

An Internship Report
On
**“Customer satisfaction on Restructuring Retail
Banking Business Model of BRAC Bank Ltd
(Supreme and Excel Banking)”**



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Subject: Submission of Internship Report.

Dear Sir,

This is to inform you that I have completed my internship report relating to BRAC Bank Limited on the topic “**Customer Satisfaction on Restructuring Retail Banking Business Model of BRAC Bank Ltd (Supreme and Excel Banking)**”. I have prepared this report as a requirement of the internship course BUS 400 under the BBA program of BRAC University.

In writing this report, I have followed your instructions as well as those given by my organization's supervisor. I have also tried to apply relevant concepts that I have learnt during the entire BBA program and my internship period at the BRAC Bank Limited. However, I will be glad to clarify any discrepancy that may arise.

Thank You.

Yours Sincerely,

Takrim Mushfiq

ACKNOWLEDGEMENT

First of all, I would like to thank the Almighty ALLAH for giving me the strength and the aptitude to complete this report. This report could not have been accomplished without the help of certain people.

To begin with, I would like to express my heartiest gratitude to all those respondent Local clients who attended the survey. Also, the co-operation of my internship supervisor, along with the other members of the retail banking division and my fellow interns, was truly unforgettable. In addition to that, I was blessed to have an instructor like Husain Salilul Akareem who had the attitude and the substance to be a true mentor as he guided me throughout the preparation of the report.

Finally, I would like to thank everyone including my supervisor Md. Mahbub Hossain, Associate Business Development Manager, Excel Banking at BRAC Bank Limited who provided me with ideas, data and invaluable experience of the banking culture.

EXECUTIVE SUMMARY

For my internship program, I got the opportunity to work at the BRAC Bank Limited, Gulshan Head Office where I was placed to Supreme and Excel Banking Division under Retail Banking of BRAC Bank Ltd. BRAC Bank has divided its retail banking division under four segments, supreme and excel banking is one of them. Retail banking is responsible for providing services to various types of individual clients. Hence, I thought it would be interesting to explore the satisfaction level of Local clients regarding restructuring retail banking business model.

At first I focused on the background of BRAC Bank Ltd. Then I tried to give brief idea about BRAC Bank management and I also discussed about the retail banking division of BRAC Bank.

A questionnaire was used to collect data from the Local clients, regarding services and solutions of restructuring retail banking business model (RRBBM). Data from surveys and interviews of the Bank's staff have been used to examine the knowledge level of Local clients regarding RRBBM services; to investigate clients' views regarding the quality and standard of the services; to identify the gaps between the services that clients want and those which are actually being provided by RRBBM; and to suggest ways of improving the services offered by RRBBM. These data were analyzed using different statistical softwares like SPSS and MS-Excel and by forming certain hypotheses for the qualitative and quantitative variables.

Various observations were found from the analysis and interpretation of the data. Most clients have rated RRBBM services as reliable, and believe RRBBM staffs to be responsive. Clients claimed that RRBBM staff and services are easily accessible.

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1.1 INTRODUCTION

Banking Industry is one of the most auspicious industries of our country. Generally by the word 'Bank' we can easily understand that it usually deals with money. There are different types of banks such as; commercial Bank, Agricultural Bank, Industrial Bank, Savings Bank & Exchange Bank. But when we use the term 'Bank' without any prefix, or qualification, it refers to the 'Commercial Bank'. Commercial banks are the primary contributors to the economy of a country. It helps to flow funds from surplus unit to deficit unit and through this it facilitated the efficient allocation of the resources as well as accelerated economic growth. This sector is moving towards new dimension as it is changing fast due to competition, deregulation and financial reforms. BRAC Bank Limited is a scheduled commercial bank in Bangladesh. It established in Bangladesh under the Banking Companies Act, 1991 and incorporated as private limited company on May 20, 1999 under the Companies Act, 1994. Its operation started on July 4, 2001 with a vision to be the market leader through providing all sorts of support to people in term of promoting corporate and small entrepreneurs and individuals all over the Bangladesh. BRAC Bank, for the first time among local commercial banks, starts providing loan facilities to small and medium trading, manufacturing and service oriented enterprises all over the country. In this competitive banking industry, BRAC Bank is trying to differentiate them through their service and variety of products. BRAC Bank tries to provide service to its customers and gain the sustainable relationship with them.

1.2 ORIGIN OF THE REPORT

Internship Program of BRAC University is a Graduation requirement for the BBA students, which is also a partial requirement of the Internship program of BBA curriculum. The main purpose of internship is to get the student exposed to the job world. Being an intern the main challenge was to translate the theoretical concepts into real life experience.

The internship program and the study have following purposes:

- ❖ To get and organize detail knowledge on the job responsibility.

- ❖ To experience the real business world.
- ❖ To compare the real scenario with the lessons learned in the University
- ❖ To fulfill the requirement of BBA Program.

To accomplish the internship, I was placed at BRAC Bank limited, Head Office, under the guidance of Husain Salilul Akareem, my faculty advisor. The report topic was approved by the faculty supervisor to satisfy the organizational requirements and fulfillment of the internship program. As a requirement of the completion of the internship program, I had to submit this report, which includes an overview of the organization and a research and analysis part.

1.3 OBJECTIVE OF THE REPORT

The objective of the report can be viewed in two forms:

- ❖ General Objective
- ❖ Specific Objective

General Objective:

The general objective of my internship is to get well acquainted with the retail banking service of BRAC Bank Ltd.

Specific Objective:

More specifically, this study entails the following aspects:

- To get some knowledge about the other function related to retail banking division and also to know about the market position and background of BRAC Bank Ltd.
- To know about the customer's acceptance level regarding the recent change of BRAC Bank retail banking division.
- To know about whether the customer is satisfied with service of BRAC Bank Ltd. Or not.
- To know about whether customer is getting more benefits from branches as the retail banking has shifted their focus from product centric model to customer centric model.
- To know about customer's loyalty towards BRAC Bank Ltd.

1.4 SCOPE OF THE REPORT

The report plots a chronicle outline of BRAC Bank Limited and its operation. The information consists of the observation and the job experience acquired throughout the internship era. The report also particularizes the internship research focus, which is the customer relationship through Restructuring Retail Banking Business Model (RRBBM) of BRAC Bank Ltd. This report has been prepared according to the interviews of the customers/employees of the Bank, extensive survey and review of literatures.

1.5 SIGNIFICANCE OF THE REPORT

This study is momentous to all the employer, employees, and management practitioners in BBL as they can all take my findings into account and understands the effects on their performance due to the implementation of the new business model. It will also help me to understand the cultural attributes of the customers. There is also a scope for further studies into this topic for other banking and financial organizations.

To Employers:

This research will help employers to realize the status as well as the fortunes of latest business model enable to customer centric business process. Employers may get an elementary base on which to judge the tradeoffs they will be facing from increased expenditures and increased revenues and not to mention the core advantages from efficient and effective performance of the employees to implement and maintaining relationship with retail customers through RRBBM.

To Employees:

Employees are important stakeholders, inseparable from both an organization and the society as a whole. Any benefit for the company or society has important implications in an employee's life. Therefore, this study will be of significance to an employee, as it will help them to understand the importance of business process reengineering or restructuring in their performance.

To Management Practitioners:

This research paper will aim to sufficiently educate management practitioners about the insights of customer centric model and its application in the work place. The management of any organization is the key role player in complying with guidelines. As it is up to them to incorporate changes in the business model and relationship with customers, this study will be of sufficient significance to them.

To Customers:

This study will be of interest to retail customer groups to get better relationship and flexible banking facilities from the bank also in terms of realizing their right to claim such practices and facilities from important economic players as the banks.

1.6 METHODOLOGY

The study will be conducted as a descriptive research, also known as statistical research. It describes data and characteristics about the population or phenomenon being studied. Descriptive research answers the questions who, what, where, when and how. The description will be used for frequencies, averages and other statistical calculations. This qualitative research is followed by answers of why the observations exist and what the implications of the findings are.

Relationship depends on so many other things that determines whether a customer will be sustaining with this bank or switch to other. In a precise sense sometimes relationship depends on the satisfaction of the customers but satisfaction is not the only thing to define relationship.

Steps that are followed:

Step 1: Problem Definition

The topic of my internship report is “Customer relationship through Restructuring Retail Banking Business Model (RRBBM) of BRAC Bank Ltd”. Based on the topic point that highlights are whether the relationship is satisfactory with the customers of BRAC Bank Ltd or not. Therefore, the research problem (opportunity) is “Customer relationship through Restructuring Retail Banking Business Model (RRBBM) of BRAC Bank Ltd is satisfactory”.

Step 2: Research Design

Based on the research problem my research was designed as follows: Variables	Information needed	Source of Information / Respondents	Methods	Researcher	Timing	Place
<p>Dependent Variable: Customer Satisfaction on overall BBL</p> <p>Independent Variables:</p> <ol style="list-style-type: none"> 1. Supporting customer centric model 2. Privilege facilities 3. Alternate banking facility 4. Value added service 5. Segmentation brings benefit 	<p>Gender of the respondent</p> <p>Age of the respondent</p> <p>Occupation</p> <p>Income level</p>	50 respondents	Quantitative : Survey	Takrim Mushfiq	Given Period	BRAC Bank Head Office, BRAC Bank Gulshan and Moghbazar Branch

Step 3: Questionnaire form design

Part A- The questionnaire asked for some personal information like age, gender, occupation, income level, educational level, etc.

Part B- The questionnaire was detailed in such a way so that the customers can express their relationship level regarding every aspect, such as, customer service of the bank, privilege facilities for categorized customers, Service process, Credit Card service, Online shopping facility, alternate banking facilities, Annual fees, Customer service, etc. Moreover, the questionnaire form also included some questions out of which a qualitative conclusion can be drawn. The options are assigned on a Nominal scale. The Questionnaire is attached in the report later in the Appendix.

Part C- The questionnaire was set for assess the customer about his/her point of view of BRAC Bank Ltd.

Step 4: Collection of Data

Data were collected through survey. Both the qualitative and quantitative data were collected through the questionnaire. Then the collected data were input in the SPSS to derive finding (tables and diagrams). The purpose of the collection of data was to gain an overall picture of the relationship with the customers. This was done through a survey with the different race of customers. The customers were asked for their contribution for a little moment.

Step 5: Data Analysis

To analyze data the Statistical analytical tool SPSS is used, moreover some subjective judgments is also used to analyze data to find the result. Different tables (Frequency distribution) and graphs (Graphical presentation) are used to make the data meaningful and comparable. Ordinal regression, Correlation, Chi Square Test, and ANOVA etc. is shown also. Qualitative data is

analyzed rationally and in comparison with current market condition. Necessary percentages and averages are calculated and the analyzed results will be described step by step.

Quantitative Tools: Software: SPSS Statistics 15.0

Step 6: Writing the research

After analyzing all collected data and following all the mentioned steps, writing this report was possible.

Research Findings (collected Data)

As I mentioned earlier that data were collected through survey. The questionnaire contained mostly quantitative questionnaire. In the qualitative questions options were assigned on a Nominal Scale, where 1 = strongly agree, 2 = Agree, 3 = Neutral, 4 = Disagree and 5 = strongly disagree. In some questions, 1 = very satisfied, 2 = satisfied, 3 = Neutral, 4 = dissatisfied, and 5 = very dissatisfied. In One case 1 = yes and 2 = no. The options are arranged on a nominal scale so that we can put value on the SPSS. Then the collected quantitative data were put in the SPSS according to the nominated points. Variables are provided in the Appendix.

Selection of the topic

“Customer satisfaction on Restructuring Retail Banking Business Model (RRBBM) of BRAC Bank Ltd (Supreme and Excel Banking)”.

1.7 SOURCES OF DATA

Primary Source

- Most of the information was acquired by discussing with the officers working in the Head office of BRAC Bank Ltd.
- Conducted survey questionnaire through different level customers of BRAC Bank Ltd.

- For information relating to customer relationship level, interviews and discussion sessions were conducted with related departments of the bank to gather basic information related to the products and a market overview from BRAC Bank's perspective.
- Observation and work experience with different divisional in-charges and suggestions of many executives of the bank.

Secondary Source

- The organization booklets of charges and fees, application forms and suggestions from the customer's feedback from customer relation unit.
- Various books, articles, compilations etc.
- BRAC BANK's website
- Newspapers and magazines regarding market and customer views on BBL.

Methods of Data collection

For data collection, "direct interview method" has been used. Interviews were carried out with the different segmented customers of BBL through questionnaire. As the population size of customers is huge, it is difficult to determine a representative sample size. So, a purposive quota sampling was used for the customers. Only the supreme and excel segmented customers were surveyed for the convenient reach of many clients at two places. The total sample size of customers that was interviewed is 50. The Customers were selected on a convenient basis for the face-to-face personal interview.

Sampling Method

Convenience sampling method has been performed for selecting samples.

Sample size: N = 50 respondents.

Variables



Here, customer relationship is the only dependable variable and all the other stuffs are independent variables to measure the satisfaction status or the level with the BRAC bank customers.

1.8 DATA ANALYSIS METHOD

To analyze the data I will use survey answer and interpret those using graphical presentation of the findings. Frequency and Cross tabulation and percentage method will apply using SPSS software to get the result of the findings. Some diagrams and tables will be used in this report for analyzing the collected data and to explain certain concepts and findings more clearly.

Hypothesis

Null Hypothesis: Ho = Customer relationship through the Restructure Retail Banking Business Model (RRBBM) of BRAC Bank Ltd is not satisfactory.

Alternative Hypothesis: H1 = Customer relationship through the Restructure Retail Banking Business Model (RRBBM) of BRAC Bank Ltd is satisfactory.

1.9 LIMITATIONS OF THE STUDY

Time is the major constraint of this research report. Due to the time constrain I will focus more on company internal data and findings which are available within company and internet articles. Another limitation of my study could be the access of details in other company management system. The duration of my work was only three months. However, this period is not enough for a complete and clear study. It is because of the limitation of information some assumptions were made. Therefore, there may be some personal mistakes in the report. Although there were many limitations, I tried to give my best effort to furnish the report.



2.1 COMPANY OVERVIEW

This chapter emphasizes on the historical background of the company under study, overview of the company, their product and services, customer base and market condition of BRAC Bank Ltd.

Historical Background of the Company

BRAC started as a development organization dedicated to alleviating poverty by empowering the poor to bring about change in their own lives. In Bangladesh It was founded in 1972 and over the course of evolution, it has established itself as a pioneer in recognizing and tackling the many different realities of poverty of which BRAC BANK is one of the largest operational commercial venture with a vision:

“Building a profitable and 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”.

BRAC Bank Limited is a scheduled commercial bank in Bangladesh. It established in Bangladesh under the Banking Companies Act, 1991 and incorporated as private limited company on 20 May 1999 under the Companies Act, 1994. BRAC Bank will be a unique organization in Bangladesh. The primary objective of the Bank is to provide all kinds of banking business. At the very beginning the Bank faced some legal obligation because the High Court of Bangladesh suspended activity of the Bank and it could fail to start its operations till 03 June 2001. Eventually, the judgment of the High Court was set aside and dismissed by the Appellate Division. BRAC Bank is one of country’s fastest growing banks, with 152 branches, 12 Apon Shomoy, 313+ ATMs, 30 CDMs, 399 SME Unit Offices and 7,695 (as on 15th July 2012) human resources, BRAC Bank’s operation now cuts across all segments and services in financial industry. With more than 1 Million Customers, the bank has already proved to be the largest

SME financier in just 11 years of its operation in Bangladesh and continues to broaden its horizon into Retail, Corporate, SME, Probashi and other arenas of banking. In the year: 2010, BRAC Bank has been recognized as Asia's most Sustainable Bank in Emerging Markets by the Financial Times and IFC.

Recently BRAC Bank has achieved the International award for "Excellence in Retail Financial Services".

Values- CRYSTAL

C stands for being **Creative**, Be a person of innovative ideas in solving issues, thinking different ideas to reach one destination; do new associations between existing ideas or concepts for the organization's overall growth.

R stands for being **Reliable**, Be worthy of reliance or trust at work so everyone could depend on you.

Y stands for remaining **Youthful**, Be a person of freshness and vibrant characteristic at work. Feel young at HEART and project enthusiasm during performing duties.

S stands for being **Strong**; Be a person of willing to move forward and apply conscious choice, willpower, discipline and passion at work.

T stands for being **Transparent**, Be transparent at work at all level both internally and externally. Show openness and honesty through communication to bring transparency.

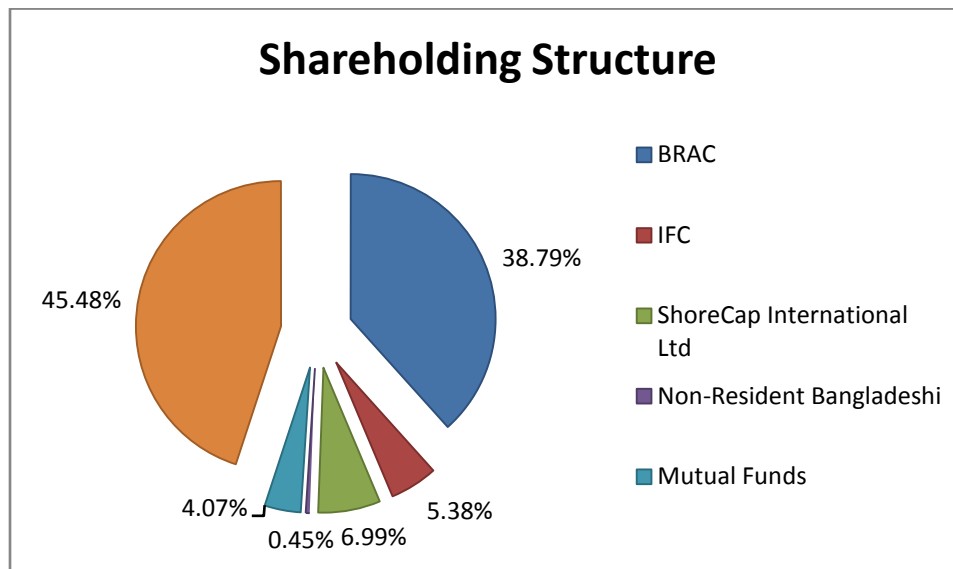
A stands for being **Accountable**, Be accountable for own actions and take responsibilities for the outcome of the actions; be responsible and answerable towards customers, organization, regulatory bodies as well as the society.

L stands for being **Loyal**, Be loyal to the organization by being compliant at work, taking ownership and create belongingness which will carry your brand as your pride.

2.2 SHARE HOLDING STRUCTURE

Name of Shareholder	% of Shareholding
BRAC	38.79%
International Finance Corporation	5.38%

ShoreCap International Limited	6.99%
Non-Resident Bangladesh	0.45%
Mutual Funds	4.07%
Institution and General Public	45.48%



Board of Directors

The Board of Directors of BRAC Bank Limited includes:

Mr. Muhammad A (Rume) Ali (Nominated By BRAC)	Chairman
Mr. Shib Narayan Kairy	Director
Mr. Quazi Md. Shariful Ala (Nominated By BRAC)	Director
Ms. Nihad Kabir	Independent & Depositor Director
Dr. Hafiz G.A. Siddiqi	Depositor Director
Ms. Tamara Hasan Abed	Director
Mr. Syed Mahbubur Rahman	Managing Director and CEO



Vision

Mission

Goal

2.3 MISSION, VISION, GOAL

Corporate Mission:

- Sustained growth in Small & Medium Enterprise sector.
- Continuous low-cost deposit Growth with controlled growth in retail 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 non-funded income.
- Keep our debt charges 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.

Corporate Vision

“Building profitable and socially responsible financial institution focused on Market and Business with Growth potential, thereby assisting BRAC and stakeholders to build a just, enlightened, healthy democratic and poverty free Bangladesh”.

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 objectives of BRAC Bank Limited are as follows:

- Building a strong customer focus and relationship based on integrity, superior service.
- To creating an honest, open and enabling environment.
- To value and respect people and make decisions based on merit.
- To strive for profit & sound growth.
- To value the fact that they are a member 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 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.

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.

2.4 CORPORATE RESPONSIBILITY

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/mandatory compliances to voluntary activities that promote sustainable development.

A significant portion of earning of the bank is routed through the ownership structure of the Bank for building just enlightened poverty free Bangladesh – is the vision that the founder Chairman and Chairperson of BRAC, Sir Fazle Hasan Abed dearly and closely follows through. BRAC Bank’s vision is linked with social responsibility which focuses on the ‘triple bottom line’: People, Planet and Profit. Being guided by this vision, BRAC Bank provides continuous support to the environment and communities that it operates in.

BRAC Bank CSR Initiatives in 2011:

- Amor Ekushey Grontho Mela
- Bangla version of BRAC Bank Website
- Patriotic poem cd
- Computer Donation: Bagmara High School, Nawabgonj; Sallah Samabaya High School, Kalihati, Tangail
- Employment of Acid Victims
- Lifetime support to Bir Protik Taramon Bibi
- Scholarship for Adomyo Medhabi with Prothom Alo
- Scholarship for poor students of BRAC University
- Scholarship for Afghan Student
- Scholarship for the children of poor Journalists in Patuakhali region
- Supported Libya returnees in association with BRAC
- Donated to IRRRI for their research activities
- Computer donation to Presidency University
- Daur 2011
- Warm Clothes Distribution to the cold hit poor people

2.5 BRAC BANK SUBSIDIARIES



bKash is designed to provide financial services via mobile phones to both the unbanked and the banked people of Bangladesh. The overall bKash value proposition is simple: a safe, convenient place to store money; a safe, easy way to make payments and money transfers. The bKash mobile wallet, a VISA technology platform which is fully encrypted to ensure most secure transactions, will be the customer account where money can be deposited and out of which money can be withdrawn or used for various services. It has a special focus to serve the low income people of the country and promote sustainable micro-savings by providing financial services that are convenient, affordable and reliable. In Bangladesh, where 15% of people are not connected to formal financial system, providing financial services using this mean can make the service more accessible and cost effective for the vast population of Bangladesh.



BRAC Equity Partners Ltd (EPL) is a brokerage house and a merchant bank, with 51% of its stake owned by BRAC Bank. BRAC EPL formally commenced operation under a new management team on October 1, 2009. The predecessor of the company, known as Equity Partners Limited (EPL) and its affiliate Equity Partners Securities Ltd (ESPL), was formed in early 2000 as a merchant bank and brokerage company subsequently. Since the acquisition by BRAC Bank, BRAC EPL is providing the stock brokerage and investment services as BRAC EPL Stock Brokerage Ltd & BRAC EPL Investments Ltd. Products and services provided by BRAC EPL Stock Brokerage Ltd. are:

- Open Beneficiary Accounts (BO) for individuals
- Provide margin lending
- Trade for institutional investors, both domestic and international
- Provide stop-gap liquidity support, especially to foreign institutional investors
- Assist to create and follow an investment strategy
- Provide corporate finance advisory services.



BRAC Saajan Exchange Limited, an Exchange Company incorporated in England and Wales, is a subsidiary of BRAC Bank Limited, Bangladesh. The Company has been formed through acquisition of the former Saajan Worldwide Money Transfer Limited, United Kingdom. BRAC Bank owns 87.485% share in BRAC Saajan Exchange.

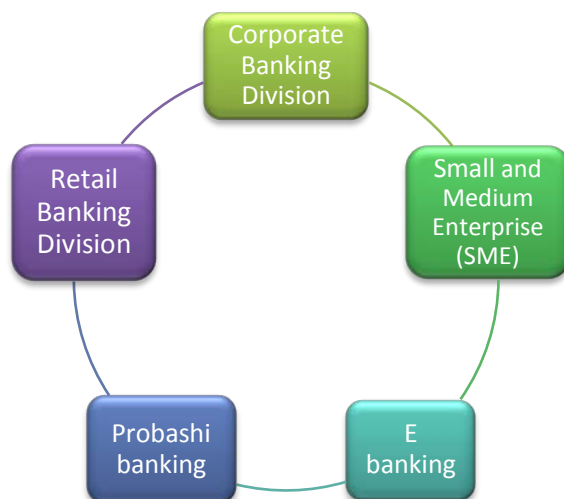
The main purpose of introducing BRAC Saajan Exchange, is to have a footprint in UK and elsewhere in Europe to cater to the needs of Non-Resident Bangladeshis (NRBs) community which has a population of over one million. Non-resident Bangladeshis (NRBs) in UK now has a secured, fast, online transfer option available for sending remittance to their loved ones in Bangladesh from UK.

2.6 DIVISION OF BRAC BANK

If the jobs are not organized considering their inter relationship and are not allocated in a particular division it would be very difficult to control the system effectively. If the division is not fitted for the particular works, there would be haphazard situation and the performance of a particular department would not be measured. BRAC Bank Limited does these works very well.

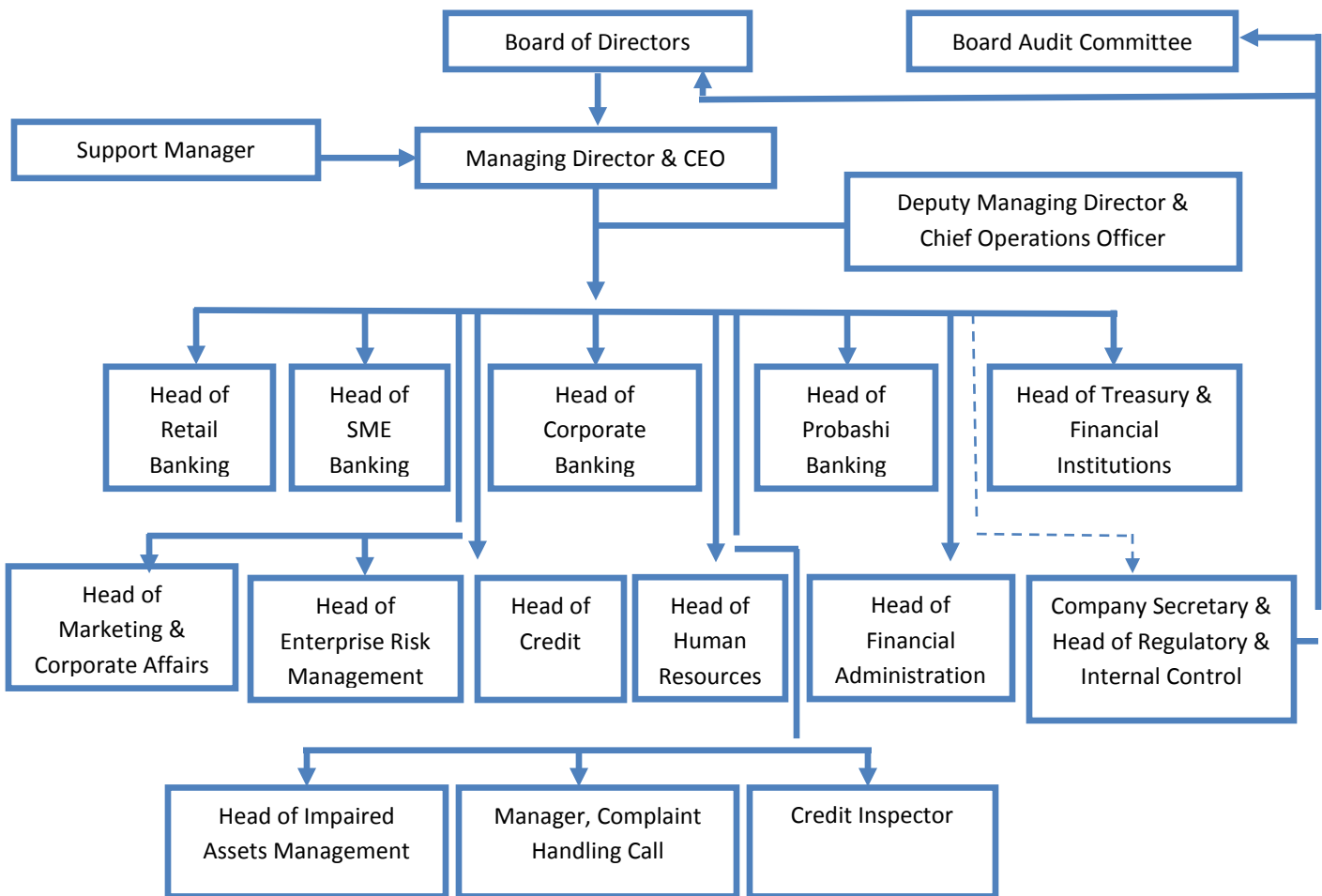
Division of BRAC BANK LTD:

BRAC Bank Limited consists of five major business divisions namely:



2.7 ORGANIZATIONAL STRUCTURE

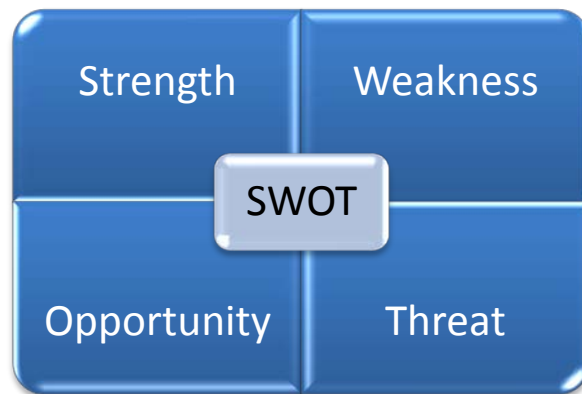
Organogram of BRAC Bank Limited:



Source: Collected from BRAC Bank computer

2.8 SWOT ANALYSIS

A SWOT analysis is “a technique for matching organizational strengths and weaknesses with environmental opportunities and threats to determine the organization’s right niche”. SWOT analysis is an important tool for evaluating the company’s Strengths, Weaknesses, Opportunities and Threats. It helps the organization to identify how to evaluate its performance and scan the macro environment, which in turn would help organization to navigate in the turbulent ocean of competition. With this tool, we will be able to determine, though not perfectly, since we are not internal members of this organization, the internal strengths and weaknesses of BBL as well as the opportunities and challenges that the changing external environment provides.



Strength:

- BRAC Bank has a strong financial back-up on the industry. Ample source of finance means it is in a better position to serve the market with its products & also it has the financial resources to grow its business.
- BRAC is the parent organization of BRAC Bank Limited that already has reputed brand name in its own industry. It ultimately helps BRAC Bank to get well familiar in the country within a short period of time.
- BRAC Bank is more emphasized on the SME sector of Bangladesh. Before BRAC Bank there was no private commercial bank which has focused on this sector.
- BRAC Bank Limited is providing diversified product and services to the market.

- It has a huge manpower and network all over the Bangladesh that helps BRAC Bank to knock at the door of some customers which were out of banking touch.
- BRAC Bank has a strong technology system behind its all functions and activities.

Weakness:

- One of the major weaknesses that I have found during my internship period was their huge manpower. It is seen that BBL takes many initiatives but they cannot implement all their steps in a proper way because of its weak monitoring system.
- Higher interest than some other commercial private bank in Bangladesh is another weak point of BRAC Bank Ltd.
- Majority of its asset portion has come from its SME division. They have disbursed more than 50% of their total loans in SME sector so that's why they have higher default rate.
- Remuneration package offered by BBL for its employee is lower than other private bank. So many employees don't get motivated while working on BBL. Ultimately it causes higher employee turnover.
- Branch size of is another strong weak point of BBL. It has a huge number of customer base so most of the time its branches get jam packed at pick hour.

Opportunity:

- BBL can offer more services to its debit and credit card.
- As BBL shifted its focusing field from product centric to customer centric it may allow them to explore some new group of customers.

- BBL can start taking some deposit to its SME customers as they have a huge customer from its SME service.
- Large market share in SME sector Bangladesh has given BBL immense opportunity build strong relationship with its customers. Most of the times customer does take repeat their loans that are taken under SME division.
- Average ages of BBL employees are less than 30. So BBL can bring more outputs from its young employees more than other private commercial banks.

Thread:

- High competition with foreign banks is a tread for BBL. Majority people like to hold the credit card of SCB and HSBC in our country.
- Some new banks are coming in the market. These new banks can take customers from BBL. Customer will have more choices regarding selection of his\her desired banks.
- Majority of private commercial banks are now focusing on the SME sector. So they are hiring employee from BBL also. As a result SME division of BBL has a higher employee turnover rate.
- Political volatility is another thread for BBL.
- Sometimes Bangladesh Bank imposes some strict rules regulation to the private banks. These rules may become difficult for BBL to follow.

3.1 Overview of RRBBM

BRAC Bank Ltd recently has changed their business model from “Product Centric” to “Customer Centric” business model where there will be no traditional banking system and the

latest customer wise different types of services will be provided. Actually they have segmented their customers in different categories and they will treat them by their segmentation. This type of segmentation from product centric to customer centric business model is first time implemented in Bangladesh and BBL is the first initiator of this.

Product Centric Model

A product-centric collections strategy is generally focused on account-level collections, per product, based on product-owner defined rules. Collections actions are product-focused, hence relatively simple to articulate, manage, automate and measure. A collections call is generally made for each account. In other words, even if multiple accounts of the same type are delinquent, the customer will receive multiple calls, each specific to one delinquent account.

The Advantages and Disadvantages of Product-Centric Model

Product-centric model allow for driving efficiency and productivity. This includes:

- Standardization and automation of customer communications
- Call scripting
- Simple measurement
- Training of collectors on a single-product and system
- Simple incentivizing and performance measurement aligned with product metrics

However, a product-based collections approach has its disadvantages. In this approach the customer actions are based on customer information that is reflected in a single-product view. This may result in a fragmented customer experience and inconsistent or contradictory treatment and messages. The business could also overlook the seriousness of cross product defaulters, and take inappropriate lenient initial action.

The product-centric model approach is most effective when the majorities of customers are single-product account holders, or in instances where customers are delinquent on a single product.

Customer Centric Model

Customer-centric collections strategies usually aspire to deliver consistent treatment of customers across products, and ensure customer management decisions (pricing, risk-based decisions, service-level, sales strategy, collections strategy, etc) at customer portfolio level.

Significance

A customer-centric firm hopes to achieve higher sales, profitability and new-product success because of their focus on customers. The firm also saves on costs for agent commissions and wins business over its competitors. According to studies quoted in the book "Designing the Customer Centric Organization," existing loyal customers are the most profitable group of customers. Rather than spending its resources on capturing new customers, a firm should instead use its resources on maintaining the loyalty of current customers.

Features

Becoming customer centric does not just involve customer service. A customer-centric firm detects the needs of its customers and uses its resources accordingly, while building relationships with them. All the business functions of the firm, including those that do not directly make contact with the customers, perform their roles with the customers in mind.

Identification

A customer-centric firm identifies the needs of its customers by dividing them into segments with common characteristics and determining the appropriate level of attention for them. A firm can classify its customers based on various factors, such as size, buying purpose, nature of products purchased, revenue, and potential for growth, geographic location and level of specialization required. A firm can collect the data using surveys and keeping data from all

customer interactions, including sales, customer service, complaints, returns and third-party vendors.

Implementation

A customer-centric firm arranges itself around the customers. Its strategy, structure, processes, reward systems and people have to aim to maximize customer satisfaction. For example, the firm focuses on creating products that the existing customers need, as opposed to finding customers for its products. The firm rewards the managers who build customer relationships, rather than those who manage deadlines. The employees focus on customer retention, as opposed to reaching a certain share of the market.

Considerations

A firm must not over-customize its products to match customer requests to the point where profit suffers. For example, Japanese software companies often create many different versions of software products for different customers. As a result, they fail to reach economies of scale and do not have enough resources for international expansion. A firm should also not focus too much on its best customers when considering a new technology.

The Advantages and Disadvantages of Customer-Centric Model

One of the primary benefits of customer-centric model is that the customer experience remains consistent. All communication and messages required to be sent to the customer are integrated to reflect the true status of the customers overall delinquency status. All actions taken on the customer are appropriate as the actions are based on accurate customer information that has been assessed and well understood. However, since the business model collates customer information, the model is complicated by the need to accommodate multiple products in various stages of delinquency. This complexity of the customer centric model is difficult to monitor and measure. This requires composite product and customer views in order to ensure a full and accurate understanding of the customer's delinquency status. This also limits the ability to measure a collector's performance, negatively affecting incentivizing, performance management and reward/recognition.

In addition, customer-centric model requires that employees have a wide range of knowledge across products and systems, complicating the training process and the length of time it would take to develop the requisite level of expertise. Further cost – and complexity – is caused by the fact that communications must be customized to accommodate multiple products.

The customer-centric model approach is most effective when:

- Customer volumes are low and efficiency is not the driving priority
- The number of customers with multiple delinquent products is high
- There are complex products or cross-product dependencies (e.g. business plans, Small Business structure, securities, etc.)

3.2 Difference between Customer Centric and Product Centric Business Model:

Product Centric Model	Customer Centric Model
Maximizes product profitability	Focus on Customer Segment wise approach
Overlook customers need and Push Sell products	Focus on customers need & customized offers
May lead to customer dissatisfaction and worsen relationship	Relationship based banking creates long term relationship
Does not focus on Customer experience	Focus on Customer experience (e.g. touch points, products, pricing etc)
Customer looks for better alternative	Customer will be attached through his life cycle with the bank
Conventional Banking	Fundamental shift to “VALUE” based Retail Banking business model

3.3 Customer Segmentation:

BBL have grouped their customers into four segments namely,

- ❖ Premium Banking
- ❖ Supreme Banking
- ❖ Excel Banking
- ❖ Easy Banking

Premium Banking

Following benefits will be entitled for Premium Banking customers,

- Customer can get service from our PB Lounges
- Dedicated Relationship Manager
- Personalized banking services
- Discounts & Benefits from Tie up partners

Supreme Banking

To be a customer of Supreme Banking segment, total deposit balance has to be within BDT 10 lakhs to less than BDT 50 lakhs.

A loan customer having 20 lakhs or above outstanding will fall under Supreme Banking for reporting purpose but the customer has to meet the deposit eligibility criteria to avail Supreme Banking facilities.

A Platinum cardholder will also fall under Supreme Banking for reporting purpose but have to meet deposit eligibility criteria to avail Supreme Banking facilities.

Following benefits will be entitled for Supreme Banking customers,

- Existing BSSOs from selective branches will be assigned as Shared RM
- Dedicated counter in selective branches
- Discounts & Benefits from Tie up partners
- Special rates, discounts & benefits on selective banking products

Excel Banking

To be a customer of Excel Banking segment, total Relationship balance has to be within BDT 50k to less than BDT 10 lakhs.

A customer availing **loan facility only** of BDT 5 lakhs to less than 20 lakhs will fall under Excel Banking for reporting purpose but has to meet the deposit eligibility criteria to avail Excel Banking facilities.

A Gold Credit Card holder only will fall under Excel Banking for reporting purpose but has to meet the deposit eligibility criteria to avail Excel Banking facilities.

Following benefits will be entitled for Excel Banking customers,

- Service through Branches
- Discounts & Benefits from selective Tie up partners

Easy Banking

A customer with total Relationship balance below BDT 50k is an Easy Banking customer. A customer availing loan facility only of less than BDT 5 lakhs will fall under Easy Banking for reporting purpose

An Easy Banking customer will be entitled to get fast and convenient transactional banking services through ATM, CDMs, IVR, bKash, etc.

BBL will identify the segment of a customer from the following:

Segment	Premium Banking	Supreme Banking	Excel Banking	Easy Banking
Debit card	Platinum Debit Card	Planet Debit Card		
Privilege card	Not applicable	Supreme Privilege card	Excel privilege card	Not applicable
Finacle	POP up message in Finacle	POP message in Finacle	POP up message in Finacle	

Privileges for Customers

- Premium Banking Customers will avail privileges by showing their “Platinum Debit Card.”
- Supreme Banking Customers will avail privileges by showing their “Supreme Privilege Card”.
- Excel Banking Customers will avail privileges by showing their “Excel Privilege Card”.
- Easy Banking Customers can avail privileges by showing their “Planet Card”.

Privilege Cards cannot be used for transactions. It can only be used to avail discounts and privileges at selected BRAC Bank partner outlets. Top privileges are given to only premium and supreme banking customers:

TOP PRIVILEGES FOR PRIMIUM
Free yearly Master Health Check up at Apollo Hospitals, Dhaka worth BDT 6500 only
Free access for 4 persons at Balaka VIP lounge inside Hazrat Shahjalal International airport
50% off at Gold's Gym on membership and renewal fee
Privileges and benefits with 400+ of our partners countrywide

TOP PRIVILEGES FOR SUPREME
Free access for 2 persons at Balaka VIP lounge inside Hazrat Shahjalal International airport
Discount on Executive Health Check up at Lab Aid Hospital, 20% discount on pathological and bio chemistry test
30% off at Gold's Gym on membership and renewal fee
Privileges and benefits with 400+ of our partners countrywide

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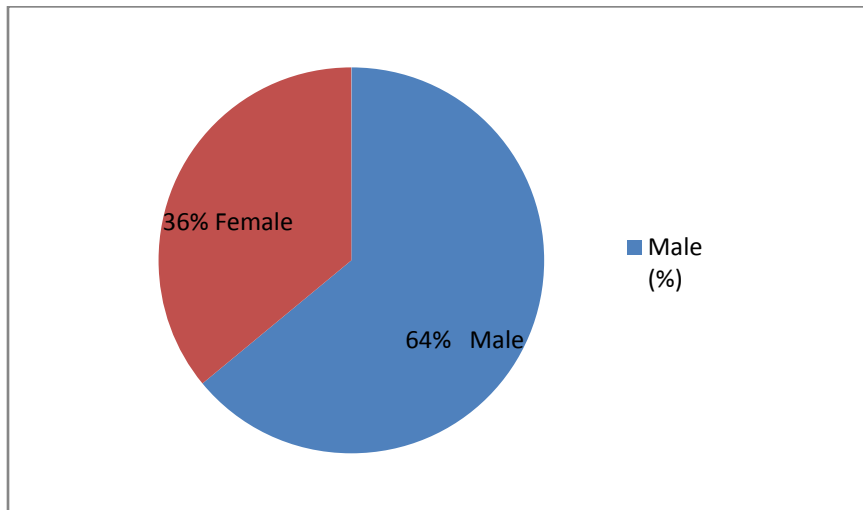
After I finished collecting the data, I analyzed the data using the statistical software of SPSS and Microsoft Excel. Since the data was huge and consisted of rating questions, statistical software of Minitab was not used. The first task in analysis was to input data into the statistical software. From the questionnaire, I listed the quantitative and the qualitative variables and separated the responses under these two variable categories. I also made a note of the dependent and independent variables among the quantitative ones so that the data is no more complicated. To input the quantitative data collected from my survey, I used the popular software of SPSS.

4.1 QUANTITATIVE DATA ANALYSIS

Frequency of Gender:

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	18	36.0	36.0	36.0
	Male	32	64.0	64.0	100.0
	Total	50	100.0	100.0	



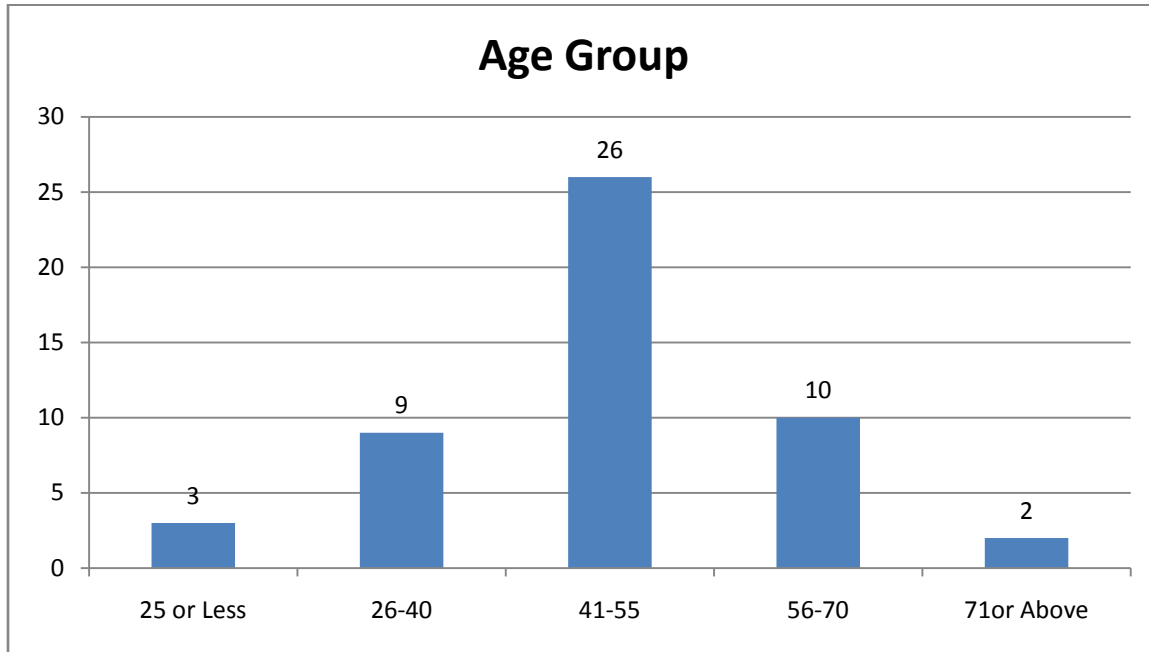
I have found 50 samples from two branches of BBL. Out of these 50 customers 18 are female and 32 are male. It means 36% are female and 64% are male on my survey.

Frequency of Age:

Age Group

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	25 or less	3	6.0	6.0	6.0
	26-40	9	18.0	18.0	24.0
	41-55	26	52.0	52.0	76.0
	56-70	10	20.0	20.0	96.0
	71 or above	2	4.0	4.0	100.0

Total	50	100.0	100.0
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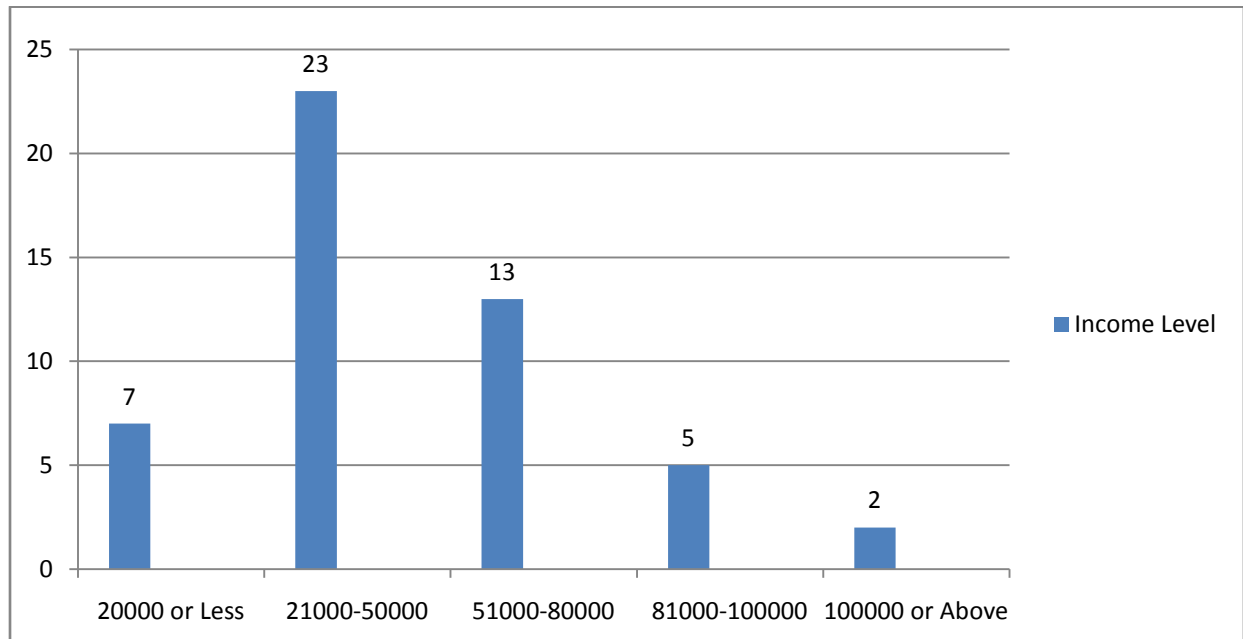
Most of the customers are in between 41-55 years old, 26 out of 50 customers are in this age group. 10 customers are in between 56-70 years old. 9 customers are in between 26-40 years old. 52% customers are in between 41-55 years old, the reason behind it is the trustworthiness. People in this group like to stay with a bank which has a strong brand name in the market. So they have chosen BBL as their option.

Frequency of Income Level

Income Level

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 20000 or less	7	14.0	14.0	14.0
21000-50000	23	46.0	46.0	60.0
51000-80000	13	26.0	26.0	86.0
81000-100000	5	10.0	10.0	96.0
100000 and above	2	4.0	4.0	100.0

Total	50	100.0	100.0
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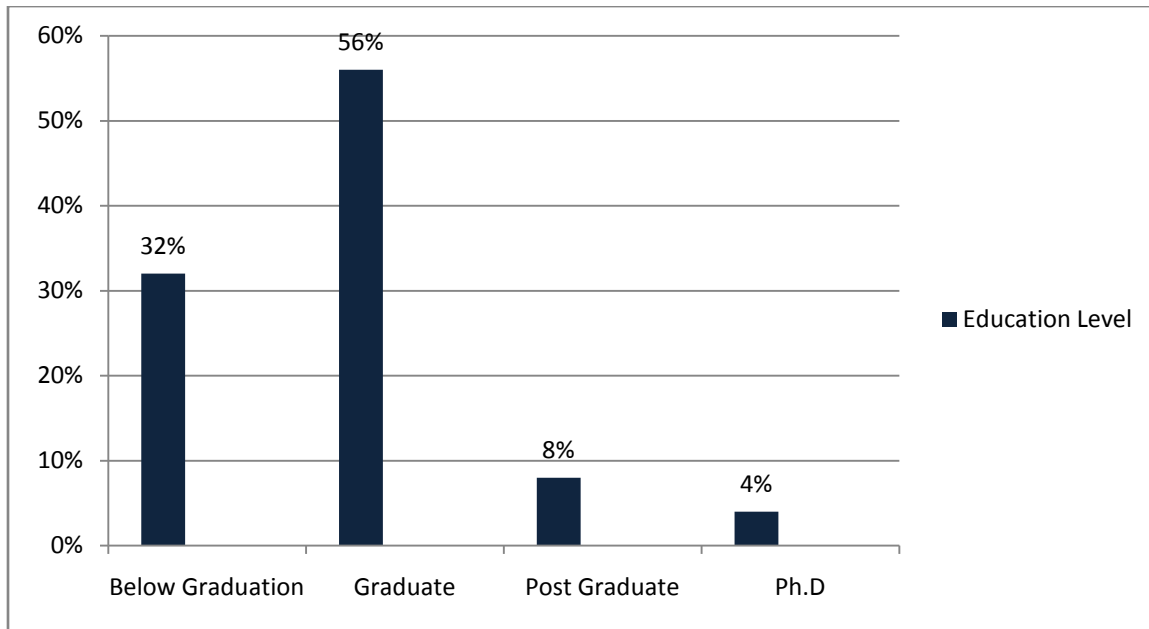
Most of the customer’s income level is between at group of 21000-50000. 13 customers out of 50 are in between at group of 51000-80000. 7 customers are in between 20000 or less. Only 4% customers of BBL have an income range of more than 1 lakh so I guess BBL should look to this income level people also. Customers those who have more salary they have more money to spend and save on their bank account.

Frequency of Education:

Educational Level

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid+ Below graduation	16	32.0	32.0	32.0
Graduate	28	56.0	56.0	88.0
Post Graduate	4	8.0	8.0	96.0

Ph.D.	2	4.0	4.0	100.0
Total	50	100.0	100.0	

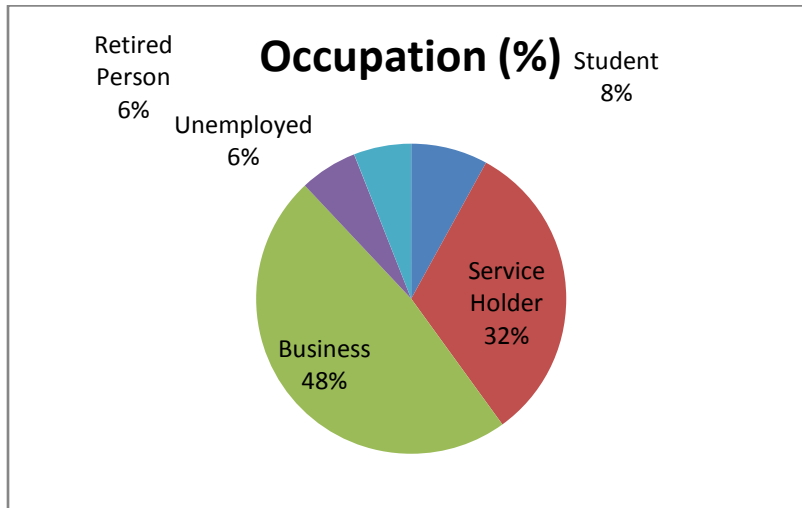


56% customers are graduated whereas 32% customers are graduation. 8% customers are post graduated and 4% customers are Ph.D.

Frequency of Occupation:

Occupation

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Student	4	8.0	8.0	8.0
Service Holder	16	32.0	32.0	40.0
Business	24	48.0	48.0	88.0
Unemployed	3	6.0	6.0	94.0
Retired person	3	6.0	6.0	100.0
Total	50	100.0	100.0	



About 48% customer’s occupation of BBL is business and 32% customers are service holder. Whereas 8 customers are student and 6% are retired person and 6% are unemployed.

Frequency of Relationship with BBL:

You maintaining an account with BRAC Bank

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1-2 years	10	20.0	20.0	20.0
2-5 years	25	50.0	50.0	70.0
5-8 years	11	22.0	22.0	92.0
More than 8 years	4	8.0	8.0	100.0
Total	50	100.0	100.0	

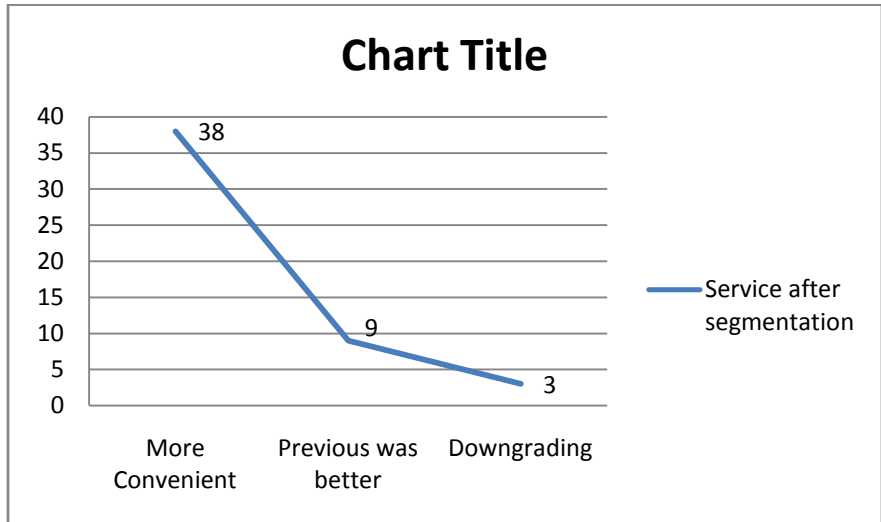
BBL is the youngest private commercial bank in Bangladesh. That’s why the customer relations are also not so long. As we know its emerging rapidly day by day, we can see the trend of account maintaining of customers. Those who are with us for 2-5 years, they are much matured and potential customers of BBL as there is chance to make them loyal for BBL.

Frequency of Service Improvement after RRBBM

Service after segmentation of customer

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid More convenient	38	76.0	76.0	76.0
Previous was better	9	18.0	18.0	94.0
Downgrading	3	6.0	6.0	100.0

Total	50	100.0	100.0
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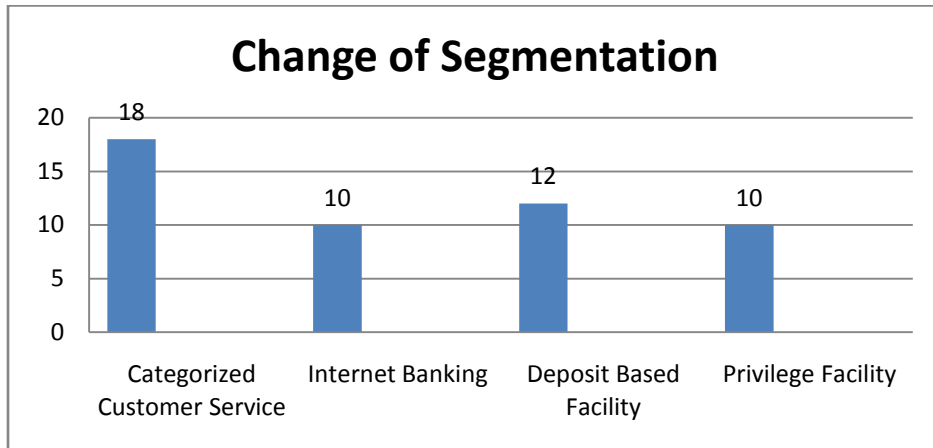


From the figure, we can see that most of the customers are agree that after applying RRBBM, the service has been more convenient from previous days. Reason behind this improvement is the shifting from product centric to customer centric model.

Frequency of Segmentation Accepted By customer:

Change of this segmentation you like most

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Categorized Customer service	18	36.0	36.0	36.0
Internet banking	10	20.0	20.0	56.0
Deposit based facility	12	24.0	24.0	80.0
Privilege facility	10	20.0	20.0	100.0
Total	50	100.0	100.0	

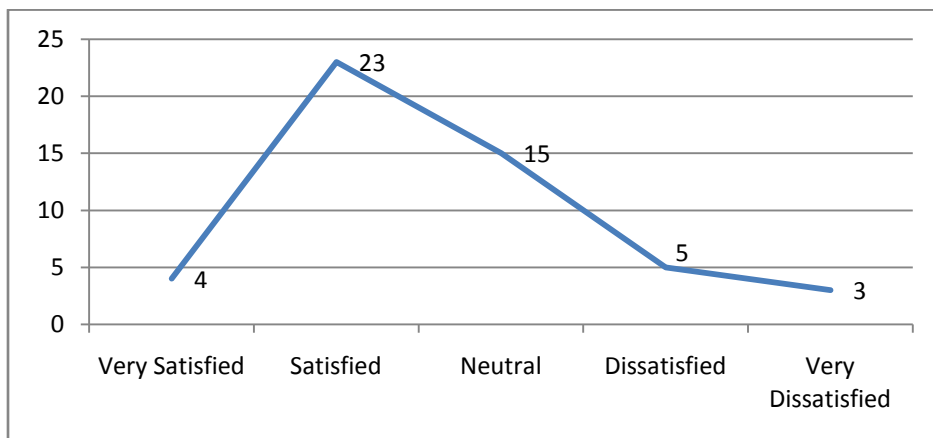


After being categorized customers started to like the segmentation of BBL. 20% customers have shown their interest to the privilege facility of BBL. Before this segmentation customers were not getting treated based on their transaction or deposit but now they are getting some priority based on their deposit as well.

Frequency of BBL Customer Services Compared to Other Banks

BBL's Customer service compared to other banks

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Very satisfied	4	8.0	8.0	8.0
Satisfied	23	46.0	46.0	54.0
Neutral	15	30.0	30.0	84.0
Dissatisfied	5	10.0	10.0	94.0
Very dissatisfied	3	6.0	6.0	100.0
Total	50	100.0	100.0	

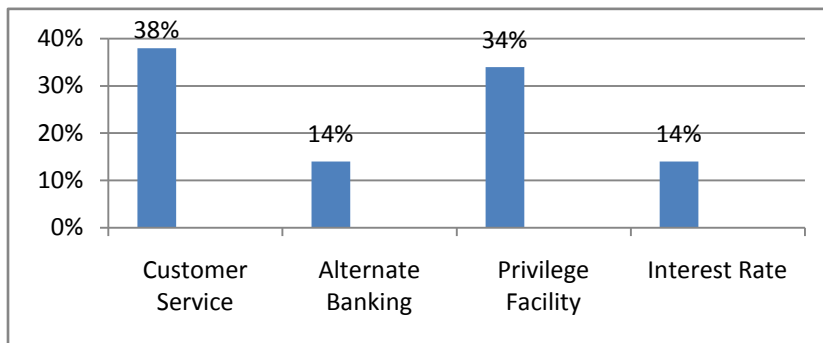


46% of BBL customers are satisfied with their customer service. 30% customers are neutral regarding BBL customers service. So it could have been better if BBL could make few of these customers satisfied.

Frequency of Factor That Link Mostly to Customer Relationship:

You want to keep relationship with BBL for

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Customer service	19	38.0	38.0	38.0
	Alternate banking	7	14.0	14.0	52.0
	Privilege facility	17	34.0	34.0	86.0
	Interest rate	7	14.0	14.0	100.0
	Total	50	100.0	100.0	



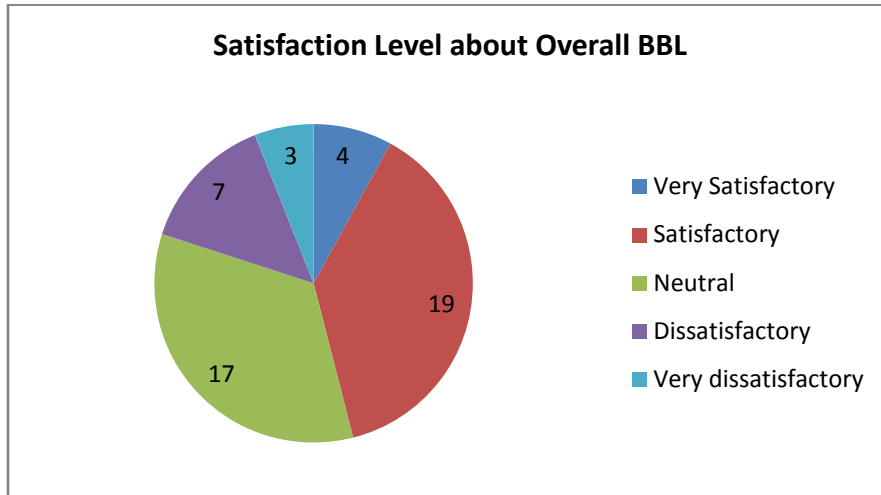
From my survey I have found that 38% customers want to keep relationship with BBL for its customer’s service and 34% customers are interested for their privilege facility. Rests of others are concern about alternate banking and interest rate. After focusing to customer centric model customers are getting more privilege so it ultimately encourages customers to have a long term relationship with BBL. Even after imposing RRBBM customers are getting better service in their own branches. So those are supreme and excel customers they are being motivated to continue their relationship with BBL.

Frequency of Satisfaction Level about overall BBL:

Satisfaction level about overall BBL

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very satisfactory	4	8.0	8.0	8.0

Satisfactory	19	38.0	38.0	46.0
Neutral	17	34.0	34.0	80.0
Dissatisfactory	7	14.0	14.0	94.0
Very dissatisfactory	3	6.0	6.0	100.0
Total	50	100.0	100.0	

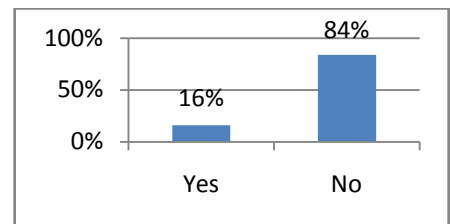


Again, 38% customers are satisfied regarding their relationship with BBL and 34% customers are neutral. So there is a good opportunity for BBL to make these customers satisfied. BBL should try to make satisfied at least more than 50% of customer its customers. The number of total customer in BBL is another reason behind having only 38% customer’s satisfaction to overall BBL.

Frequency of Switching Plan to Other Bank:

Want to switch BBL for any reason

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	8	16.0	16.0	16.0
No	42	84.0	84.0	100.0
Total	50	100.0	100.0	



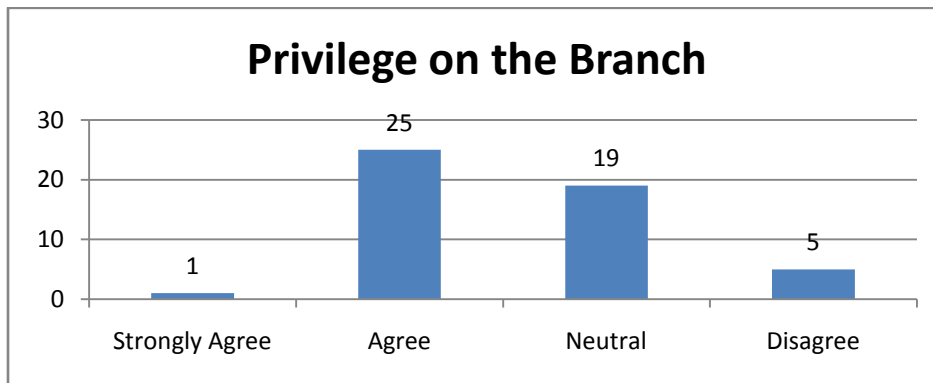
84% of customers don’t have any plan to shift their account from BBL which is a positive side for BRAC Bank Limited. After the implementation of RRBBM customer is more attached with

BBL. Customer of BBL doesn't want to switch BBL because of its number of branches also. Customers can get easy access to any branches of BBL.

Frequency of Getting Privilege to the Branch of BBL:

You get privilege when you go to any branch of BBL

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly agree	1	2.0	2.0	2.0
Agree	25	50.0	50.0	52.0
Neutral	19	38.0	38.0	90.0
Disagree	5	10.0	10.0	100.0
Total	50	100.0	100.0	

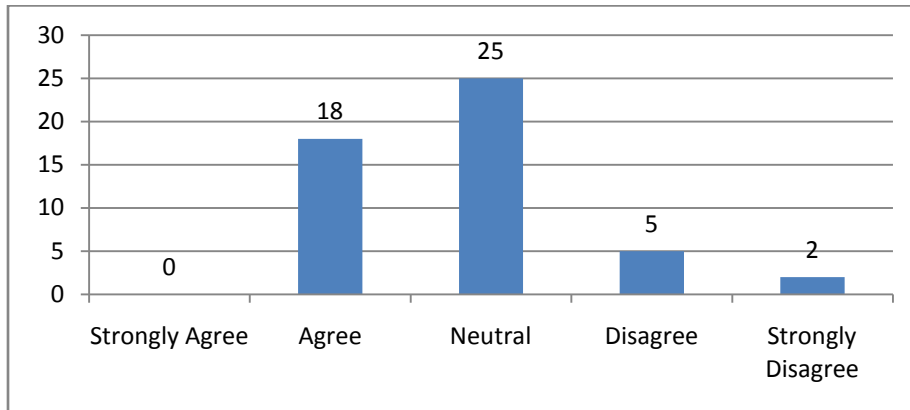


50% supreme customers have agreed that they get privilege when they go to their branches. But still 38% are neutral so BBL needs to ensure that these customers are getting privilege. It is seen that after focusing to customer centric model 50% customers who have a deposit of more than 10 lakhs are getting more privilege than before.

Frequency of Alternate Banking of BBL:

Alternate banking of BBL is very effective to you

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Agree	18	36.0	36.0	36.0
Neutral	25	50.0	50.0	86.0
Disagree	5	10.0	10.0	96.0
Strongly disagree	2	4.0	4.0	100.0
Total	50	100.0	100.0	

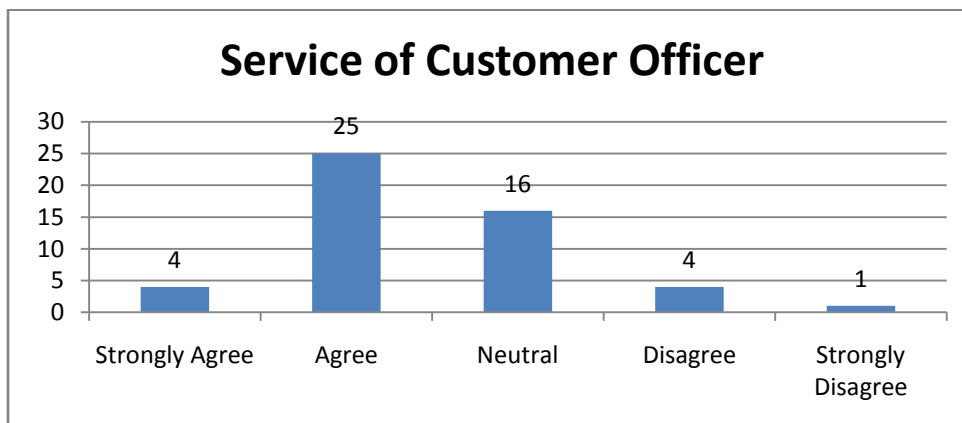


None of the customers of BBL have strongly agreed that they find some effectiveness on the BBL alternate banking. Here 50% customers are neutral so I do think that BBL should try to increase the effectiveness of their alternate banking. Only 35% customers have agreed that alternate banking of BBL is effective, reason behind this poor number is the awareness among customers regarding the alternate banking facility of BBL.

Frequency of Customer Service of BBL:

Customer service officer is very helpful

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	4	8.0	8.0	8.0
	Agree	25	50.0	50.0	58.0
	Neutral	16	32.0	32.0	90.0
	Disagree	4	8.0	8.0	98.0
	Strongly disagree	1	2.0	2.0	100.0
	Total	50	100.0	100.0	

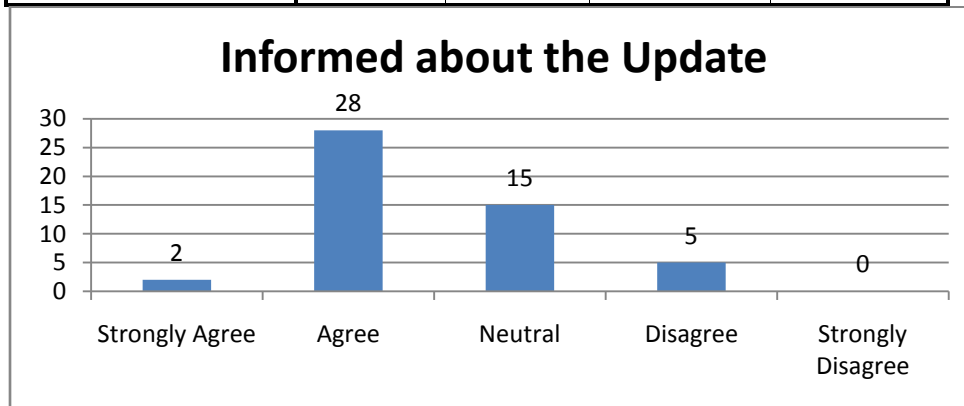


Total 58% customers have agreed that customer service officers of BBL are very helpful. 32% customers are neutral and 10% of customers are disagreed with this statement. From this table we can state that most of the customers are satisfied about the service of customer officers. After deploying supreme counter in few of the branches of BBL customers are getting better services from the customer service officer of BBL. Supreme customers don't have to take the load of waiting in the line to get their service as they have their own dedicated counter.

Get Informed from BBL Regularly:

You get informed about the update of BBL regularly

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly agree	2	4.0	4.0	4.0
Agree	28	56.0	56.0	60.0
Neutral	15	30.0	30.0	90.0
Disagree	5	10.0	10.0	100.0
Total	50	100.0	100.0	

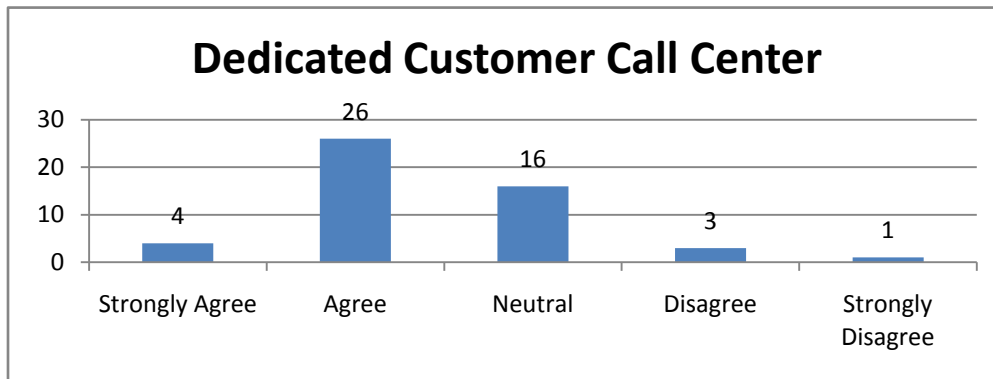


62% of BBL customers are agreed that they get informed of any update of BBL regularly and 10% are disagreed that they don't get informed from BBL. 30% customers are neutral about this statement it means they are not aware about getting informed. BBL has a huge customer base. In order to make this people informed about any update, BBL needs to have some dedicated department like outbound call center.

Regarding Dedicated Customer care:

You agree that BBL has a dedicated customer call center

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly agree	4	8.0	8.0	8.0
Agree	26	52.0	52.0	60.0
Neutral	16	32.0	32.0	92.0
Disagree	3	6.0	6.0	98.0
Strongly disagree	1	2.0	2.0	100.0
Total	50	100.0	100.0	

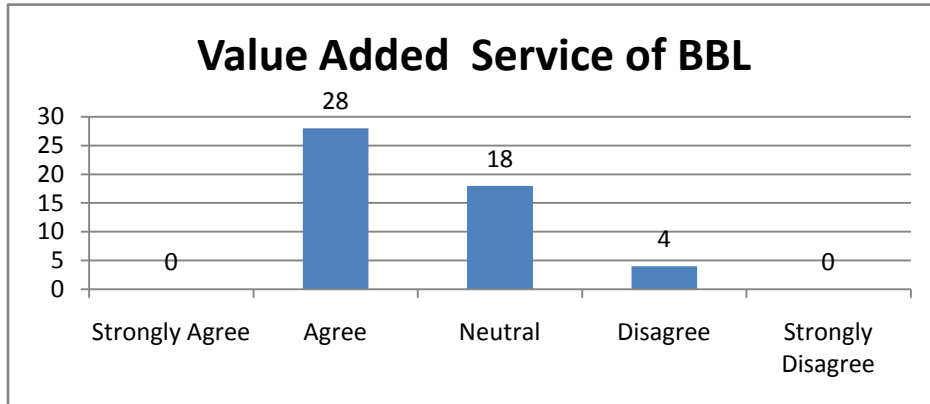


Altogether 60% customers are agreed that BBL has a dedicated customer call center for them. Most of the neutral customers cannot reach to customer call center easily that’s why they marked at neutral. Only 8% customers do think that BBL doesn’t have a dedicated customer call center.

Usage of Value Added Service:

You use the value added service of BBL

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Agree	28	56.0	56.0	56.0
Neutral	18	36.0	36.0	92.0
Disagree	4	8.0	8.0	100.0
Total	50	100.0	100.0	

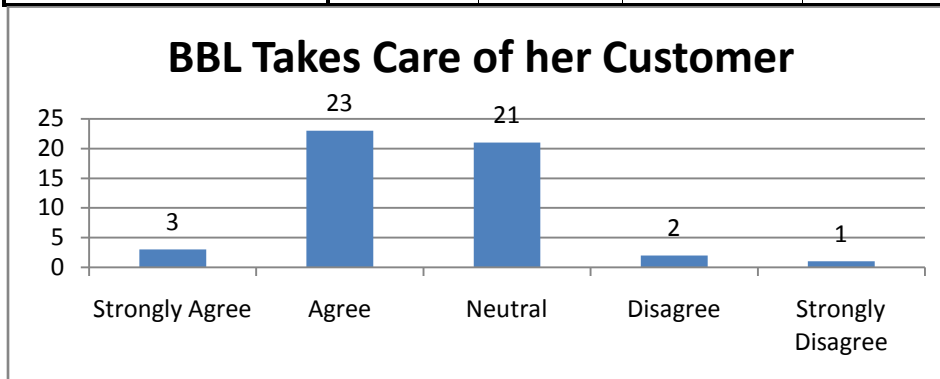


More than half percent of BBL customers do use the value added service of BBL. Again 36% customers are neutral. 56% customers are agreed that they use the value added service of BBL.

BBL Takes Care of Her Customer:

BBL cares about her customer well

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly agree	3	6.0	6.0	6.0
Agree	23	46.0	46.0	52.0
Neutral	21	42.0	42.0	94.0
Disagree	2	4.0	4.0	98.0
Strongly disagree	1	2.0	2.0	100.0
Total	50	100.0	100.0	

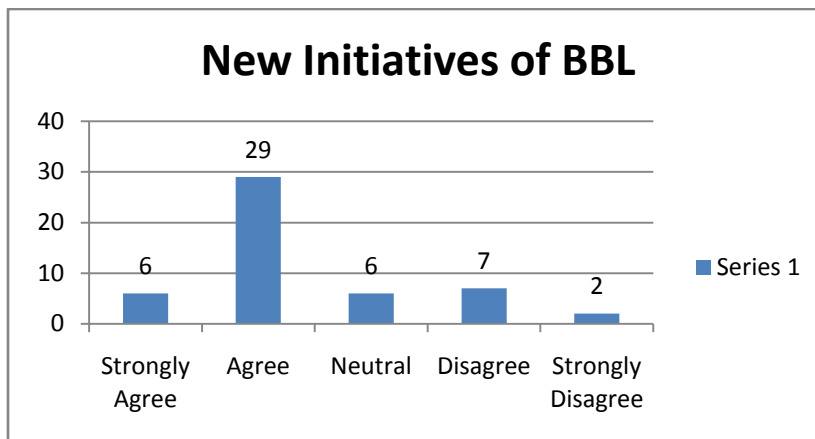


52% percent customers do think that BBL takes care of his customers while 42% customers are neutral. BBL should try to get these customers.

Customer’s Appreciation towards New Initiatives of BBL:

You appreciate all new initiatives of BBL

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly agree	6	12.0	12.0	12.0
Agree	29	58.0	58.0	70.0
Neutral	6	12.0	12.0	82.0
Disagree	7	14.0	14.0	96.0
Strongly Disagree	2	4.0	4.0	100.0
Total	50	100.0	100.0	

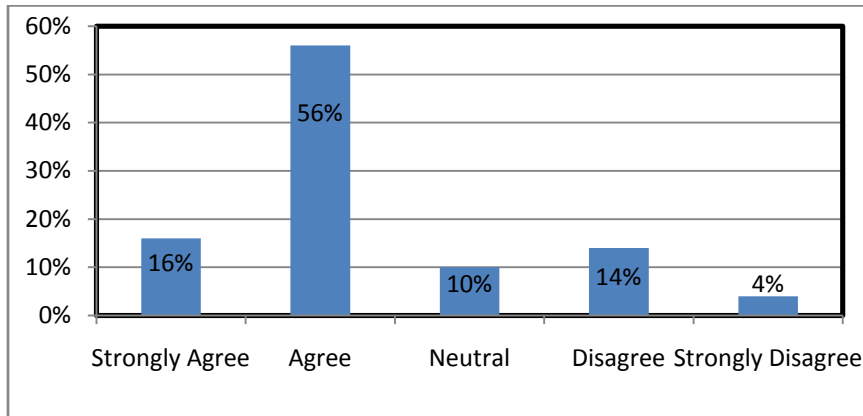


70% customers are appreciated all the new initiatives taken by BBL. Only 18% customers have disagreed with this statement. So we can assume that most of the steps of BBL have taken positively by his customers.

Want to build a long time relationship with BBL:

You would like to be with BBL for a longer period of time

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly agree	8	16.0	16.0	16.0
Agree	28	56.0	56.0	72.0
Neutral	5	10.0	10.0	82.0
Disagree	7	14.0	14.0	96.0
Strongly Disagree	2	4.0	4.0	100.0
Total	50	100.0	100.0	

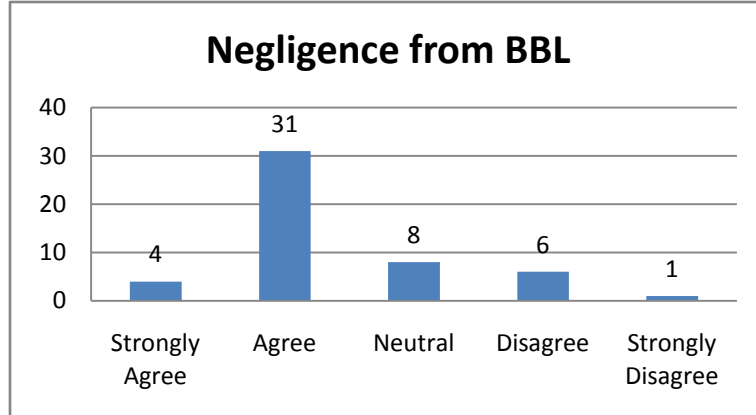


From the above data we can say that altogether 72% customers are interested to be with BBL for a long period of time. Only 10% customers don't have any comment to this particular statement. Again only 18% customers have marked that they don't want to have long period relationship with BBL.

Negligence from BBL:

You have never been neglected from BBL

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly agree	4	8.0	8.0	8.0
Agree	31	62.0	62.0	70.0
Neutral	8	16.0	16.0	86.0
Disagree	6	12.0	12.0	98.0
Strongly disagree	1	2.0	2.0	100.0
Total	50	100.0	100.0	



From the above data we can derive that 62% agreed and 8% strongly agreed it means total 70% customer are agreed that they have never been neglected from BBL. Only 14% customers didn't agree with this statement.

Supreme or Excel Customers Get Better Service:

Being a supreme or excel customer you are getting better service from your branch

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	15	30.0	30.0	30.0
	Agree	28	56.0	56.0	86.0
	Neutral	6	12.0	12.0	98.0
	Disagree	1	2.0	2.0	100.0
	Total	50	100.0	100.0	

It clearly shows that those who are supreme and excel customers they get better service from their branches. Altogether 86% supreme customers are getting better service from their branches which must be considered as an achievement of BBL. Still 12% customers wanted to be neutral and 2% customers are disagreed that they don't get better service from their branches.

Segmentation Brings Benefit to Customers:

Segmentation brings benefit to you

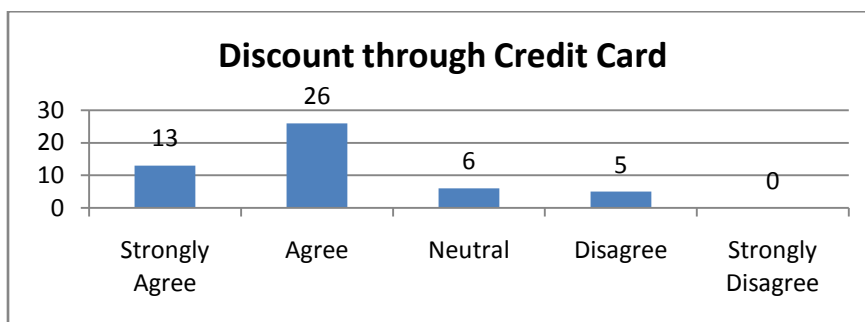
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly agree	9	18.0	18.0	18.0
Agree	27	54.0	54.0	72.0
Neutral	9	18.0	18.0	90.0
Disagree	4	8.0	8.0	98.0
Strongly Disagree	1	2.0	2.0	100.0
Total	50	100.0	100.0	

72% customers do think that segmentation has brought some benefits to them. 18% customers are neutral and only 10% customers disagreed that segmentation brings some benefits to them. Benefits that are customer is getting in service, product and other facility.

BBL Credit card Users get Payflex Benefit from Merchant Shops:

As a user of BBL credit card you get discount from all the payflex merchant shops

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly agree	13	26.0	26.0	26.0
Agree	26	52.0	52.0	78.0
Neutral	6	12.0	12.0	90.0
Disagree	5	10.0	10.0	100.0
Total	50	100.0	100.0	



Total 78% customers of credit card get the payflex facility from the merchant shops that are tied up with BBL. Only 10% credit card customers disagreed with this statement. BRAC Bank is tied up with some merchant shops; whenever any card holder of BBL takes any service from these merchant shops they get some discounts.

ATM Booth Works Properly:

BBL ATM booths work properly

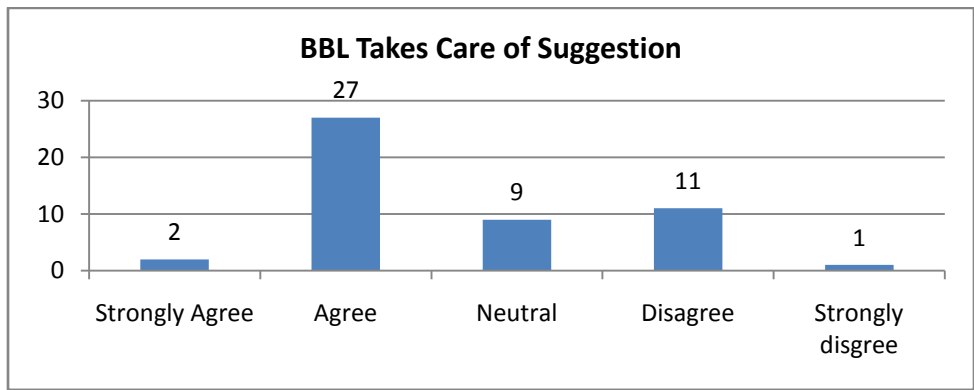
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly agree	7	14.0	14.0	14.0
Agree	35	70.0	70.0	84.0
Neutral	6	12.0	12.0	96.0
Disagree	2	4.0	4.0	100.0
Total	50	100.0	100.0	

Most of the customers of BBL do agree that their ATM booth works properly. 84% customers do agree with this statement. Only 4% customers didn't agree with this statement.

BBL does take care of the suggestions of her customers:

BBL does take care of your suggestion

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly agree	2	4.0	4.0	4.0
Agree	27	54.0	54.0	58.0
Neutral	9	18.0	18.0	76.0
Disagree	11	22.0	22.0	98.0
Strongly disagree	1	2.0	2.0	100.0
Total	50	100.0	100.0	

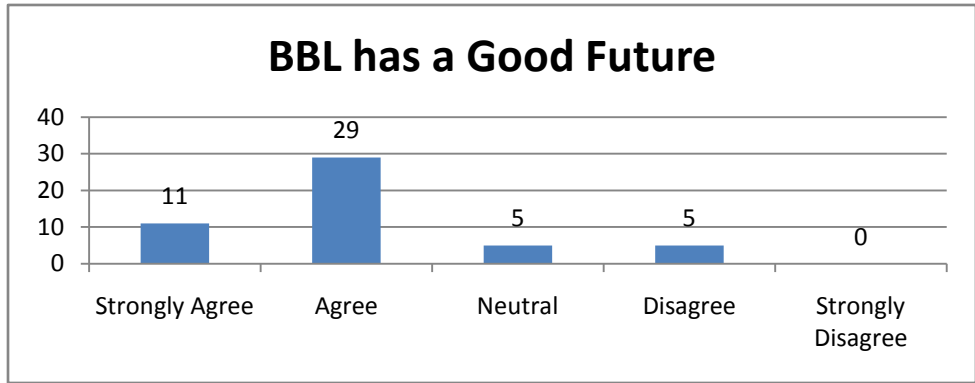


58% customer agreed that BBL does take care of his customer's suggestions. Here 18% customers are neutral and 24% customers disagreed with this statement. Supreme and excel banking customers get some priority in their branch now. It ultimately makes the customer feels that BBL takes care of his customer's suggestion.

BBL Does Have a Good Future:

BBL does have a good future

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	11	22.0	22.0	22.0
	Agree	29	58.0	58.0	80.0
	Neutral	5	10.0	10.0	90.0
	Disagree	5	10.0	10.0	100.0
	Total	50	100.0	100.0	

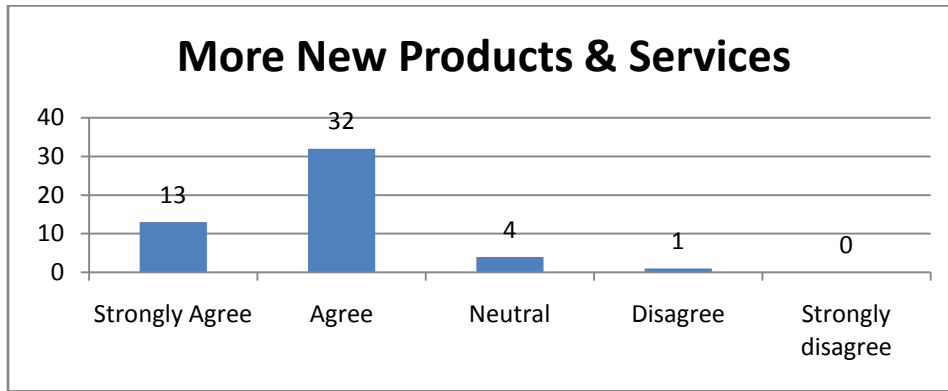


Good thing for BBL is its customers do think that BBL does have a good future. 80% customers are agreed that BBL has a good future. 10% customers like to be neutral and 10% customers disagreed with this statement. BBL is still the youngest bank in the country and within a short period of time BBL is able to leave a strong footprint in the market.

BBL Should Launch More New Product:

BBL should come with more new products and services

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	13	26.0	26.0	26.0
	Agree	32	64.0	64.0	90.0
	Neutral	4	8.0	8.0	98.0
	Disagree	1	2.0	2.0	100.0
	Total	50	100.0	100.0	

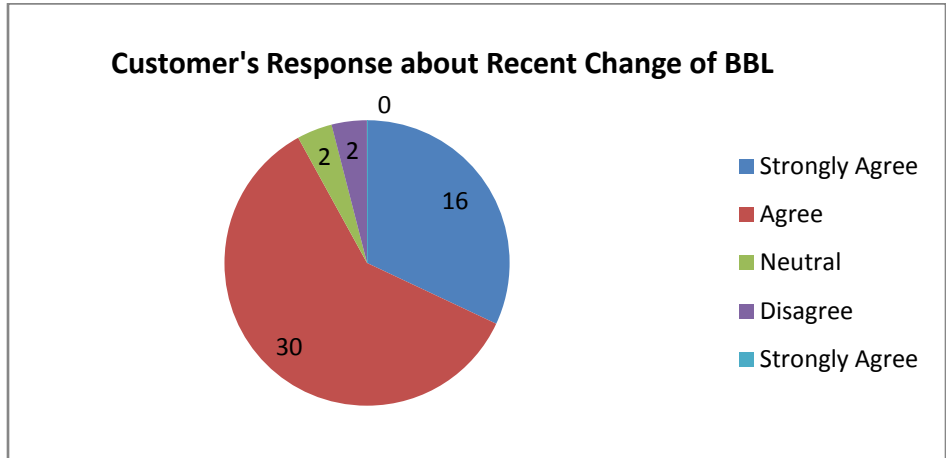


Most of customers do feel that BBL should come up with more new products and services. Here total 90% customer agreed with the statement and only 2% customers disagreed. 8% customers like to be neutral. Retail customer of BBL does think that BBL should increase the numbers of product for them. So that’s why BBL needs to come up with some new products and services, they can also follow the steps of other banks in the country.

Supporting BBL Decision to become Customer Centric from Product Centric:

You do support the recent change of BBL to become customer centric from product centric

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly agree	16	32.0	32.0	32.0
Agree	30	60.0	60.0	92.0
Neutral	2	4.0	4.0	96.0
Disagree	2	4.0	4.0	100.0
Total	50	100.0	100.0	



BBL is getting good response from his customers about shifting to customer centric model from product centric model. 92% customers of BBL do support the recent change of BBL. Only 4% people don't support the customer centric model approach. After adopting customer centric model, customers are getting more priorities and BBL is offering services based on the ability of the customers. As a result customers are more responsive to this new change of BBL.

4.2 CROSS TABULATION:

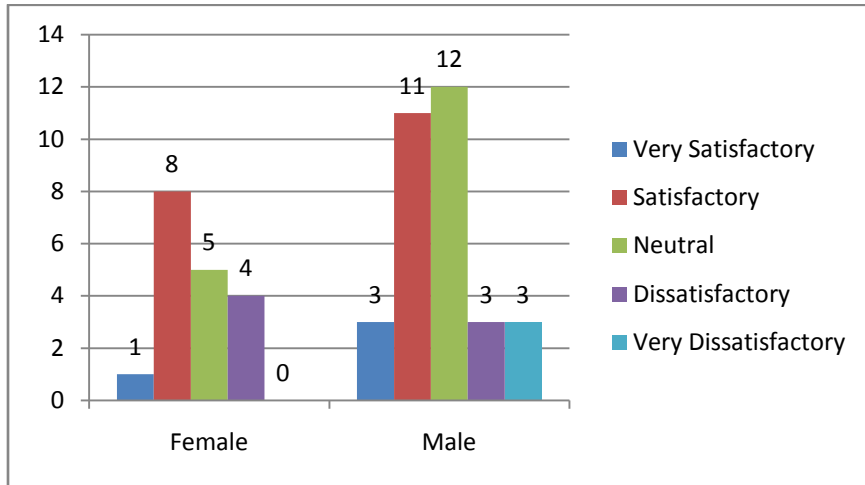
It is mentioned earlier that the Dependent variable is Customer relationship. The variable is correlated with independent variables like gender, age, occupation, and income level of the customers to measure the level of customer relationship in the view of these aspects individually. Figures and tables are derived with the help of SPSS by the process of Cross Tabulation.

Cross Tabulation Between gender and Satisfaction Level of Customer

Gender * Customer satisfaction level about overall BBL Cross tabulation

Count	Customer satisfaction level about overall BBL Cross tabulation					Total
	Very satisfactory	Satisfactory	Neutral	Dissatisfactory	Very dissatisfactory	

Gender	Female	1	8	5	4	0	18
	Male	3	11	12	3	3	32
Total		4	19	17	7	3	50



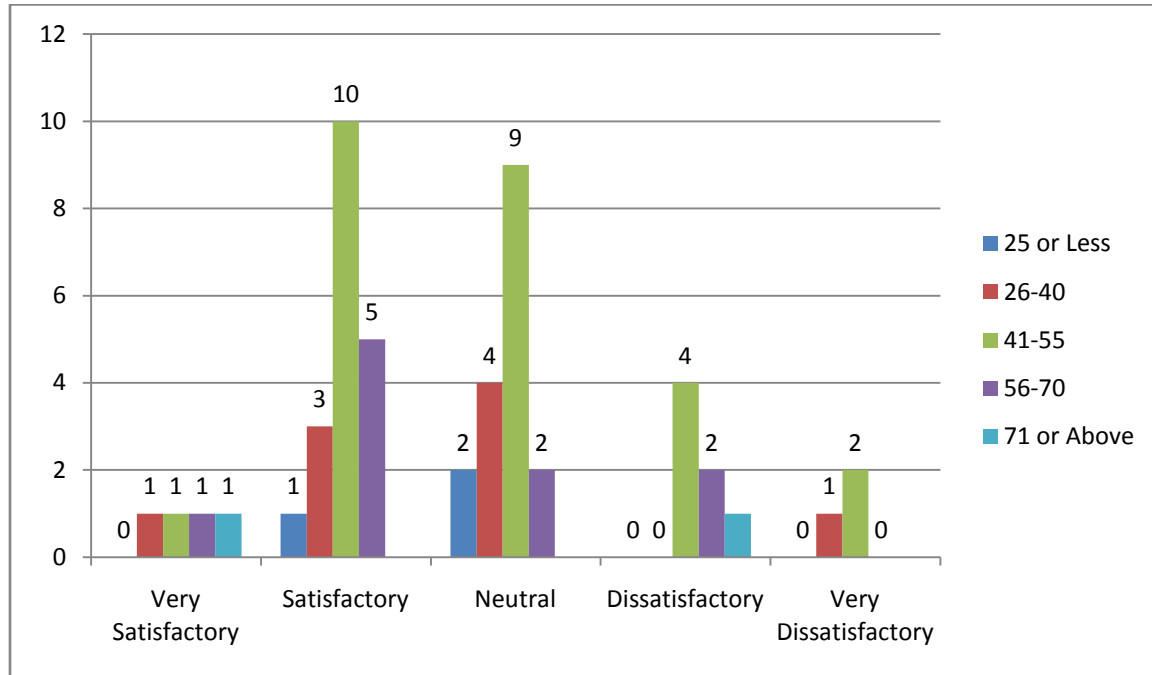
The purpose of doing this Cross Tabulation between the levels of customer relationship and gender is to project that which gender is more satisfied in the organization. As shown in table total 14 out of 32 male respondents are satisfied, whereas total 9 out of 18 female customers are satisfied with the entire environment of BBL. 12 male and 5 female customers is neutral, where only 3 male customers are very dissatisfied and 4 female customers are only dissatisfied.

Cross Tabulation between Age Group and Satisfaction Level of Customer

Age Group * Customer satisfaction level about overall BBL Cross tabulation

Count		Customer satisfaction level about overall BBL Cross tabulation					Total
		Very satisfactory	Satisfactory	Neutral	Dissatisfactory	Very dissatisfactory	
Age Group	25 or less	0	1	2	0	0	3
	26-40	1	3	4	0	1	9
	41-55	1	10	9	4	2	26
	56-70	1	5	2	2	0	10
	71 or above	1	0	0	1	0	2

Total	4	19	17	7	3	50
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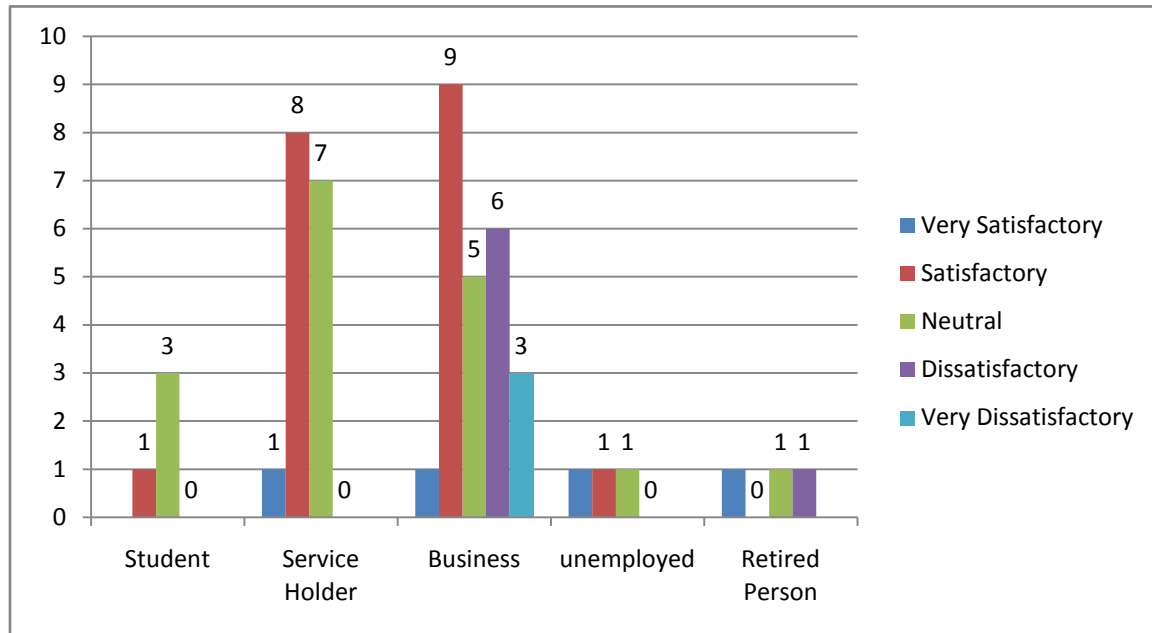
It is seen that out of 26 from 50 customers whose age is in between 41-55 are mostly satisfied with the relationship with BBL. Reason behind this satisfaction is the service and 10 customers whose age is in between 56-70 are also satisfied with BBL.

Cross Tabulation between Occupation and Satisfaction Level of Customer

Occupation * Customer satisfaction level about overall BBL Cross tabulation

Count		Customer satisfaction level about overall BBL					Total
		Very satisfactory	Satisfactory	Neutral	Dissatisfactory	Very dissatisfactory	
Occupation	Student	0	1	3	0	0	4
	Service Holder	1	8	7	0	0	16
	Business	1	9	5	6	3	24
	Unemployed	1	1	1	0	0	3
	Retired person	1	0	1	1	0	3

Total	4	19	17	7	3	50
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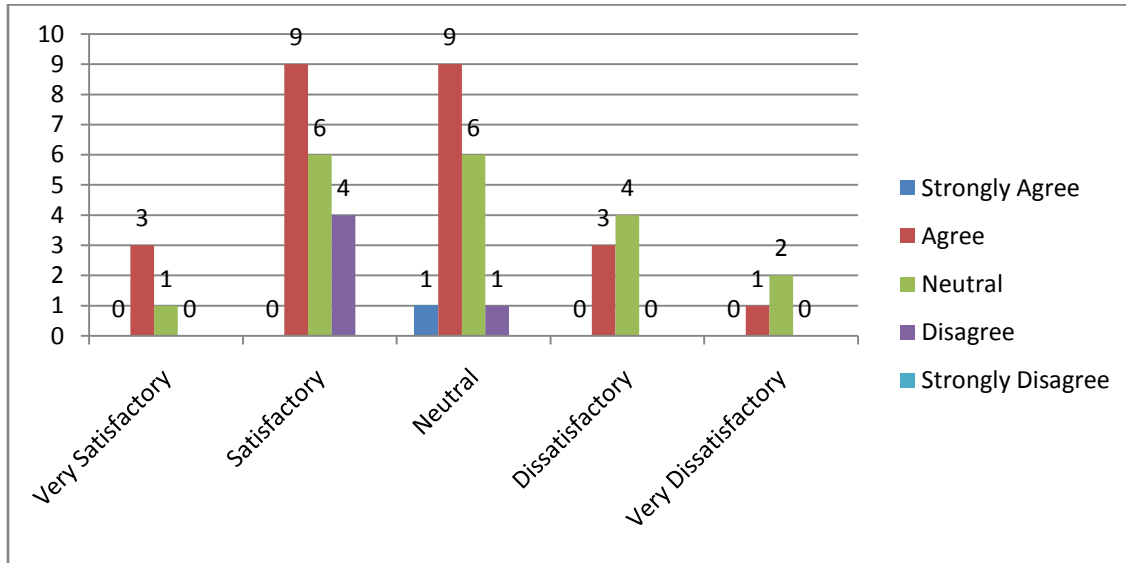
As shown in the Table most businessman (total 10 out of 24 respondents) and service holders (total 9 out of 16 respondents) are satisfied with BBL. Therefore, it can be stated that Businessmen are mostly satisfied in BBL customer relations. However; businessmen are also in bigger number with dissatisfaction.

Cross Tabulation between Satisfaction Level of Customer and those who get privilege facility

Customer satisfaction level about overall BBL * You get privilege when you go to any branch of BBL Cross tabulation Count

		You get privilege when you go to any branch of BBL				Total
		Strongly agree	Agree	Neutral	Disagree	
Customer satisfaction level about overall BBL	Very satisfactory	0	3	1	0	4
	Satisfactory	0	9	6	4	19
	Neutral	1	9	6	1	17
	Dissatisfactory	0	3	4	0	7
	Very dissatisfactory	0	1	2	0	3

Total	1	25	19	5	50
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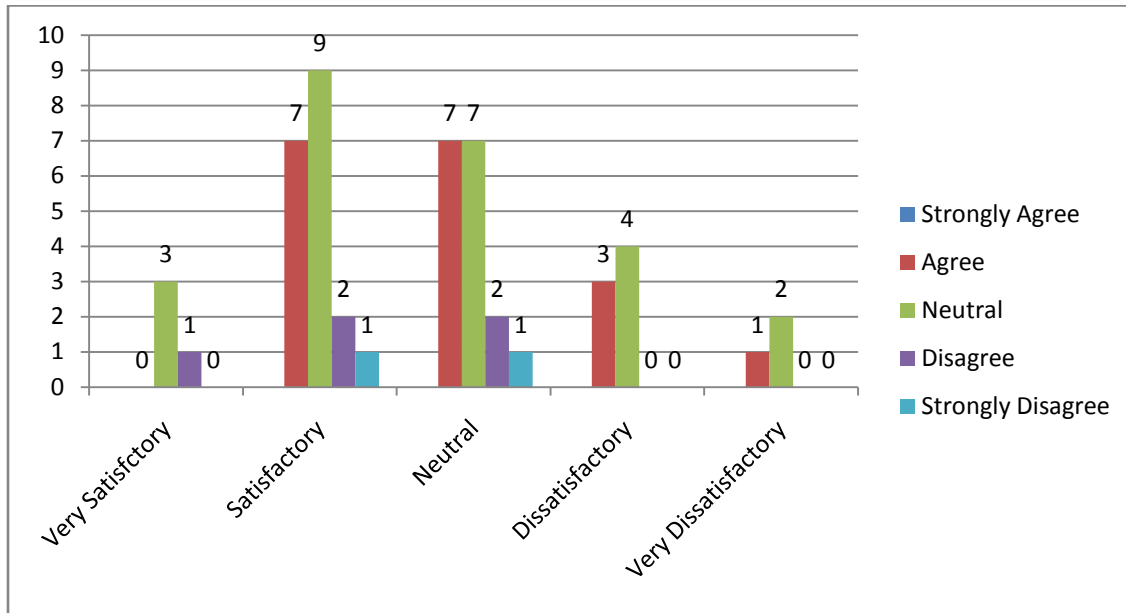


Most of the customer who agreed that they get privilege from their branch is satisfied with their relationship with BBL. Out of total 23 customers 12 customers agreed that they get privilege, others still don't know about their privilege facility as a supreme and excel banking customer. Again 6 neutral customers about getting privilege to the branch are satisfied about the overall performance of BBL.

Cross Tabulation between Customer Satisfaction Level and those who use alternate banking facility

Customer satisfaction level about overall BBL * Alternate banking of BBL is very effective to you Cross tabulation

Count		Alternate banking of BBL is very effective to you				Total
		Agree	Neutral	Disagree	Strongly disagree	
Customer satisfaction level about overall BBL	Very satisfactory	0	3	1	0	4
	Satisfactory	7	9	2	1	19
	Neutral	7	7	2	1	17
	Dissatisfactory	3	4	0	0	7
	Very dissatisfactory	1	2	0	0	3
Total		18	25	5	2	50

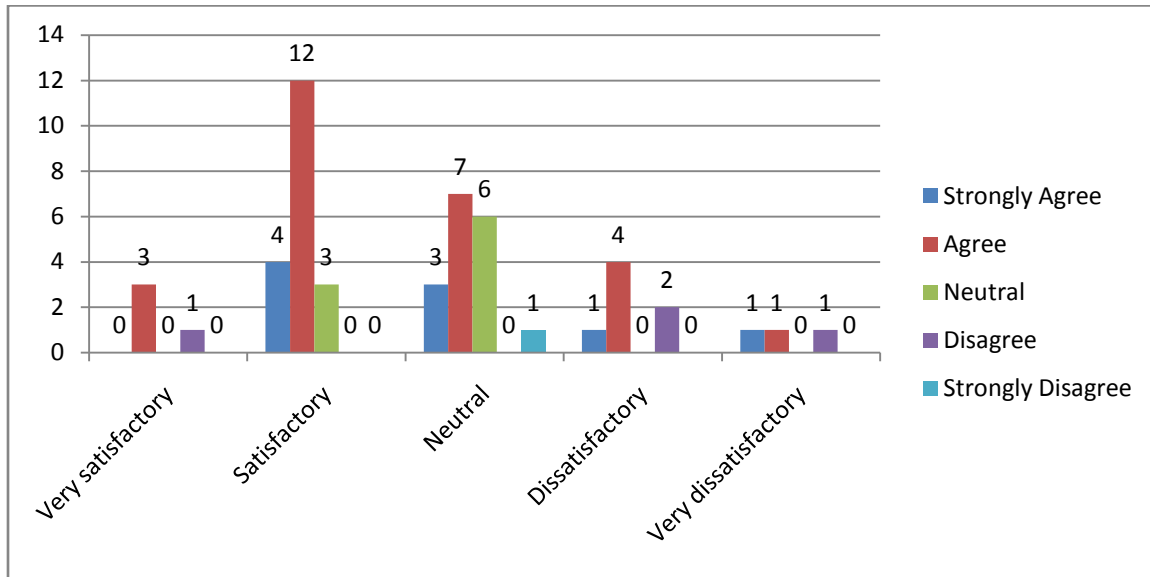


There is no customer who strongly agreed that he/she uses alternate banking. But out of 18 customers who agreed that they use alternate banking like internet banking, customer call center etc are satisfied with the overall performance of BBL. However, total 23 customers are satisfied about overall bbl but out of these 23 customers 9 customers are neutral about alternate banking, it means they may have no idea about the alternate banking of BBL.

Cross Tabulation between Customer Satisfaction Level and Segmentation Brings Any Benefit

Customer Satisfaction Level about Overall BBL * Segmentation brings benefit to you Cross tabulation

Count		Segmentation brings benefit to you					Total
		Strongly agree	Agree	Neutral	Disagree	Strongly Disagree	
Customer Satisfaction Level about Overall BBL	Very satisfactory	0	3	0	1	0	4
	Satisfactory	4	12	3	0	0	19
	Neutral	3	7	6	0	1	17
	Dissatisfactory	1	4	0	2	0	7
	Very dissatisfactory	1	1	0	1	0	3
Total		9	27	9	4	1	50

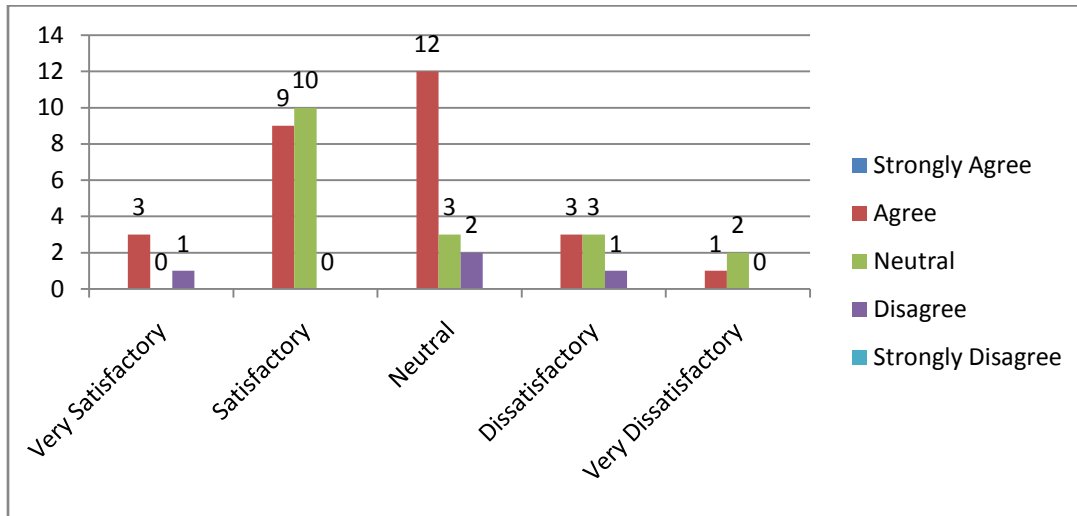


Total 36 customers have agreed that segmentation brings benefit to them and out these 36 customers total 16 customers are satisfied about overall performance of BBL. 17 customers are neutral about the satisfaction level about BBL but still out of these 17 customers altogether 10 customers think that segmentation may bring some benefit from them.

Cross Tabulation between Customer Satisfaction Level and Value added service:

Customer Satisfaction Level about Overall BBL * you use the value added service of BBL Cross tabulation

Count		You use the value added service of BBL			Total
		Agree	Neutral	Disagree	
Customer Satisfaction Level about Overall BBL	Very satisfactory	3	0	1	4
	Satisfactory	9	10	0	19
	Neutral	12	3	2	17
	Dissatisfactory	3	3	1	7
	Very dissatisfactory	1	2	0	3
Total		28	18	4	50



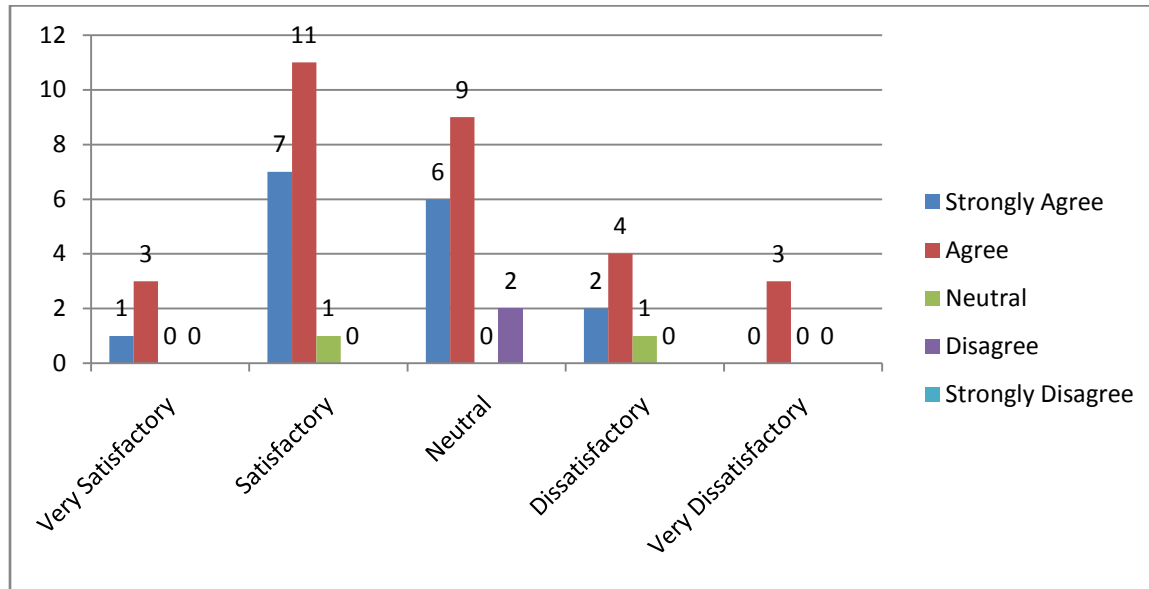
There is customer who strongly agreed or disagreed with the use of value added service of BBL. Most of the satisfied customer about overall banking of BBL are neutral about the use of value added service. One of the reasons to be neutral is their awareness regarding value added service of BBL. It is seen that those who are neutral about the overall satisfaction level, they are more aware about the value added service. Out of 17 customers who are neutral about overall satisfaction level, among them 12 customers have agreed that they use the value added service.

Cross Tabulation between Customer Satisfaction Level and the Recent Change of BBL from Product Centric to Customer Centric:

Customer Satisfaction Level about Overall BBL * You do support the recent change of BBL to become customer centric from product centric Cross tabulation

Count

		You do support the recent change of BBL to become customer centric from product centric				Total
		Strongly agree	Agree	Neutral	Disagree	
Customer Satisfaction Level about Overall BBL	Very satisfactory	1	3	0	0	4
	Satisfactory	7	11	1	0	19
	Neutral	6	9	0	2	17
	Dissatisfactory	2	4	1	0	7
	Very dissatisfactory	0	3	0	0	3
Total		16	30	2	2	50



There are total 23 customers who are satisfied with overall BBL performance. Out of these 23 customers 22 have agreed the recent change of BBL from product centric to customer centric which is a good achievement for BBL. Again 17 customers are neutral about overall BBL but out of these 17 customers 15 have supported the recent change of BBL. After adopting the new model BBL can see the improvement regarding customer's supports to them.

4.3 REGRESSION and ANOVA:

Regression analysis is a statistical tool for the investigation of relationships between variables. Usually, it seeks to ascertain the causal effect of one variable upon another. It also typically assesses the "statistical significance" of the estimated relationships, that is, the degree of confidence that the true relationship is close to the estimated relationship. From the regression analysis, the value of the R-square has been observed. Linear regression was conducted to get the F test (ANOVA) mainly. From the ANOVA relationship with dependent and independent variables were shown. There are two basic hypotheses about this ANOVA thing, these are given below:

Null Hypothesis: Ho = Customer satisfaction on Restructuring Retail Banking Business Model (RRBBM) of BRAC Bank Ltd is not satisfactory.

Alternative Hypothesis: H1 = Customer satisfaction on Restructuring Retail Banking Business Model (RRBBM) of BRAC Bank Ltd is satisfactory.

Variables Entered/Removed(b)

Model	Variables Entered	Variables Removed	Method
1	You do support the recent change of BBL to become customer centric from product centric , Alternate banking of BBL is very effective to you, Segmentation brings benefit to you, You get privilege when you go to any branch of BBL, You use the value added service of BBL(a)		Enter

a All requested variables entered.

b Dependent Variable: Customer Satisfaction Level about Overall BBL

There are many independent variable factors that determine the dependent variable ‘customer satisfaction’ about the bank but I have chosen the most important 5 variables which are related to the new project of BBL, Restructuring Retail Banking Business Model (RRBBM).

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.260(a)	.067	-.038	1.030

a Predictors: (Constant), You do support the recent change of BBL to become customer centric , Alternate banking of BBL is very effective to you, Segmentation brings benefit to you, You get privilege when you go to any branch of BBL, You use the value added service of BBL

Coefficients(a)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	2.466	.938		2.631	.012		4.356
	You get privilege when you go to any branch of BBL	.090	.220	.062	.407	.686	-.354	.533
	Alternate banking of BBL is very effective to you	-.317	.222	-.243	-1.432	.159	-.764	.129
	You use the value added service of BBL	.225	.265	.144	.852	.399	-.308	.759
	Segmentation brings benefit to you	.090	.170	.081	.529	.599	-.253	.433
	You do support the recent change of BBL to become customer centric from product centric	.084	.225	.058	.374	.710	-.369	.537

a Dependent Variable: Customer Satisfaction Level about Overall BBL

ANOVA (b)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.380	5	.676	.637	.673(a)
	Residual	46.700	44	1.061		
	Total	50.080	49			

a Predictors: (Constant), You do support the recent change of BBL to become customer centric from product centric, Alternate banking of BBL is very effective to you, Segmentation brings benefit to you, You get privilege when you go to any branch of BBL, You use the value added service of BBL

b Dependent Variable: Customer Satisfaction Level about Overall BBL

The value of R-square is 0.067, which is greater than 0 and this indicates that the strength of the impact of the variable on the overall satisfaction level mentioned by customer is strong.

In the ANOVA section, the P value is 0.673 which is greater than .05 so we are fail to reject the null hypothesis H_0 . Therefore, we accept the Null Hypothesis and can conclude that

Customer Satisfaction on Restructuring Retail Banking Business Model (RRBBM) of BRAC Bank Ltd is not satisfactory.

5.1 FINDINGS:

BRAC Bank Ltd is an organization which is operating their business successfully in the banking sector since 2001. Therefore, it is very tough to recommend on any aspect of the company. However, as it is the requirement of the report so I have come up with few recommendations, after conducting the research. They are as follows:

- BBL should try to improve the effectiveness of their alternate banking. From my survey I have found that 50% customers are neutral about the effectiveness of the alternate banking. So BBL should emphasize to decrease the numbers of neutral customers about alternate banking.
- 22% customers from my survey have disagreed that BBL take care of their customers. So BBL should consider the suggestion of all customers more consciously.

- 64% customers have agreed that BBL should come with more new product and services. BBL should extend their product for working woman and student.
- From my visit to BBL branches I have found that most of the branch of BBL is too small. Size of their branch is another reason to get hazarded so they should try to increase size of the floor of their branch.
- Upper level management of BBL should emphasize on the monitoring of implementation of all the initiatives taken by BRAC Bank Ltd.
- BBL should monitor whether their tied up merchant shops are giving any discount\benefit to their customers or not.
- BBL needs to make sure that customers are well familiar with their all new initiatives.
- Some of the customers do think that BBL charges more than other local private bank. So I guess BBL should also look at it.
- BBL should review their customer centric product model to find out more improvement for their customers.
- From my survey I have found that BBL has a small number of customers whose ages are less than 25. So BBL should look to the young generation too.
- Most of the customers of BBL have an income of in between 21000 to 80000. Around 72% customers are in this group. So I guess BBL should emphasize more on those customers who have a salary of more than 1 lakh.

5.2 CONCLUSION

In this age of modern civilization bank is playing its splendid role to keep the economic development wheel moving. We can see lot of new commercial banks has been established in last few years and these banks have made banking sector more competitive. Maintaining a strong relationship has become a weapon for most of the private banks in this competitive market.

Customers are the main blessings for any business. Banking sector is service based business. So customer would prefer to take the service from those banks which are providing the highest level service to their customers and BRAC Bank is definitely one of them. On this regard BRAC Bank

has taken some initiative by taking a new project of Restructuring Retail Banking Business Model (RRBBM) to improve the customer relationship. They are the first one in banking sector of Bangladesh introducing customer centric business model instead product centric model. So, if they can implement and continue it properly, hopefully they will be one of the top successful banks in Bangladesh.

It was an honor for me that I have worked as an intern in a reputed organization like BRAC Bank Limited. BBL is a bank that confirms the best service to its customers by adopting the modern tools of banking. BRAC Bank Ltd is always very keen to absorb any new stuff that can be fruitful to its customers. By working in the Supreme and Excel banking division, the knowledge I learnt would be helpful enough to sustain in the real organizational environment.

QUESTIONNAIRE

Dear Respondent, I am a student of BBS Department of BRAC University. I am going to measure the customer relationship level through 'Restructuring Retail Banking Business Model (RRBBM)' of BRAC Bank Ltd. This study is only for use of my academic purpose and the provided information will be treated confidentially. Thank you in advance for your kind cooperation.

Please read the questions carefully and just put a tick (✓) and kindly give your judgments where necessary.

Gender: a) Male b) Female

	center					
16	You use the value added services of BBL					
17	BBL cares about her customers well					
18	You are satisfied with the initiatives of BBL					
19	You appreciate all new initiatives of BBL					
20	You would like to be with BBL for a longer period of time					
21	You have never been neglected from BBL					
22	Being a Supreme or Excel customer you are getting better service from your branch					
23	Segmentation brings any benefit to you					
24	As a user of BBL Credit Card you get discount from all of the payflex merchant shops					
25	BBL ATM booth works properly					
26	You are aware about the privileged\supreme Card of BBL					
27	BBL does take care of your suggestion					
28	BBL does have a good future					
29	BBL should come with more new products and services					
30	You do support the recent change of BBL to become customer centric from product centric					

Any opinion to improve relationship with customers:

Thank You

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