range of import services handled by experienced staff is available, ensuring that the client’s import documents are processed without delay.

The Import Services include:

- Documentary Credits
- Import Collections
- Import Finance
- Shipping

Export

BBL Bangladesh has a dedicated team of experienced trade professionals to facilitate the client’s export requirements in a tailor made fashion, it aims to provide the client with faster turnaround time and innovative export solutions.

The Export Service includes:

- Pre-shipment Finance
- Post- shipment Finance
- Electronic Documentary Credit Advising

2.22 SERVICE QUALITY

The Service Quality department deals with all aspects related to BBL Unique Banking as well as hassle free banking provided to the customers. It is the more unique department throughout the entire Bank operating in Bangladesh. This department checks out the service provided by all the employees of the BBL to their customers. They offer the customers more convenient and efficient banking than ever before. It is an innovative non desktop banking system developed by the BBL group to facilitate the customers.

2.23 COMMERCIAL BANKING

This is another wing of corporate banking division dealing with all the corporate products including non funded facilities to medium size enterprises where the requirement range varies from BDT 3.00 million to BDT 20.00 million. They are catering financial services to manufacturing, trading as well as to the service industry, limited company from Dhaka and Chittagong cities right at the moment with a view to serve other metropolitan cities of Bangladesh. They deal right a moment more than one hundred customers with total outstanding of BDT700.00 million including BDT200.00 million as non funded facilities. The customers are in this department are more formal than the small enterprise customers as well as less structured than corporate customers.

2.26 BRANCHES OF BRAC BANK LIMITED

BRAC Bank Limited is fast growing commercial banks in our country. Bank has established a good operating network throughout the country. With 151 outlets, 250 ATMs and over 500,000 plastics in the market, BRAC Bank offers you a wide range of financial solutions to meet your everyday need.

Table: Branches of BRAC Bank

No	Branch	Code	No	Branch	Code
1	MOMIN ROAD BRANCH	1102	39	JOYPURHAT SME/KRISHI BRANCH	2601
2	UTTARA SMESC	1530	40	HAJIGONJ BRANCH	901
3	PATUAKHALI BRANCH	5201	41	PAHARTALI SMESC	1109
4	HALISHAHAR BRANCH	1103	42	NAWABGANJ BRANCH	1527
5	NAWABPUR BRANCH	1502	43	HAJARIBAG SMESC	1536
6	KUSHTIA SME/KRISHI BRANCH	3101	44	LAXMIPUR SME/KRISHI BRANCH	3401
7	NEW ESKATON BRANCH	1520	45	JESSORE BRANCH	2401
8	BARO BAZAR BRANCH	2802	46	SITAKUNDO BRANCH	1111
9	MOGHBAZAR BRANCH	1503	47	ROKEYA SHARONI BEANCH	1548
10	BASHABO SMESC	1529	48	COX'S BAZAR BRANCH	1401
11	SYLHET UPOSHAHAR BRANCH	6307	49	AGRABAD BRANCH	1101
12	KONABARI SME/KRISHI BRANCH	2003	50	SHAYMPUR SME/KRISHI BRANCH	1542
13	SWARUPKHATHI SME/KRISHI BRANCH	5302	51	NOAPARA BRANCH	2402
14	JHENAIDAH SME/KRISHI BRANCH	2701	52	DONIA BRANCH	1518
15	ASADGONJ SMESC	1105	53	SATMASJID ROAD BRANCH	1509
16	DHOLAIKHAL SMESC	1541	54	DOHAR BRANCH	1516
17	BANDARTILA SMESC	1106	55	BARISALBRANCH	501
18	MUKTAGACHA SME/KRISHI BRANCH	4102	56	THAKURGAON SME/KRISHI BRANCH	6501
19	BIJOY NAGAR SMESC	1532	57	ISHARDI BRANCH	5002
20	ZINDABAZAR BRANCH	6303	58	BEANIBAZAR BRANCH	6302
21	GRAPHICS BUILDING BRANCH	1513	59	RAIPUR BRANCH	3402
22	PANCHAGAR SME/KRISHI BRANCH	5101	60	MYMENSINGH BRANCH	4101
23	ARAIHAZAR SME/KRISHI BRANCH	4303	61	ZINZIRA BRANCH	1533
24	SYLHET BRANCH	6301	62	NORTH GULSHAN BRANCH	1526
25	BONDOR SMESC	6308	63	GHORASHAL BRANCH	4404
26	TANGAIL BRANCH	6402	64	NOBIGONJ BRANCH	6306
27	RAJSHAHI BRANCH	5501	65	GULISTAN SMESC	1544
28	BHAIRAB BRANCH	3001	66	SONAGAZI BRANCH	1801
29	GOURIPUR SME/KRISHI BRANCH	1302	67	BRAHMANBARIA SME/KRISHI BRANCH	801
30	BOGRA BRANCH	701	68	BELKUCHI BRANCH	6102
31	CHUADANGA SME/KRISHI BRANCH	1201	69	HATHAZARI SME/KRISHI BRANCH	1110
32	POTIYA BRANCH	7101	70	BANANI BRANCH	1507
33	SATKHIRA BRANCH	5801	71	MANDA BRANCH	1525
34	MADHABDI BRANCH	4402	72	NATORE BRANCH	4501
35	BONOSREE BRANCH	1549	73	MONOHORDI BRANCH	4401
36	RAMPURA BRANCH	1512	74	ELEPHANT ROAD SMESC	1524
37	BAHADDERHAT SMESC	1108	75	PABNA SME/KRISHI BRANCH	5001
38	SHAYMOLI BRANCH	1514	76	MAIIDI SME/KRISHI BRANCH	4901

No	Branch	Code	No	Branch	Code
77	CHOKORIA SME/KRISHI BRANCH	1402	115	CHANDPUR SME/KRISHI BRANCH	902
78	SYEDPUR BRANCH	4701	116	BADDA SMESC	1534
79	SHAMBAZAR SMESC	1523	117	JAMALPUR BRANCH	2301
80	FARIDPUR SME/KRISHI BRANCH	1701	118	NARSHINGDI SME/KRISHI BRANCH	4403
81	BISWANATH BRANCH	6304	119	KARWANBAZAR SMESC	1540
82	GANAKBARI BRANCH	1508	120	BHANGA SME/KRISHI BRANCH	1702
83	MUNSHIGONJ BRANCH	4001	121	KHULNA BRANCH	2801
84	DAKHIN KHAN BRANCH	1519	122	KISHOREGONJ SME/KRISHI BRANCH	3002
85	SONARGAON BRANCH	4302	123	BENAPOLE SME/KRISHI BRANCH	2403
86	KAZIR DEWRI BRANCH	1107	124	JUBILEE ROAD BRANCH (NEW MARKET BRANCH)	1114
87	MOULVIBAZAR BRANCH	6305	125	ASHKONA BRANCH	1537
88	BHOLA BRANCH	601	126	MIRPUR SMESC	1538
89	HOBIGONJ BRANCH	2201	127	IMAM GONJ SMESC	1522
90	BASHUNDHARA BRANCH	1521	128	KERANIGANJ BRANCH	1504
91	MOHAMMADPUR SMESC	1543	129	FENI SME/KRISHI BRANCH	1802
92	BAGERHAT SME/KRISHI BRANCH	201	130	CHAPAINAWABGONJ SME/KRISHI BRANCH	1001
93	DINAJPUR SME/KRISHI BRANCH	1601	131	NETROKONA SME/KRISHI BRANCH	4601
94	JHALOKATHI SME/KRISHI BR	2501	132	ELEPHANT ROAD BRANCH	1535
95	SHERPUR SME/KRISHI BRANCH	6001	133	RANGPUR BRANCH	5601
96	MURADPUR BRANCH	1113	134	COMILLA BRANCH	1301
97	GOBINDAGONJ SME/KRISHI BRANCH	1901	135	PIROJPUR SME/KRISHI BRANCH	5301
98	CHOWMUHUNI BRANCH	4902	136	JOYDEBPUR BRANCH	2001
99	MOTIJHEEL SMESC	1545	137	BOARD BAZAR BRANCH	2004
100	TONGI BRANCH	1515	138	MANIKGONJ BRANCH	3701
101	NITAIGONJ SME/KRISHI BRANCH	4305	139	SOUTH SURMA SME/KRISHI BRANCH	6309
102	LOHAGARA SME/KRISHI BRANCH	1115	140	MOTIJHEEL BRANCH	1505
103	ASAD GATE BRANCH	1506	141	COMILLA SME/KRISHI BRANCH	1303
104	JATRABARI SMESC	1539	142	GULSHAN BRANCH	1501
105	SHAJADPUR SME/KRISHI BRANCH	6101	143	MIRPUR BRANCH	1511
106	NARAYANGANJ BRANCH	4301	144	DEMRA SME/KRISHI BRANCH	1546
107	GHATAIL SME/KRISHI BRANCH	6401	145	SIRAJGONJ SME/KRISHI BRANCH	6103
108	SAVAR BRANCH	1517	146	MAGURA SME/KRISHI BRANCH	3601
109	RAJBARI SME/KRISHI BRANCH	5401	147	PANTHAPATH SMESC	1531
110	GOPALGANJ SME/KRISHI BRANCH	2101	148	UTTARA BRANCH	1510
111	KADAMTOLI SMESC	1112	149	GAZIPUR SME/KRISHI BRANCH	2002
112	NAOGAON SME/KRISHI BRANCH	4801	150	BHULTA SME/KRISHI BRANCH	4304
113	MADARIPUR SME/KRISHI BRANCH	3501	151	CD AAVENUE BRANCH	1104
114	NATUN BAZAR BRANCH	1528			

Chapter 3: Job Part Job Responsibilities as an Intern at BRAC Bank

- 3.1 Introduction
- 3.2 Receive Courier
- 3.3 Attending clients
- 3.4 Going on sales call
- 3.5 Doing day-end Reconciliation
- 3.6 Preparing Fixed Deposit and DPS forms for sanction

3.1 INTRODUCTION

BRAC Bank New Easkaton Branch is one of the new established branches of BAC Bank. Operations Started in that branch in the year 2009. In spite of being a new branch, it has built up a very good customer base and performing really well. I got the opportunity to work as an intern in the New Eskaton branch and the tenure of my internship was 1st October to 31st December. Through this period I had many responsibilities and job roles. As I was an intern, my tasks were mostly related to general banking. I got to learn a lot of things about branch banking during this time. I got familiar with the work environment, I got to know how all the branches are centralized and about the process flow. I mainly had to report to the Branch Manager, but my supervisor was the Customer Service Manager (CSM) of the branch.

3.2 RECEIVE COURIER

I was responsible for receiving all the couriers on behalf of the branch. The courier boy used to come in my desk and deliver all the couriers. There were a few steps that I needed to follow when courier came. The branch maintains an inward mail register where all the incoming mails were written down, the things that were needed to mention in the register were, sender's name, mailed to, description of mail, receiver's initials, the code number written on the receipt and remarks. When a mail came, I had to open the mail and check it, then write down the POD number, i.e. the number written on the receipt. Then I would sign the receipt, put the received seal and give it back to the courier boy.

Each day, the courier used to arrive at three different times. The first courier used to come at around 10:15 a.m. the second one came around 12 p.m. and the third came around 2 p.m. There were different sorts of mail that used to come every day. But there were also some common mails that used to come every day. Such mails included documents, cards, pin number, cheque books, return cheques etc from the head office. Other than that there was mail from other branches and other institutions.

The morning courier mainly contained captured cards, these are the cards of the New Eskaton Branch guests that got stuck in the ATM booths at different locations and came to the branch for the collection of the guests. The captured cards that came through the courier were entered in the Captured Card Register. The pin numbers also used to come in the morning mail, the pin numbers were the secret numbers for the guests to operate the debit cards. After receiving the pin numbers, they were sent to the cash section of branch, from where the pins were delivered. In the afternoon mail, mostly return cheques, returned document, etc were sent. The return cheques are the clearing cheques of other banks

that were presented by the guests but got dishonored. And the returned documents included Account Opening Forms (AOF), other forms or papers which sent to the head office for processing but were returned due to some errors made by the branch. The late afternoon courier mostly contained debit cards, credit cards and cheque books. The guests give card request to the BSSOs (Branch Sales and Service Officers) when there is some problem with their current cards and the new cards come through courier. The guests also give cheque book requests and the cheque books also come through mail. I was also responsible for making entries on the registers of the respective documents for example cheque book register, debit card register etc.

3.3 ATTENDING CLIENTS

I had a separate desk in the branch. Therefore I also had to face clients and their queries. The bank has a rule that the staff should not guide the guest to other staffs if he/she can solve the guest's queries. Thus if a guest came to me, I used to try my level best to give him service. Through these three months I came across different sorts of clients and each of them required to be handled with great care. I gave service to actors, businessmen and even drivers or mechanics from the nearby car shops.

There were a few services that I was authorized to give, for other services I used to guide the guests to the BSSOs. I used to give services like filling up the Account opening forms on behalf of the clients. This required a lot of patience and composure, because there were many instances where the guest gave me wrong information and I had to re-write. I had to check whether the guest provided all the necessary documents required to open an account. The required documents are National ID card or Passport or Driving License, Valid Utility bill copy, 2 copy of passport sized photo of the guest and 1 passport sized photo of the nominee. If all the required documents were provided, I used to fill up the form and then send it to the BSSO for processing it.

The main drawback of being an intern is that the intern doesn't have a Finacle Account. Finacle is the main software through which all the bank work is being processed. This is centralized software, a BSSO modifying one's account from one end of the country can be seen in the other end of the country. This centralized banking structure of BRAC Bank LTD. is one of the main reasons for the massive success of BRAC Bank LTD. Therefore I was only able to prepare things for the BSSOs and made the process faster.

I used to take debit card requests, where I guided the guests of how to fill up the card request forms and at times filled it up on behalf of the guests. I gave delivery of cheque books, debit cards and captured

cards. The guests used to tell me their names and account numbers, on receiving the account numbers, I used to go and check on the trunk where all these were kept, when I found the guest's cheque book for example, I would cross check it with the Cheque Book Register, then I would take signature from the client in the respective register and take it for verification to the BSSO's. The BSSO then would check the account signature of the client and if it matches then I would deliver the cheque book to the guest. At times, the guests had queries like what is the current dollar rate or what is the interest rate on fixed deposit. I would go online and check on the rates and inform the guests accordingly. I also used to inform the guests about different products of BRAC Bank LTD. and what were there benefits.

3.4 GOING ON SALES CALL

In many instances I have been sent to meet valued clients of BRAC Bank Eskaton branch. Those were great experiences. Most of the times I went with other BSSOs who guided me through the process. I got to learn the tricks of the trade, how to convince someone. I learned the norms and how to address the client. These learning will help me a lot in my future job life.

I went to hand deliver our products to some of our valued clients. When I started my internship a credit card campaign was going on, thus I went to many clients for the purchase of BBL credit card and also for delivering the processed cards. I went to A.G. Church School with the CSM on a sales call. The agenda of the sales call was to convince them to keep 40lacks taka as fixed deposit in the BRAC Bank Eskaton branch. And it was successful, we actually managed to secure that fixed deposit and words are going on for bringing even more funds from the school.

3.5 DOING DAY-END RECONCILIATION

As mentioned earlier, the branch maintains registers to keep the proper count to the custodial things that the branch keeps. Thus it needs to maintain proper books of how many items in each category enters each day and how many goes out. This record keeping at the end of the banking hour is called the day-end reconciliation. The registers whose reconciliation was prepared by me are:

- i) Cheque Book reconciliation
- ii) Debit Card reconciliation
- iii) Captured card reconciliation
- iv) Welcome Pack reconciliation
- v) Sales Welcome Pack reconciliation

i) Cheque Book Reconciliation

There are mainly three types of cheque books current cheque books, savings cheque books and card cheque books. The cheque books issued by the current account holders fall under the current check books and similarly the cheque books issued by savings account holders fall under the savings cheque books. BRAC Bank Ltd. has come up with a new service for their credit card holders. This is the card cheque system. Through this service the credit card holders can issue cheques to other BRAC Bank accounts. This gives the clients a wider use of their credit card. Thus the branch also has to maintain the card cheque book reconciliation. All these forms of cheque book are reconciled in one format. Firstly the previous days balance is written, then the cheque book that have been received through the courier are added, then the cheque books that has been delivered to the clients are deducted and if any cheque book has been destroyed, then that is also deducted. At last the day end balance is calculated with all the adjustments. The cheque books that have not been issued three months before and not yet been collected are sent for destruction.

ii) Debit Card reconciliation

Debit cards are the cards which are used in the ATM machines for cash withdrawal or used in POS machines. Guests issue new debit cards when their current card is lost/stolen or damaged or when it has expired. Similar to the cheque book reconciliation, the debit card reconciliation was done in same manner. Initially it was done by writing each detail but later the head office suggested a new way of doing the reconciliation. This new process was suggested as it had been seen during audit findings that many branches make mistakes in calculating the total. Thus the head offices sent a computer format in excel and suggested that the branch does the reconciliation on that format. This format would help minimize the errors made during reconciliation.

iii) Captured card reconciliation

The cards which get stuck in the ATM booths are known as captured cards. There are a few reasons for which cards can be captured in the booth. If the customer gives wrong pin number three times then the card can be captured. If the customer doesn't take back the card after transaction in due time, then the card can be captured. Cards can also be captured if there is a network problem in the ATM machines. If a card is being captured, it can be collected from the card holder's mother branch after three working days. The mother branch is the branch where the account was initially opened. If the card gets captured in ATM booths other than that of BRAC Bank's then it might take 7 to 10 working days to recover the card.

The reconciliation of captured card is done in similar fashion like debit card or cheque book. The

branch also followed new format for doing the reconciliation of captured card. Captured card at time also came from different branches besides the head office. Therefore there was a separate section within the new format where the number of captured cards that came from other branches would be mentioned. If a customer requests the branch to bring his captured card from his mother branch for the convenience of the customer, then that can be done. In such cases, other branches may send the respective captured card to Eskaton Branch.

iv) Welcome Pack reconciliation

Welcome Packs are the packages of the accounts that BRAC Bank Ltd. offers. For example, the current accounts like Prapti or Ezee or the savings account welcome packs like Aporajita or TBS etc. each welcome pack contains debit cards, pin number, cheque book if it's included in the package and other directions. The Welcome Pack reconciliation is needed to be done every day and the balance at the reconciliation should be always cross checked with physical balance of welcome packs.

v) Sales Welcome Pack reconciliation

Sales welcome reconciliation is almost similar to that of regular reconciliation; the only difference is that it keeps record of the welcome packs that are for the use of the sales people of BRAC Bank LTD. These welcome packs are issued by the branch on behalf of the sales team of BRAC Bank LTD. Sales Welcome Pack Reconciliation is not required to be done every day. It is only needed to be done when new batch of welcome packs arrive from the head office or when existing packs are being delivered to the clients on behalf of the sales team.

3.6 PREPARING FIXED DEPOSIT AND DPS FORMS FOR SANCTION

Fixed Deposits also known as term deposits are the fixed amount of money that the guests keep in a separate account named 'fixed deposit' for a specific time period to earn interest on that amount. This interest is greater than the savings rate that the bank offers. Different rates of interest are being offered for different amount of money saved. An individual will receive an interest of 9.5% if he keeps less than Five Lacks taka, and 12% if the amount is more than Five Lacks taka. There are different types of fixed deposit products as mentioned earlier in the paper.

Deposit Premium Scheme (DPS) is a monthly basis deposit scheme where the depositor deposits a fixed amount every month for a fixed period and on maturity gets a consolidated amount including interest.

I was also responsible to prepare the fixed deposit and deposit premium scheme (DPS) forms on behalf

of the clients. Only account holders of BRAC Bank LTD. could open these schemes. The new account, i.e. fixed deposit or DPS would be linked to the mother account of the client. I used to write the particulars of the client, the scheme that they wanted and then give the form to a BSSO for verification. Another information may be filled in the form if the client wishes to change the nominee to the scheme. Then the particulars of the nominee should also be included.

After verification by the BSSO, I used to pass the form to the CSM for her approval. Later I would scan the form and send it to the head office for approval. After approval of the scheme from the head office, the hard copy of the form would also be sent to the head office through courier.

Chapter-4

Report Part

Performance of Eskaton Branch in BRAC Bank Limited

- 4.1 Introduction**
- 4.2 Services Provided**
- 4.3 Products**
- 4.4 Customer Base**
- 4.5 Promotional Strategy**
- 4.6 Location Analysis**
- 4.7 Most Popular Products and Services**
- 4.8 Contribution to BBL**
- 4.9 Performance Analysis**

4.1 Introduction

The New Eskaton Branch of BRAC Bank Ltd. is one of the new additions to the BRAC Bank branches. The branch is located at Shahnaz Tower, 9 New Eskaton Road, Dhaka. It is a two storied building with an ATM booth at the ground floor and the branch on the first floor. The branch started its operations in December 24th 2008. And since then it has never looked back. Though the exterior or the outside view of the branch is not so welcoming, but from inside it has all the facilities that a standard bank in Bangladesh is supposed to have. Due to some legal constrains, BRAC Bank Ltd. does not have the authority to change the outlook of the branch. The branch always has very friendly atmosphere, the employee client relationship within the branch is really. The overall corporate culture in BRAC Bank is such that it reflects in this branch. The branch is under the supervision of its Branch Manager, Md. Ishtiaque Mahmud.

He is responsible for the administration and efficient daily operation of a full service branch office, including operations, lending, product sales, customer service, and security and safety in accordance with the Bank's objectives. Develops new deposit and loan business; provides a superior level of customer relations and promotes the sales and service culture through coaching, guidance and staff motivation; achieves individual and branch sales goals through new business sales, referrals and retention of account relationships. He provides leadership, training and supervision; delegates day to day operations to the Operations Officer or other branch personnel. Responsible for attaining established Bank and branch goals through active participation in sales management and officer call programs. He participates in community affairs to increase the Bank's visibility and to enhance new and existing business opportunities.

The Branch has 11 employees which comprises of the Branch Manager, one Customer Service Manager, one Chief Cash and Client Service Officer, three Branch Sales and Service Officers, four Cash and Client Service Officer and one Student File In Charge. Other than that, they branch has two personnel for the cleaning and other sundry purposes of the branch. The branch has outsourced its security services to Group 4 Security Services. During the banking hour, three security guards stay inside the branch, one stays in front of the main gate and another one stays outside the ATM booth. During non banking hours, two security guards constantly guard the premise and one security guard stays outside the ATM booth.

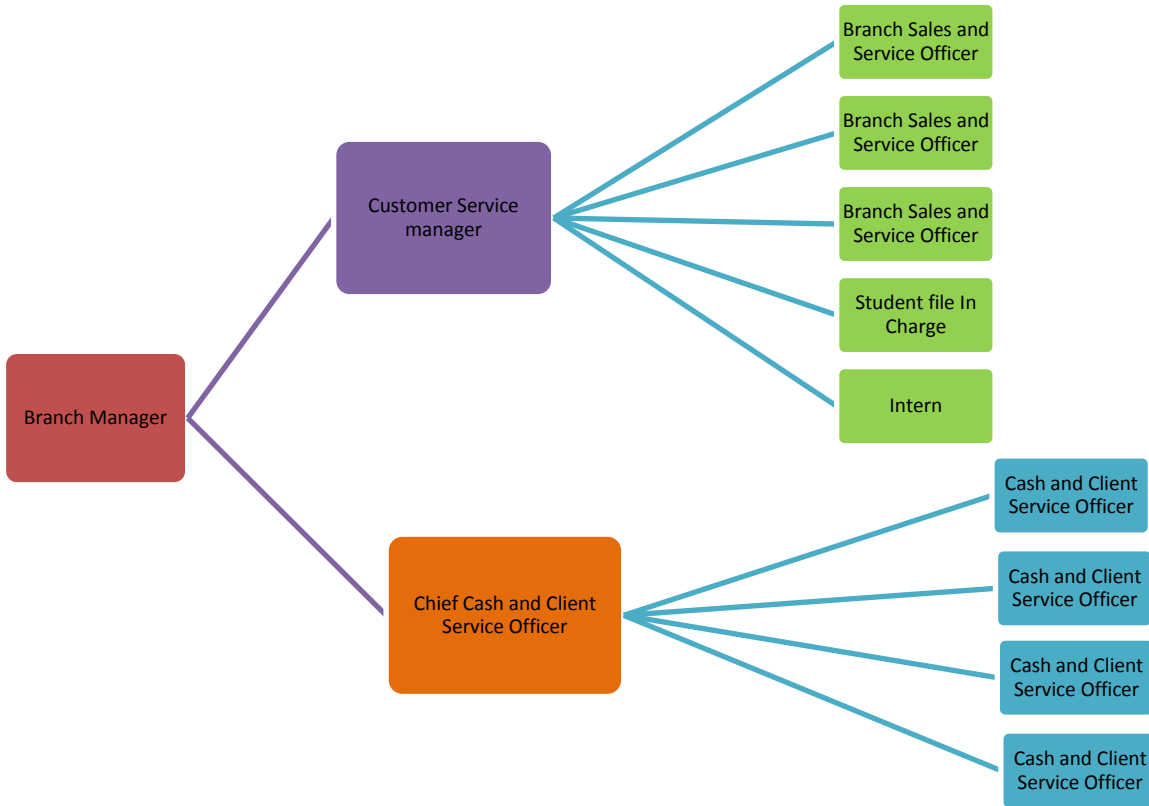


Figure: Organogram of the Eskaton Branch

4.2 Products

Savings AC

Product	Purpose	Annual Fee	Interest Rate
Savings Classic	Savings Classic Account is a local currency interest-bearing account with cheque book facility	BDT 600 + VAT at the time of account opening and on anniversary of every following year	Up to 8.5% p.a., Interest payment: Half yearly
Triple Benefits Savings	Triple Benefits Savings Account is a local currency interest-bearing savings account with cheque book facility.	No Annual Debit Card Fees	Up to 8.5% depending on average balance maintained in a month Interest payment: Monthly
Aporajita	Aporajita Account is a local currency interest-bearing savings account available to all female customers subject to the local regulations and / or banking practice.	No Annual Account Maintenance Fee BDT 600 + VAT at the time of account opening and on anniversary of every following year	Up to 8.5% p.a. Interest payment: Monthly
Future Star	Future Star Account is designed to encourage school going children to develop savings habit and also to create a future loyal customer base for the bank.		4% to 8% depending on average balance maintained in a month Interest payment: Yearly

Table: Product list of Savings Accounts

Current AC

<u>Product</u>	<u>Purpose</u>	<u>Annual Fee</u>	<u>Interest Rate</u>
Current Classic	It is a local currency non interest-bearing account with cheque book facility.	BDT 600 + VAT at the time of account opening and on anniversary of every following year BDT 500 + VAT will be charged	Non Interest bearing Acc.
Current Plus	It is a local currency non interest-bearing account with cheque book facility.	No Annual Account Maintenance Fee or Annual Debit Card Fees or any other upfront fees If customers do not maintain a Half-Yearly Average balance of BDT 25,000, the account will be charged with BDT 500 + VAT every half year	Non Interest bearing Acc.
Ezee	Ezee Account is a local currency interest-bearing current account without cheque book facility.	No Annual Account Maintenance Fee BDT 600 + VAT at the time of account opening and on anniversary of every year.	4% p.a. Interest payment: Half yearly
Campus Account	Campus Account is an interest-bearing current account exclusively offered for university students	No Annual Account Maintenance Fee	4% p.a. Interest payment: Half yearly
Salary account	It is a local currency interest bearing current account for employees of different Corporate Houses to disburse their monthly salaries. Employees of MNC/LLC/MID CORP/NGO/Large proprietorship/Partnership firm, other than foreign nationals are eligible to open this account.	No Annual Account Maintenance Fee in Salary Account and account can be opened with any amount. Annual VISA Debit Card Fees of BDT 300 + VAT will be charged and on anniversary of every following year	4% p.a. Interest payment: Half yearly

Table: Product list of Current Accounts

Fixed Deposit

Product	Minimum Opening	Tenure	Interest Rate
<u>Fixed Deposit General</u>	50,000	1/3/6/12/24/36 (Months)	Interest along with Principal is paid at maturity.
Freedom Fixed Deposit	25,000	6/12/24/36 (Months)	Interest is paid quarterly. It is a non-transactional account that gives interest quarterly to the link account automatically.
Abiram Fixed Deposit	1, 00,000	12/24/36 (Months)	Interest is paid monthly.
Interest First Fixed Deposits	1,00,000	3/6/12 (Months)	Interest is paid in advance, at the time of opening.
Flexi Fixed Deposits	500	1-10 years	As per the Interest Rate Matrix

Table: Product list of Fixed Deposit

Loan Products

<u>Product</u>	<u>Purpose Target Group</u>	<u>Tenure</u>	<u>Interest Rate</u>
Salary Loan	Employees of different corporate bodies, MNCs, Small/Medium Sized local companies etc. It can be opened with any amount	12 to 60 Months	20% P.A.
Quick Loan	Businessman & Self Employed Personnel (Doctors, Engineers, Architects, Accountants etc)	12 to 60 Months	21%
Home Loan	Any Salaried/Businessperson with at least 3 years of work experience and Min age of 25 years to max age of 65 years	Home Loan, Home Credit (Construction / Extension) & Takeover:25 years for salaried; 20 years for others Home Credit (Renovation):10 years for all	15% Fixed for all segments. Floating Rate: 13% p.a. for all segments. (Rate to be revised after every 6 months throughout the whole loan tenor based on the rate of 182 days Government T-Bill).
Car Loan	Type X - Salaried Employees Type Y – Professionals/Businessmen, Self Employed & Landlord. Type Z – Cash Secured (BBL security)	Maximum 60 months	Category X - 15.5% (Tie Up with Show Room), 16.5% (general) Category Y – 17.5%
Secured Assets	Individuals who have securities purchased from BBL and wishes to retain liquidity and borrow against those securities to meet urgent cash requirements	SOD- Max 12 months (renewable annually if account does not show EOL) SL- 12 to 60 months.	<u>Secured Loan (BBL Security/ WEDB):</u> 3% over prevailing rate on given security (FDR); Minimum 13% <u>Secured OD (BBL Security/ WEDB):</u> 3% over prevailing rate on given security (FDR); Minimum 13%

Table: Product list of Loan Products

Cards

<u>Product</u>	<u>Limit</u>	<u>Annual Fee</u>	<u>Interest Free Time</u>	<u>Other features</u>
<u>Local VISA Card</u> Local VISA Classic Card	BDT 10,000 to BDT 75,000	BDT 1300+15% VAT	20 -50 Days	valid only in Bangladesh designed for lower earner category customers
Local VISA Gold Card	BDT 80,000 to BDT 500,000	BDT 2500+15% VAT	20 -50 Days	valid only in Bangladesh designed for the upper earner category customers
<u>Universal VISA Card</u> Universal VISA Classic Card:	USD credit limit will be within approved BDT limit assigned	BDT 1300+15% VAT	20 -50 Days	medium earner category customers transaction in both BDT & USD currencies
Universal VISA Gold Card	USD credit limit will be within approved BDT limit assigned	BDT 2500+15% VAT	20 -50 Days	upper medium earner category customers
<u>Master card</u> Platinum Card	Tk. 300,001 – Tk. 500,000 or equivalent USD limit.		20 -50 Days	Cash Advance Limit 50% of total limit (general) Cash Advance Limit 100% of total limit (Staff)
Gold Card	Tk. 75,001 – Tk. 300,000 or equivalent USD limit.		20 -50 Days	Cash Advance Limit 50% of total limit (general) Cash Advance Limit 100% of total limit (Staff)
Classic Card	Tk. 10,000 – Tk. 75,000 or equivalent USD limit		20 -50 Days	Cash Advance Limit 50% of total limit (general) Cash Advance Limit 100% of total limit (Staff)

Table: List of Cards Offered by BRAC Bank Ltd.

4.3 Services Provided

The Eskaton Branch like other branches offer a wide array of services to its clients, these are:

Cash Transaction

- Cash Deposit
- Cash Withdrawal
- Transfer Cheque Processing
- Cash remittance to other Branch/bank
- Cash received from other branch/bank
- Pay Cash transaction
- Processing western union
- POS Transaction
- Credit Card payment received

Local & Foreign Remittance

- Issue Local Pay Order
- Issue Foreign Demand Draft
- Foreign Currency Sale
- Outward bill collection

Clearing Cheque Process

- Account Payee Cheque
- Refund Warrant
- Foreign Currency Cheque
- Pay Order

Other Customer Services

- Change of Address
- Cheque Book Request

- Statement Request
- ATM Card Delivery
- PIN Delivery
- FD encashment
- DPS encashment
- Change of Signatory
- Change of account nominee
- Issue Bank Certificate
- Internet Service Request
- SMS Service Request
- Savings Certificate Request

4.4 Customer Base

The Eskaton branch like most other branches of BRAC Bank Ltd. servers a wide array of customers. Not just its own customers, but many clients holding BRAC Bank accounts at other branches takes their banking services from Eskaton branch on a regular basis. There were faces which were seen almost every day. They generally came for either cash withdrawal or cash deposit. The customer base of Eskaton Branch comprised of:

- Businessmen
- Employees of Organizations
- Actors
- Media People
- Teachers
- Students
- General Individuals like drivers and mechanics

Businessmen comprised of the customers who were entrepreneurs of organizations which were located nearby. They generally came for purposes like cash transaction, Pay Order issue, Account Statement etc. The employees of firms like BRAC, PCS, Moon Networks, Stargate International, Transcom Foods

etc. used to come to the branch for similar services. They also came to the branch for their personal reasons as they had their salary accounts with the branch. As the Eskaton branch is quite near to FDC(Film Development Commission), many movie actors maintain accounts in the Eskaton branch. There are many music studios, practice pads etc nearby, so many media people including tv actors, singers and other stars were seen in the branch.

Teachers of nearby schools like Ispahani School, BIAM, A.G. Church School etc maintained accounts in the branch. BRAC Bank Eskaton branch provided a service called student file processing. This service was provided in a few branches of BRAC Bank Ltd. This wing of BRAC Bank provided services to students going abroad for their studies. Through this student account their parents in Bangladesh could send money abroad to their children. Thus many students came to the branch for this service.

4.5 Promotional Strategy

The Branch Manager of Eskaton Branch is the initiator of promotional strategies within the branch. He always thinks of innovative ideas to attract new customers and retain existing customers. BRAC Bank has a separate marketing department which handles the promotional activities of BRAC Bank Ltd. whether it is outsourced or done by BRAC Bank itself. But still the branches have some responsibilities to put forward their branch and their products to the existing and prospective clients.

This promotional goal is attained by each and every member of the branch. As the head office doesn't provide a separate fund for promotional activities of the branch. The Branch Manager makes sure that the branch employees spread positive word of mouth about the branch and BRAC Bank products. The employees also try to influence their clients to spread the word of mouth. This is a very effective promotional tool that the branch uses which doesn't require any cost. Other than that, the BSSOs go for sales call to prospective customers through which they promote their branch and products.

The branch has a lacking, that is due to some legal issues, and they cannot put BRAC Bank banners and boards outside the branch. That is a setback, as many customers complain that from outside it doesn't seem like a branch. The branch is trying to recover from this drawback; it is planning to shift the location to the other side of the road. Though the branch is fairly new, but still it has been successful to put forward a very good image in the heart of the customers.

4.6 Location Analysis

The BRAC Bank Eskaton Branch is located in Eskaton opposite to KFC. The place where the branch is

situated is surrounded by a lot of car accessories shop. Eskaton and bangle motor is very well known for the auto parts shops. Thus a major portion of the branch clients come from this section. There are other business establishments who also comprise of the customer base. One of the location benefits of the branch is that is just in between Motijheel and Gulshan, thus many clients Eskaton Branch on their way to either destinations.

Eskaton is a residential area, thus the local population of the area also maintains accounts in the branch. There are many other banks in the area like Pubali Bank, Prime Bank, City Bank, Dutch Bangla Bank, Agrani Bank etc in the area. Thus BRAC Bank Eskaton Branch has to face severe competition. But BRAC Bank has its competitive edge over those banks. Such competitive edges include online banking, very good customer service, best interest rates etc. In some cases BRAC Bank Eskaton Branch also competes with other branch of BRAC Bank like Moghbazar Branch and Elephant Road Branch. As Moghbazar Branch is a very busy branch, thus many of its clients prefer taking their banking services from Eskaton Branch for their convenience.

A competitive edge for the location of the branch is that it is located near the busy Moghbazar junction, thus many clients come every day to avail services from the branch.

4.7 Most Popular Products and Services

Eskaton Branch just like most other branches of BRAC Bank Ltd. provides a wide array of products and services. One of the core bases of the bank is the number of accounts that it holds. The bank provides different sorts of account products both current account and Savings Account (CASA).

The following figure shows the number of accounts that has been opened from Eskaton branch till now. The figure shows the number of each type of accounts that has been opened. We can see that Ezee account has been opened the most and the BBL Salary the least. The reason for BBL Salary being in the last is that this product has been introduced in the branch one month back. Ezee account as the name suggests is a very simple. Ezee Account is an interest-bearing current account which offers interest rate of 2% p.a. The minimum account opening balance requirement is BDT 2,000. Thus any sort of customer can open this account. As the branch is located at Eskaton, where a lot of auto parts shops are situated, many shop owners open Prapti Current Account for their business. Thus the branch has a good response for this account. There are other accounts like Current Classic and TBS joint which doesn't get much response from the clients but still the branch has to keep such products to fulfill the demands of special clients. The data for the figure has been collected from the welcome pack delivery register of the branch.

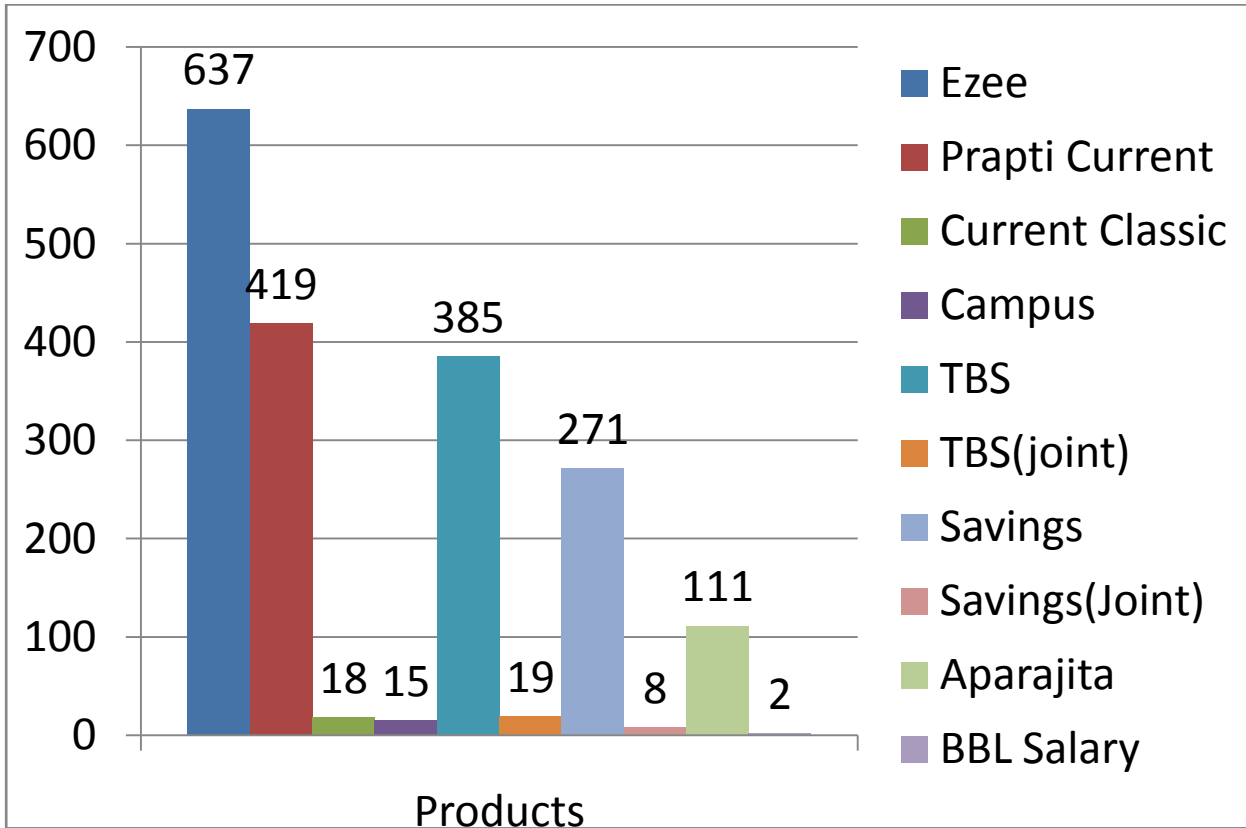


Figure: Number of Welcome Packs delivered from Eskaton Branch

The branch provides services like delivery of cheque books, debit cards and cards on request from the clients. As mentioned earlier, all the records of the delivery of these custodial items are being maintained in registers. Thus a figure has been provided to show the position of the branch in terms of providing such services.

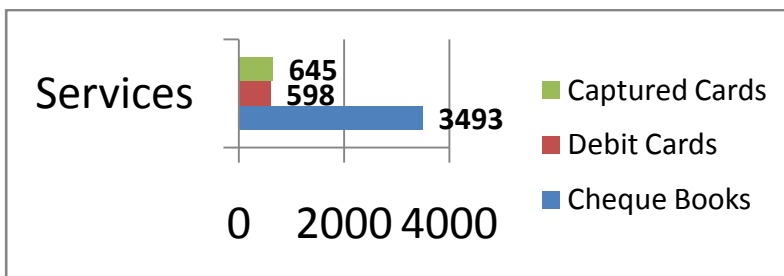


Figure: Delivery of custodial items

The branch provides products like different sorts of loan products and fixed deposit products. Till present, the branch has been successful to disburse 137 loans. These loans include Car Loans, Salary Loans, Quick Loans, Home Loans etc. The Eskaton branch has always shown good response in the

campaigns that the bank puts forward. The branch has been successful in issuing 182 fixed deposits till now. Fixed Deposits has a very vital contribution in profit making of a bank. Though the number fixed deposits issued till now is a bit less but the total average yearly contribution is above Taka 20 Crore.

4.8 Contribution to BBL

BRAC Bank Eskaton Branch has always been a good contributor in BRAC Bank's campaigns in spite of being a fairly small branch. I generally is successful in achieving 100% target in campaigns. A few campaign records have been mentioned below which will show the performance of Eskaton Branch in case of both deposit products and card products.



Business Finance -SME Banking Division

SME Deposit Campaign: Odommo

Cost centre-30052202,30052202 and 90078042

As on 11 December, 2011

BDT-M

Sl. No	Branches	SOL	Category	As on Nov 30 '11 (without Disb.)			Position as on reporting date			Net Change / Growth			Net growth	% of acht.
				CASA	FD	Total	CASA	FD	Total	CASA	FD	Total	BDT - M	
1	MOMIN ROAD BRANCH	1102	Metro	16.43	0.10	16.53	19.64	10.10	29.74	3.20	10.00	13.20	4.00	330.07%
2	UTTARA SMESC	1530	Metro	20.97	38.00	58.97	27.69	37.92	65.61	6.72	-0.08	6.65	4.00	166.13%
3	PATUAKHALI BRANCH	5201	Non-metro	6.46	0.00	6.46	10.80	0.00	10.80	4.35	0.00	4.35	2.00	217.30%
4	HALISHAHAR BRANCH	1103	Metro	10.00	0.00	10.00	13.41	0.00	13.41	3.41	0.00	3.41	4.00	85.35%
5	NAWABPUR BRANCH	1502	Metro	10.37	3.65	14.02	13.66	3.65	17.31	3.29	0.00	3.29	6.00	54.80%
6	KUSHTIA SME/KRISHI BRANCH	3101	Non-metro	10.53	20.45	30.98	13.38	20.15	33.53	2.84	-0.30	2.54	2.00	127.16%
7	NEW ESKATON BRANCH	1520	Metro	12.05	7.00	19.05	14.48	7.00	21.48	2.43	0.00	2.43	4.00	60.64%
8	BARO BAZAR BRANCH	2802	Non-metro	4.95	0.30	5.25	6.97	0.30	7.27	2.01	0.00	2.01	2.00	100.61%
9	MOGHBAZAR BRANCH	1503	Metro	10.85	1.55	12.40	12.86	1.55	14.40	2.01	0.00	2.01	6.00	33.42%
10	BASHABO SMESC	1529	Metro	32.10	16.35	48.45	34.08	16.35	50.43	1.98	0.00	1.98	2.50	79.30%
11	SYLHET UPOSHAHAR BRANCH	6307	Metro	4.78	0.00	4.78	6.71	0.00	6.71	1.93	0.00	1.93	4.00	48.36%
12	KONABARI SME/KRISHI BRANCH	2003	Non-metro	1.64	6.20	7.84	3.53	6.20	9.73	1.89	0.00	1.89	1.50	125.76%
13	SWARUPKHATHI SME/KRISHI BR	5302	Non-metro	6.11	7.90	14.01	7.35	8.40	15.75	1.24	0.50	1.74	1.50	116.11%
14	JHENAIDAH SME/KRISHI BRANCH	2701	Non-metro	5.68	7.40	13.08	7.25	7.40	14.65	1.57	0.00	1.57	1.50	104.80%
15	ASADGONJ SMESC	1105	Metro	3.19	1.00	4.19	4.73	1.00	5.73	1.54	0.00	1.54	2.00	77.04%
16	DHOLAIKHAL SMESC	1541	Metro	2.09	3.50	5.59	3.58	3.50	7.08	1.49	0.00	1.49	2.50	59.62%
17	BANDARTILA SMESC	1106	Metro	0.34	3.97	4.31	1.81	3.97	5.78	1.48	0.00	1.48	1.50	98.38%
18	MUKTAGACHA SME/KRISHI BRAN	4102	Non-metro	15.35	10.73	26.08	19.09	8.43	27.52	3.74	-2.30	1.44	1.50	96.09%
19	BIJOY NAGAR SMESC	1532	Metro	23.48	46.20	69.69	22.78	48.20	70.98	-0.71	2.00	1.29	3.00	43.11%
20	ZINDABAZAR BRANCH	6303	Metro	7.52	10.93	18.45	8.81	10.93	19.74	1.29	0.00	1.29	4.00	32.25%

The preceding data shows the performance of some branches of BRAC Bank Ltd in a campaign named “Odommo”. The highlighted portion is the performance of Eskaton Branch. All the figures are in BDT million. Thus we can see that Eskaton Branch had Current Account and Savings Accounts (CASA) deposit of BDT 12.05 million and Fixed Deposit(FD) of BDT 7.00 million at the end of November 2011 month, and till the reporting date that is 11th December 2011, the deposits increased by 60.64%. This performance is very good compared to other big branches. For example, the busy and neighbor branch of Moghbazar had growth rate of 33.42%. These data shows that in case of deposits, BRAC Bank Eskaton Branch is doing a very good job.

CHANGE THE TRACK										
CARDS CAMPAIGN FOR BRANCH										
JUL-Sept 2011										
From Jul-Sept 2011										
Channels	SOL	No of Application received	Approved	Active	Inactive	Platinum Card	Gold Card	Silver Card	Declined	On process at Credit
MOGHBAZAR BRANCH	1503	71	46	39	6	22	23	0	19	2
MOGHBAZAR CLUSTER	Total	101	64	55	9	22	41	1	24	3
MIRPUR BRANCH	1511	62	53	43	11	4	50	0	4	3
MOTIJEEL BRANCH	1505	115	71	69	3	7	65	0	30	6
NEW ESKATON BRANCH	1520	45	31	29	2	8	23	0	10	2
RAMPURA BRANCH	1512	92	72	69	3	17	55	0	16	2
MOTIJEEL CLUSTER	Total	314	227	210	19	36	193	0	60	13
NARAYANGANJ BRANCH	4301	64	30	28	2	3	27	0	23	0
NAWABPUR BRANCH	1502	41	19	15	2	2	16	0	7	1
ZINZIRA BRANCH	1533	38	16	9	8	3	13	1	14	2
NAWABPUR CLUSTER	Total	143	65	52	12	8	56	1	44	3
DONIA BRANCH	1518	72	62	60	2	1	61	0	5	3
MUNSHIGONJ BRANCH	4001	22	11	5	6	0	10	1	9	0
MYMENSINGH BRANCH	4101	12	5	2	2	0	4	1	3	1
NORTH GULSHAN BRANCH	1526	112	72	53	17	25	45	0	30	7
NORTH GULSHAN CLUSTER	Total	218	150	120	27	26	120	2	47	11
BELKUCHI BRANCH	6102	9	8	7	1	1	7	0	1	0
ISHARDI BRANCH	5002	19	8	7	2	0	8	2	4	2

The above table shows the campaign result of a card campaign named “Change the Track”. The target for each branch in this campaign was to at least issue 25 cards from respective branch. Eskaton Branch was successful in issuing 31 cards, having more than 100% achievement. Eskaton Branch compared to many other bigger branches of Dhaka did better.

4.9 Performance Analysis

The performance of a branch depends on many factors like the people in the branch, the services provided, the technological and infrastructural backings etc. The performance of Eskaton Branch will be analyzed according to four criteria:

- i) Service
- ii) Portfolio
- iii) People

iv) Head Office evaluation

4.9.1 Service

Eskaton Branch provides most of the services that are provided by other BRAC Bank Ltd. Branches. There are a few services that the Eskaton branch is not currently offering. The two most important among those are Credit Card Services and Foreign Exchange Services. Every day customers come to avail these services and has to be forwarded to either Moghbazar Branch or other branches. This decreases the business opportunity of the branch. Though the branch doesn't have these services, it has been able to maintain a very good portfolio that will be discussed in the latter heading.

There is a service offered by BRAC Bank Eskaton Branch which isn't offered by many branches. It is the student file processing service. This service was provided in a few branches of BRAC Bank Ltd. This wing of BRAC Bank provided services to students going abroad for their studies. Through this student account their parents in Bangladesh could send money abroad to their children. Thus many students came to the branch for this service. This service doesn't incur much cost and is a very good source of revenue for BRAC Bank Ltd.

4.9.2 Portfolio

The portfolio of a Branch comprises of two aspects, assets and liabilities. The assets are the funds that the branch provides to its clients in return for interest. Examples of assets for a bank are loans and credit cards. Liabilities are the funds that the clients deposit or keep in the branch in expectation of getting interest. There are two forms of liabilities that the branch handles; they are deposits like Current Account and Savings Account (CASA) and the deposits from Deposit Premium Scheme (DPS) and Fixed Deposits (FD).

Till the end of December 2011, BRAC Bank Eskaton Branch had net total of BDT 60,01,14,000 in deposits including FDs. In the year 2011, a net growth of BDT 8,00,00,000 in deposits has been attained by Eskaton Branch. That means there has been a growth of 13.33% in the deposits portfolio. This has been possible due to the great effort given by the branch members. The total deposits of BRAC Bank Ltd. as a whole till date has been BDT 10194,22,05,557. That means the contribution in the case of deposits for Eskaton Branch has been 0.58%. Considering that Eskaton Branch has been operating only for three years, this figure is really impressive. BRAC Bank Ltd. has 151 branches and for a small branch like Eskaton to have a contribution of 0.58% is very appreciable. Eskaton Branch is trying out new strategies and ways to further increase the percentage.

BRAC Bank Eskaton Branch has been successful to sanction total loan amount of BDT 1,70,27,000 in the year 2011. These are really good figures and shows a very bright future for the branch. The total loan disbursed amount in the year 2011 for BRAC Bank Ltd. is BDT 1118,25,40,039.

4.9.3 People

BRAC Bank Eskaton Branch has a very efficient bunch of employees who gives better dimensions in the performance of the branch as a whole. The Branch Manager, Ishtiaque Mahmud is a highly experienced individual with a foreign degree; he has experience in many industries and very good knowledge of marketing. He drives the branch in performing so well. Then there is the Customer Service Manager, Nusrat Zerin who has been working in BRAC Bank Ltd for the past four years, thus having very good knowledge of the practices of BRAC Bank Ltd. She makes sure that the branch runs smoothly. Another important member of the branch is the Chief Cash and Client Service Officer, Nazmun Nahar, she has been working in BRAC Bank Ltd. for the past eight years or so. She is the head teller and is responsible for the smooth functioning of the cash section and the vault. Thus the main responsibilities of the branch lie in the hands of these three individuals. This is one of the reasons for the great success of Eskaton Branch.

Other than the three heads of the branch, there are really efficient BSSOs and CCSOs who are the backbone of the branch. They ensure that the clients get their required services. These members are enthusiastic young bloods. This combination of branch employees has worked very well till now for Eskaton Branch.

4.9.2 Head Office evaluation

The Head Office of BRAC Bank Ltd. evaluates each branch in two main criteria. These are the Audit report and the service quality report.

Audit Report

The audit report is the evaluation of a branch that is being done on the basis of the smooth and efficient functioning of the branch. Each year, the audit representatives come two to three times to evaluate the functioning of the branch. The main concerns of the audit are proper book keeping, maintaining the vault accurately, proper arrangement of vouchers, error free inputs etc. In a scale of 5, Eskaton Branch has been able to achieve “Good” from the Audit Report.

Poor	Marginal	Fair	Satisfactory	Good
------	----------	------	--------------	------

Service Quality

Service Quality Report as the name suggests is the performance of a branch in respect to the quality of services it is providing. Generally representatives of the service quality team visits the branch without notice and checks on the way the employees are providing services to the clients. There are many sectors on which the employees are given points and later these points help evaluate the employees and the branch as a whole. At times, the service quality members come in disguise and take services from the employees and grade them accordingly. Eskaton Branch since its inception has been successful in attaining good points in service quality. Out of a scale of 6, Eskaton Branch has been able to secure a grade of “Very Good”.

Very Poor	Poor	Average	Good	Very Good	Excellent
-----------	------	---------	------	-----------	-----------

Chapter-5

Analysis and Findings

5.1 Ratio Analysis

5.2 SWOT Analysis

5.1 RATIO ANALYSIS

Ratio	2010	2009
1. Liquidity and Efficiency Ratio		
Current Ratio	3.63:1	4.73:1
Cost to Income Ratio	47.92%	48.82%
2. Solvency		
Debt Ratio	0.914	0.907
Equity Ratio	0.08	0.088
3. Profitability		
Return On Investment(ROI)	65.25%	50.94%
Return On Assets (ROA)	1.69%	1.37%
Return On Equity	16.89%	15.59%
4. Market		
Price Earning Ratio (P/E)	1.655	1.639
Dividend	32.89%	32.89%

5.2 SWOT Analysis



Chapter-6

Conclusion

6.1 Recommendation

6.2 Conclusion

6.3 Bibliography

6.1 Recommendation

- The BRAC Bank Eskaton Branch should change the outlook of the Branch.
- The Branch should include services like Credit Card Services and Foreign Exchange Services.
- The Branch is under staffed, thus for proper functioning, the branch needs more employees.
- The Branch should gain permission and display boards of the services provided like “Money-Gram and Western Union etc”
- The remittance service in Eskaton Branch has real good prospect, thus the bank should work actively so that it can attract more clients.
- The Branch should give a lot of emphasis on Cost Cutting techniques and proper record keeping.
- The salary package for each level of employees is not very competitive, thus it de-motivates the employees.
- Developing motivational program and training program.

6.2 Conclusion

BRAC Bank proposes to set standards as the market leader in Bangladesh. It demonstrates that a locally owned institution can provide efficient, friendly and modern banking service on a profitable basis. Bank has maintained and achieved strong position in all key area covering capital adequacies, assets quality, sound management, good earning and strong financial position.

BRAC Bank Eskaton Branch has been able to perform exceptionally since its inception in 24th December 2008. Since then it has never looked back. It shows even greater promise of becoming one of the most important branches of BRAC Bank Ltd. There is some lacking of the branch which can be easily recovered. If the Branch follows the recommendations that have been provided and find even more innovative ways for the betterment of the Branch, it would become one of the best. The report has explored a lot of ground on the performance aspect of the branch, and it can be fairly concluded that the Eskaton Branch has done really well in the past and shows great prospect even in the future.

BRAC Bank promises to fulfill every possible Customer needs with high quality service and satisfaction. This success has resulted from the dedication, commitment & dynamic leadership of its

management over the periods. To become market leader in providing banking services, introduction of sophisticated banking instruments i.e., online banking services, Internet banking, and ATM services is a demand of time. BRAC Bank is maintaining its competitiveness by leveraging on its Online Banking Software and modern IT infrastructure.

To conclude, I would say that the experience of working in the BRAC Bank Ltd. was excellent. I got to learn how a bank's branch actually works. The report helped me to explore even greater grounds on branch banking. Though having some drawback, the bank's overall performance is satisfactory. I would like to thank all of BRAC Bank Ltd. and I hope that, BRAC Bank will develop even more in the future.

6.3 Bibliography

- Annual Report of BRAC Bank Limited in 2009 and 2010.
- Books, Publications and Journals of BRAC Bank Limited
- Kieso, Donald E., Weygandt, Jerry J. and Warfield, Terry D. Intermediate Accounting. John Willey & Sons, Inc., 2002
- Valuable discussion of supervisors during the period of internship
- Prospectus of BRAC Bank Limited published in 2009.
- <http://www.bracbank.com>.
- http://www.bangladesh_bank.org.