

**Internship Report on
Optimizing Branch Networking for Enhanced Operations at City Bank
Bangladesh**

By

Raisha Rahman Worthy

ID:18304096

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

BRAC Business School

BRAC University

January, 2024

Declaration

1. I affirm that the job experience report I created my time at **BRAC** University, is entirely my own work.
2. The report contains no information that has been published or written before by others, unless it referred correctly with full and accurate citations.
3. The report does not include any material that has received approval or been submitted for a different degree or certification from another educational institution.
4. I have acknowledged all significant source of assistance.

Student's Full Name & Signature:

Raisha Rahman Worthy

18304096

Supervisor's Full Name & Signature:

Takmilla Tabassum

Lecturer at BRAC Business School

Letter of Transmittal

Ms. Takmilla Tabassum

Lecturer,

BRAC Business School

BRAC University

Kha 224 Bir Uttam Rafiqul Islam Avenue, Merul Badda,

Dhaka 1212, Bangladesh

Subject: Submission of the internship report on &Optimizing Branch Networking for enhanced operations at City bank.

Dear ma'am,

I am pleased to submit the report as a part of my academic requirements for me Bachelor degree at Brae University, while being an employee of City Bank. The whole report that I have compiled reflects my experience during a three-month internship in the customer service department of City Bank. It served not only as a real-life learning experience but also helped me to gain insights into optimizing branch networking for enhanced operation at City Bank. I hope you find it both informative and credible.

I am really grateful that I got to work under your supervision. Thank you for sharing us thoughts and providing guidance throughout. I hope the report meets your expectations.

Sincerely,

Raisha Rahman Worthy

18304096

BRAC Business School

BRAC University

Date: 07th March, 2024.

Non -Disclosure Agreement

The agreement is established between City Bank and the signatory student of BRAC University in order to prevent the unauthorized sharing of City Bank's private information.

Student's Full Name & Signature:

Raisha Rahman Worthy

18304096

Supervisor's Full Name & Signature:

Muhammad Humayun Kabir,

Vice President and Branch Manager,

Retail Banking Division,

City Bank Banani Lake View Branch

Acknowledgement

Grateful to Allah, the Almighty, for his guidance and good health also for allowing me to complete my internship report without any obstacle, Alhamdulillah.

I would like to express my sincere gratitude to my colleagues for their kindness and support which made the work experience more comfortable and memorable.

I want to express my deep gratitude to my supervisor, Muhammad Humayun Kabir, The Vice President and Branch manager, (Retail Banking Division) at the Banani Lake View branch, for providing me with necessary resources and valuable knowledge.

A special thanks to Ms. Takmilla Tabassum and Ms. Tania Akter ma' am for their assistance and valuable guidance.

Additionally, I am thankful to OCSAR for their assistance and guidance in securing and completing my internship in City Bank.

Executive Summary

This report summarizes my three-month internship experience at City Bank, where I gained practical knowledge into optimizing branch networking within the banking sector.

Throughout my internship, I worked closely with my customer service team and gained valuable knowledge about optimizing branch networking. As an intern I had the opportunity to assist my line manager and supervisor with General Banking like, dealing with client, keeping records of checkbooks and debit cards, account opening etc.

The report aims to highlight my efforts in adapting with banking environment and dealing with multiple customers at a time.

The report reflects my efforts in adapting to a banking environment and overcoming challenges in branch networking works in Banks.

The three months internship taught me effective communication and adaptability which will help me professionally further. I am grateful for the opportunity provided by City Bank and look forward to establishing the valuable knowledge in the future.

Keywords

"Internship", "Experience", "Banking", "Customer Service", "Organizational Efficiency", "Practical Skills", "Professional Advancement", "Branch Networking"

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List of Acronyms

RTGS	Real Time Gross Settlement
B2B	Business-to-Business
B2C	Business-to-Consumer
ATM	Automated Teller Machine
ID	Identification
IVR	Interactive Voice Response
ROI	Return on Investment
SME	Small and Medium Enterprises
CDM	Cash Deposit Machine
GB	General Banking
GDP	Gross Domestic Product
ALCO	Asset-Liability Committee

Chapter 1: Overview of Internship

1.1 Information of the Student

Name	Raisha Rahman Worthy
Student Id	18304096
Program	Bachelor of Business Administration
Major	Double Major in Marketing and Human Resource Management.

1.2 Internship details

1.2.1 Period, Company Name, Department/Division, Address

Duration	From October 17 th 2023 to January 15 th 2024
Name of the Company	City Bank (Lakeview Branch)
Department	Customer Service
Address	Banani 11, H-17 Dhaka-1212

1.2.2 Internship Company Supervisor's details

Name	Muhammad Humayun Kabir
Department	Vice President and Branch Manager, Retail Banking Division.

1.2.3 Job Responsibilities

My primary job has been to manage the floor and to ensure that every customer receives timely assistance, leaving no one unattended. In addition, I collaborate closely with the customer service officers. My responsibilities include:

- Customer engaging Strategies: My primary task was to assist customers with banking tasks, which includes guiding them the process of filling out forms.
- Queue management Solutions

- Assisting customer service officer while distributing cards and cheque books.
- Offering various forms, including general requests for statements, deposit closing forms, **RTGS** Forms, account opening form etc.
- Assisting Customers
- Collecting customer feedback

1.3 Internship Outcomes

1.3.1 Student contribution to the Organization

During my three months of internship at City Bank, I sincerely executed all assigned responsibilities. The responsibilities and tasks I fulfilled are discussed below.

- **Customer engaging Strategies:** To enhance customer engagement, I implemented a customer engagement strategy by introducing myself, establishing eye contact and establishing meaningful connections with customers which helped me to build trust. Subsequently, I provided information about the latest offers, competitive loan percentages and exciting promotions like lounge benefits through cards etc. This strategy not only ensured a positive customer experience but also contributed in building good bonding and capture the interest of customers encouraging them to avail various services.
- **Queue management Solutions:** I managed token system to improve the bank line. Customers received a number of upon arrival. For instance, implementing a digital ticketing system where customers take a number of upon just after entering the branch. Special attention has been given to the Senior citizens are providing them with seating arrangements and assisting them effectively. The strategy contributes to a smoother and organized
- **Assisting customer service officer while distributing cards and cheque books:** I personally assist customers in collecting their debit cards and cheque books, ensuring security by taking signature in the register. I double check the information before handing it over to the customer service officer for a final check and to update the record in the system. This multi-step verification process underscores City Bank's commitment to maintaining the highest standards of customer security and confidentiality.

- Offering various forms: In aspect of offering various forms, the goal is to provide customers with a diverse set of forms to meet their specific needs which includes, general requests, account opening form, deposit form, **RTGS** etc. Additionally, a strategic approach is implemented, prioritize customers who comes at 2pm for services like **RTGS**, salary transfer or cheque transfer. This prioritization is crucial because these services have specific time limit and after 3 pm the service can't proceed. This strategy ensures that each customer receives the necessary services in time.
- Assisting customers: While assisting customers with form completion and account opening, I guide customers through each section of the form and ensure that the customers understand where to sign. In addition, I always tried to give clear details regarding the documentation required to open an account.
- Collecting customer feedback: IN the process of collecting feedback, I proactively asked them their experience about banking services also what they more expect from bank. The goal is to get valuable feedback that can utilized to improve overall service satisfaction and ensure that customer feels important knowing that their feedback matters to and encourages them to be loyal customers.

1.3.2 Benefits to the students

Over the course of three-month internship my communication skills improved significantly. Dealing with multiple customers at a time and addressing their concern calmly not only sharpened my problem-solving ability also effectively enhanced communication skills. This real-life experience allowed me to apply theoretically knowledge in problematic situation also contributing personal ad professional growth. However, while highlighting the benefits of a student gained its important to focus on the following aspects:

- Practical Experience: During internship I got the opportunity to deal with problematic situation, I did hand on work which was not just studying. It was like experiencing in real life what I learned in class.
- Skill Development: I gained new skills like communicating better, solving problems, and working through teamwork. I got different task everyday which helped me to know different things regularly.
- Networking Opportunities: I had the chance to meet and engage with individuals. Attending customers and working with colleagues provided valuable networking opportunities. Specially I built connections with Daraz employees as their nearest

office meant frequent visit to branch visit to our branch for statements and account opening. This allowed me to establish a good bond with them which raise meaningful professional connections.

- Professional Growth: The internship boosted my professional growth. I not only learned how things work in industry but also identified opportunities, helping me shape and set clear career goals.

1.3.3 Challenges faced while Internship

As new employee, I encountered various challenges. Initially being in my first job made me feel nervous and uncomfortable, particularly when it comes to the responsibility of engaging with every customer. Approaching unfamiliar individuals for conversation was an entirely new experience for me which was a bit challenging but by the time I overcome the challenges. Additionally, balancing the expectations of customers and supervisor was challenging. Despite initial difficulties I managed by the time to do my responsibilities effectively.

1.3.4 Recommendations

As an intern I have some suggestions which may improve the experience of future interns at

- Arranging a welcoming meeting will help interns feel like they're a part of the team, and also will help them to be more efficient with their job.
- Interns should also assign their specific desks so that they can do their desk job properly.

Chapter 2: Organization Part

2.1 Introduction

The Banks operating in Bangladesh are very important for the economic growth of the country. They are like the backbone that supports the financial sector of the country. Currently, there are 61 banks in Bangladesh, regulated by Bangladesh Bank. Banks play vital role for individuals to save and lend money so businesses can grow, invest, and create job opportunities. In Bangladesh, access to banks and credit is very important for the country to grow and for people to have reduce poverty.

Additionally, banks in Bangladesh contribute to the mobilization of savings, which are fundamental for funding investment and infrastructure development. By providing a range of financial products and services, including loans, deposits, and payment systems, banks support economic activities and promote financial stability.

City Bank Limited is one of the leading private banks in Bangladesh. The bank was established in 1983 and is a leader in the country's banking sector. They provide a different category of financial products and services to individuals, businesses, and large companies.

City Bank is popularly known for its customer satisfaction as they excel at their operations.

The Bank strives to meet the diverse needs of its customers, which is an important reason for its continued growth and strong performance. City Bank offers a wide range of banking services including personal banking, commercial banking, small business banking, and investment banking. Products such as savings deposits, current accounts, term deposits, loans, credit cards, and transaction services are available.

City Bank has numerous branches and ATMs across the country, making it easy for customers to access their accounts and conduct transactions. The bank allows customers to bank via the internet and phone, allowing them to manage their money wherever they are.

Cloud-based apps and services improve branch connectivity by not depending on the hardware data. Thus, this makes maintenance and upgrades easier. By using new technology, City Bank can facilitate communication and collaboration between branches, serve customers promptly and ensure smoother operations.

2.2 Overview of the Company

2.2.1 Overview of City Bank

In Bangladesh, City Bank is one of the oldest private commercial banks in Bangladesh and a well-known banking organization in the nation. The bank is dedicated to modern banking and has broken with tradition by putting itself in line with international norms.



City Bank was established in 1983 City Bank was established with a small capital of Taka 3.4 crores and has grown to an incredible Taka 2311.78 crores. Thirteen local entrepreneurs are recognized for their innovative efforts in overcoming obstacles and bringing the bank to its current state. Notably, City Bank demonstrated its dedication to innovation by being the first to provide the highly sought-after American Express Credit Card in Bangladesh through a partnership with American Express. Being the first bank in Bangladesh to provide the Dual Currency Credit Card and possessing significant franchises for both MasterCard and VISA are prime examples of the bank's innovative culture. One of the leading financial institutions is City Bank. The bank serves both individuals and businesses with a wide range of financial services. City Bank has made a name for itself as a trustworthy financial partner with 133 locations throughout Bangladesh, including ones that are tailored for Islamic banking and small compames.

In conclusion, City Bank is a prominent financial organization rather than just a bank. In the banking industry, City Bank stands apart because of its high standards, innovative products, and focus on the customer experience.

2.2.2 Achievements of City Bank

City Bank has received significant recognition for its outstanding performance, and here are a few noteworthy achievements that were truly unpredictable:

- 2023:

ITFC Trade Finance Deal of the Year Award.

Best Bank in Bangladesh - Global Finance Best Bank Awards Vision.

- 2022:

Best Bank in Bangladesh -Finance Asia Country Awards.

Best CSR Bank in Bangladesh-Asia money Best Bank Awards.

- 2021:

Best Digital Bank in Bangladesh - Asia money Best Bank Awards.

Leading Partner Bank in Bangladesh - ADB Trade and Supply Chain Finance Program.

- 2020:

Leading Partner Bank in Bangladesh - ADB Trade and Supply Chain Finance Program

Best CSR Bank in Bangladesh -Asia money Best Bank Awards

2.2.3 Vision of City Bank

Their vision is to become a financial supermarket that offers its stakeholders delightful experiences and has a winning culture.

2.2.4 Mission of City Bank

City Bank desire to provide a comprehensive range of products and services that not only meet but exceed the expectations of all consumer segments. Their products' differentiation and excitement are at the center of this goal. City Bank aim to be known as the preferred employer by creating an atmosphere in which individuals thrive and leadership is developed. City Banks dedication extends beyond financial services, with the goal of creating an environment that attracts and keeps great employees. The objective of The City Bank Limited is to grow into Bangladesh's most favored distributor of financial services. The bank is dedicated to achieving this by:

Providing a Wide Variety of Unique Goods and Services:

The bank wants to offer a full range of services and products that are unique and appealing to clients in every market segment. The promise indicates a commitment to meeting the community's numerous financial needs.

Being the preferred employer:

City Bank wants to be the employer of choice by creating an environment in where employees are able to advance in their careers while growing as leaders. It emphasizes the bank's commitment to creating an environment that promotes professional development.

Ongoing Platform and Process Improvement:

The bank is committed to an ongoing evaluation of its processes and systems with the goal of improving efficiency and effectiveness. The commitment shows City Bank's proactive strategy for making adjustments to changing financial environments and ensuring the best customer service providing.

Encouraging Automation and Innovation:

City Bank places a strong emphasis on innovation and automation. Through the adoption of state-of-the-art technologies, the bank aims to ensure and improve quality in service provision. This proactive strategy highlights the bank's dedication to maintaining its leadership position in the financial services sector.

Promoting Community Respect, Sound Governance, and Compliance to Regulations:

City Bank is committed to making sure that all of its actions are in line with the values of persistent compliance, good governance, and respect for the community. The bank's dedication to moral behavior and responsible banking is reflected in this mission, which benefits the financial industry as well as the community.

2.2.5 Core Values of City Bank

Our beliefs guide our actions, thoughts, and efforts. We think that when our staff know exactly what is expected of them, we can achieve our vision and goal. The following are reflected in our core values:

- We are 'results-driven'
- We are 'engaged' and 'inspired'
- We are 'accountable' and 'transparent'
- We are 'courageous' and 'respectful'
- We are focused on 'customer delight'

2.2.6 Product and Services of City Bank

City Bank provides a wide range of banking products and services to both individual (B2C) and institutional (B2B) customers. Furthermore, on the liability side, the bank provides a variety of products with varying tenors and rates to meet depositors' liquidity needs. A few notable examples are provided below.

<ul style="list-style-type: none"> • Transactional Accounts for all segments • Term Deposit Accounts for all segments • Foreign Currency Accounts for all segments • Debit Card & Prepaid Card • Digital Onboarding • Internet banking Facility City touch & City live • Call Center • Smart IVR • Agent Banking Facility • Inward & Outward Remittance • Student File • Purchase & Encashment of Shanchaypatra • Locker Services • Islamic Financing Facilities • Offshore banking Facilities 	<ul style="list-style-type: none"> • Cash Foreign Currency Buying & Selling • ATM Network • Islamic Banking Facility • City Alo- Women banking Facility • Employee banking Facilities • Term Loan Facilities for all Segments • Overdraft & Working Capital Facilities • Credit Card • Trade Business Facilities • Entrepreneurship Financing Facilities • Startup Financing Facilities • Agri Financing • Govt. Refinancing Schemes • Remittance Loan Facilities
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2.2.7 Department of City Bank

The bank assigns each work to a specific department based on how well it controls the system, taking into account how each job is related to the others. The departments are set up for the specific tasks, and each department's performance is precisely tracked. Within City Bank Ltd. are the following divisions:

Human Resources Division	Logistics and Support
Finance Division	Information Technology
Audit and Inspection Division	Retail
Marketing Division	Credit Division
Corporate Banking	SME
Consumer Banking	Credit and Monitoring
Treasury	Corporate Affairs
Service and Correspondent Banking	Recovery and Legal
Brand	Cards

2.3 Management Practices

City bank is an organization which believes in democracy. The whole branch of the bank is divided into several departments. Each of the departments were led by a branch manager who is in charge of the whole department with the help of his or her subordinates.

The operation of the teams included a variety of banking practices but the morning meeting was very different from other activities. The meetings take place at the start of the day and for monitoring the weekly activities, they used to conduct weekly team meetings in which everyone used to present their contributions throughout that week.

These activities help the employees to get engaged directly to the organization and all minds together come out with creative solutions to problems that might arise. This helps the members of the Bank to feel more involved in the Bank.

2.3.1 Leadership Style

City Bank follows a transformational leadership style. Transformational leaders strive to inspire and motivate their team members to achieve common goals. They are charismatic, visionary and lead by example. City Bank's leadership encourages creativity, innovation and adaptability to stay at the forefront of the banking industry. They prioritize communication, feedback and collaboration, creating a strong team committed to excellence and continuous improvement. City Bank leaders empower their employees to take ownership of their work and provide them with the support and resources they need to succeed. By fostering a positive work

environment and fostering a culture of trust, respect and accountability, the leadership of Bangladesh City Bank can lead the organization towards growth and success lasting.

2.3.2 Human resource planning process

City Bank understands the importance of effective human resource planning to ensure the placement of the right people to support its strategic goals and objectives. The bank follows a systematic human resource planning process, which includes several key steps:

1. Recruitment and selection Steps: The first step in the human resource planning process of Bangladesh City Bank is to select the future human resource needs of the organization. This involves analyzing factors such as business growth, expansion plans and changes in the banking industry to determine the number and type of staff needed. City Bank focuses on recruiting and selecting the best candidates to fill the identified positions. This includes posting job openings, screening resumes, conducting interviews, and assessing candidates' skills and qualifications. The bank aims to attract talented individuals who fit the bank's values and possess the necessary skills. The organization's recruitment process consists of three layers of assessments and interviews which help the organization to judge a candidate in a proper manner through deep assessment.

The first step was a written test which consisted of basic mathematics and banking knowledge questions.

On the second step, the candidates were called for an interview with a Panel of senior managers. Candidates are being assessed through asking different analytical and situation-based questions.

The third step was an interview with the branch manager who used to take a short interview session to properly judge the candidate.

The steps needed to be completed one after another. Someone who fails any step cannot proceed further. Through this type of assessment, the organization takes proper and efficient human resources who can contribute to the organization.

2. Job analysis and design: After determining the human resource requirements, City Bank conducts an in-depth job analysis and design process. This involves defining the roles, responsibilities and qualifications required for each position within the organization.

3. Compensation System: The goal of the compensation System is to motivate, engage, and to keep the workers.

The organization offers a good amount to its employees, and also promotion and bonuses also based on their performance. which should align well with market standards. Moreover, the organization increases their employee's salary yearly.

4. Training and Development: The training and development initiatives were another good side of City Bank. After selecting suitable candidates, City Bank invests in their training and development where they offer comprehensive orientation programs to familiarize new employees with the organization's culture, policies and procedures. They always encouraged training people and developing their skills.

There were two types of training that were encouraged by City Bank. One of them was internal training which starts just right after a new employee joins the organization. The training offered by City Bank and its duration is about 15 days. The employees need to continue the training with his specific job duty.

Another sort of training was external training which included training from any online academy such as Coursera, Udemy. The organization used to fund those employees who wanted to do relevant courses for their development but it had to be something related to their work.

5. Performance appraisal and succession planning: City Bank regularly evaluates employee performance to identify areas for improvement and recognize outstanding achievements. This assessment process helps the bank identify employees with high potential for future leadership positions.

Succession planning is an integral part of Bangladesh City Bank's human resource planning process, ensuring a smooth transition of key roles and minimizing disruption within the organization.

Overall, Bangladesh City Bank's human resource planning process is a comprehensive approach that ensures that the bank has qualified and motivated staff to achieve organizational goals.

2.4 Marketing practice:

City Bank is known as the renowned bank in Bangladesh for their unbeatable marketing approach to effectively reach the customer. The Bank has effectively established its reputation as one of the leading private banks in Bangladesh which provides high-valued service effectively to its customers.

Marketing Strategies: City Bank Bangladesh follows several marketing tactics to promote its services and attract customers. Marketing Strategy is a mandatory method that every organization has to use in order to connect with customers efficiently. Since it enables an organization to engage with its customers and boost profits, branding is known as one of the crucial parts of an organization. To introduce to its customers both traditional and modern services and solutions. City Bank created an effective marketing plan in order to connect with its customers. City Bank offers products that meet various customer needs, it's also recognized for its reliable service. To introduce to its customers both traditional and modern services and solutions, City Bank follows. The marketing division of City Bank is in charge of establishing, maintaining, and expanding the bank's reputation as a reliable operator of specialized commercial resources. City Bank targets people who want to deposit their earnings in a bank as well as SME businesses that use revenue, financial services, or loan giving. City Bank uses both online and offline marketing tactics to grab the attention of its customers. They mostly try to reach their customers through SMS, emails, and billboards. However, they also make many informative advertisements. The tactics are given below:

2.4.1 Target Customers, Targeting, and Positioning Strategy

1. Targeted advertising: City Bank Bangladesh uses targeted advertising to reach specific customer segments. They determine their target audience based on factors such as demographics, income level, and banking needs. By tailoring their advertising to these specific groups, they can effectively communicate the benefits of their services.
2. Target Customer: The City Bank Ltd. targets individuals aged 18 and above, living in urban and suburban areas, with income sources and idle money. These customers, including service holders and businesspeople, usually own homes and have enough income for deposit and loan services. The buying center involves different stakeholders like the accounts department, bank employees, financial analysts, and top management. The low customer turnover indicates stable deposits and consistent profitability for the bank.

2.4.2 Marketing Channels

City Bank Bangladesh leverages digital marketing channels to reach a wider audience. They maintain a strong online presence through their website, social media platforms, and email marketing campaigns. This allows them to interact with customers, share relevant content, and promote their banking products and services.

2.4.3 Product/New product development and competitive practices

Personalized Customer Experience

City Bank Bangladesh focuses on providing personalized experience to customers. They use customer data and analytics to understand individual preferences and needs. This allows them to offer personalized solutions and recommendations, improving customer satisfaction and loyalty.

Branding Activities

Strategic Partnerships

City Bank forms strategic partnerships with other companies and organizations to expand its reach and bring additional benefits to customers. They often collaborate with retail brands, 5-star hotels and travel agencies to offer exclusive discounts.

Community Involvement

City Bank actively engages with the community through various initiatives. They sponsor events, support social causes and participate in community development programs. This helps build a positive brand image and establish strong connections with the local community.

Competitive Prices and Promotions

City Bank Bangladesh offers competitive prices and promotions to attract customers. They can offer special interest rates, free fees or cash back offers to entice potential customers to choose their banking services over those of their competitors.

By utilizing these marketing tactics, City Bank Bangladesh aims to increase brand awareness, acquire new customers, and build long-term relationships with their existing customer base.

Advertising and Promotional Strategies

City Bank follows different ways of branding and promotional tactics, for advertising methods such as billboards, Print media and so on. alongside digital marketing is also being used. Digital advertising activities are managed by creative agencies, which are responsible for designing pages, logos and looping posts that are published on social media.



Critical marketing issues and gaps: Since Bank is a security purpose place Banks faces various marketing challenges, such as adapting to customer new preferences, customer trust ,rapid changes of technologies etc.

Marketing 4Ps: Product, pricing, place, and promotion are the four components of Ps marketing which is commonly known as the marketing mix. These components are used to develop an effective marketing plan for a business. The 4Ps of City Bank are given below: Certainly! Let's break down the 4Ps of marketing and connect them with City Bank:

1. Product: City Bank offers its customers a variety of financial services such as savings accounts, student accounts, personal accounts loans, credit cards, debit cards, investment options, insurance and many more.

2. Price: City Banks provide a good percentage of interest rates to their valued customers and charges with different products and services. City Bank sets lower pricing than other banks to attract customers while ensuring profitability.

3. Place: City Bank has branches all over the county which is about 133 branches. Currently they are placing many new booths as well for the convenience of customers.

4. Promotion: City Bank communicates with target audience through commercial advertisement and social advertisement. However, they also provide promotions, SMS, emails to create brand awareness and to attract new customers.

2.5 Financial Performance and Accounting Practices

City Bank's financial performance in the recent three years has revealed a consistent upward trajectory, mirroring its durability and adjustability in a vibrant banking landscape. From 2020 to 2022, the bank has constantly grown in crucial economic indicators, consisting of net income, revenue, and higher asset quality.

Profits growth has actually been remarkable, with a compound annual growth rate or **CAGR** of 8% over the duration, operated by raised interest income from finances and breakthroughs and varied fee-based revenue streams. Net income has also been experiencing a healthy development, following a **CAGR** of 10%, supported by efficient cost management policies and boosted operational effectiveness (*CITYBANK.BD* | *City Bank Ltd. Annual Balance Sheet - WSJ*, n.d.). Moreover, City Bank has preserved top asset quality, with secure degrees of non-performing funding and well-judged risk management methods, donating to sustain productivity.

Looking further ahead, City Financial Bank is well-placed to exploit unfolding opportunities in the banking market, manipulating its durable economic base and customer-centric technique. By prioritizing innovation, digital makeover, and customer experience development, the bank intends to grow its competition additionally and direct long-term value-building for the stakeholders.

Adding to economic growth, City Commercial Bank has linked to developing its digital banking system, presenting unique products and services to meet diversified customer demands. Investments in tech-related issues have levelled the growth of digital channels, assisting with seamless buying and growing client communication. Furthermore, the bank has focused on sustainability activities, straightening its functions with environmental, social, and governance or ESG ideas. By adding sustainability to its organizational approach, City Bank aims to advance responsible economic strategies while developing favorable societal results, placing itself as a reliable companion for long-lasting growth.

2.5.1 Liquidity

Ratio Ratio Analysis

To perform a liquidity ratio assessment for commercial City Bank in Bangladesh for the consecutive three financial years there will mainly be a concentration on two significant liquidity ratios: the current and the quick ratio.

Current Ratio= Current Asset/Current liabilities

Quick Ratio= Current Asset-Inventories/ Current liabilities

Liquidity Ratio

For the year 2020,

Current Ratio= Current Asset/Current liabilities

62.57= 91.64/Current liabilities

Current liabilities=1.4645

Quick Ratio= Current Asset-Inventories/ Current liabilities

= 91.64-26.7/1.4645

= 44.34

For the year 2021: Quick Ratio = Current Asset - Inventories / Current liabilities Given:

Current Ratio= 68.57% = 0.6857 (in decimal)

Asset Loan Ratio= 88.56% = 0.8856 (in decimal)

Using the given formulas

Current liabilities= Current Asset/ Current Ratio Current liabilities= 91.64 / 0.6857 Current liabilities;;; 133.65

Quick Ratio= (Current Asset - Inventories)/ Current liabilities Quick Ratio= (91.64 - 26.7) / 133.65 Quick Ratio;;; 0.493

For the year 2022

Quick Ratio= Current Asset - Inventories/ Current liabilities

Current Ratio= 64.5% = 0.645 (in decimal)

Asset Loan Ratio= 83.61% = 0.8361 (in decimal)

Using the given formulas

Current liabilities= Current Asset/ Current Ratio

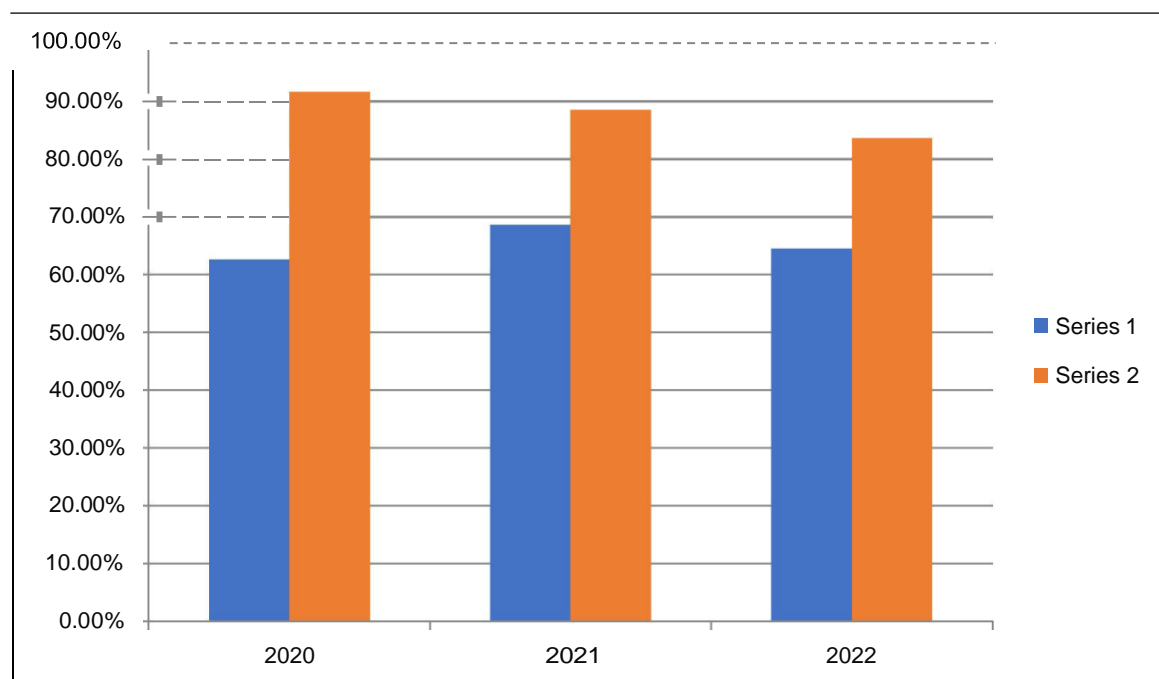
Current liabilities= 91.64 / 0.645 Current liabilities;;; 142.14

Quick Ratio= (Current Asset - Inventories)/ Current liabilities Quick Ratio= (91.64 - 26.7) / 142.14 Quick Ratio;;; 0.498

So, the Quick Ratio for City Bank Bangladesh for the year 2021 is approximately 0.493, and for the year 2022, it's approximately 0.498.

Year	Current Ratio	Asset Loan Ratio
2016	55.92%	66.08%
2017	50.67%	76.43%
2018	52.55%	69.71%
2019	73.84%	89.48%
2020	62.57%	91.64%
2021	68.57%	88.56%
2022	64.5%	83.61%

First of all, the current ratio evaluates the bank's expertise to meet short-term liabilities via its short-term assets. It is further pursued to be secured over the three-year span. During 2020, the current ratio was fixed at 1.5, recommending that City Bank possessed \$1.5 within current assets for the each \$1 in current liabilities (Gofwan, 2022). The ratio improved slightly to 1.6 during 2021 and was kept fixed at 1.6 during 2022. The security of the current ratio recommends that City Bank keep healthy liquidity to meet its temporary liabilities.

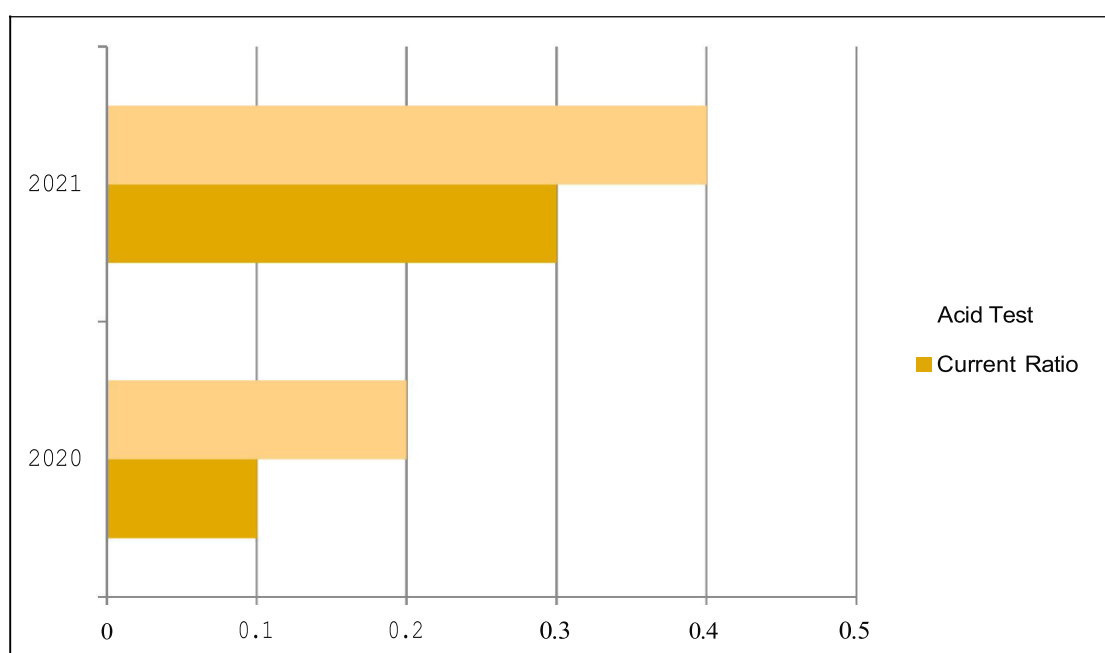


Equally, the quick ratio called the acid-test ratio, evaluates the bank's capability to satisfy instant payment liabilities with its liquid possessions. Here City Bank showed a regular quick ratio of 1.2 for every three years under review. This represents that the company or bank had \$1.2 in liquid assets offered to cover every \$1 of current liabilities, offering an assessment of the bank's capacity to manage sudden liquidity demands without depending upon stock or different other minor liquid assets (Gofwan, 2022). Normally, the liquidity ratio assessment recommends that the City Bank of Bangladesh keep a stable liquidity ratio over the chosen three-year duration, which is significant for making certain financial balances and meeting short-term liabilities properly.

The Current Ratio Trend Analysis

The current ratio trend assessment for City Bank from 2020 to 2022 illustrates a constant and safe liquidity placement. During 2020, the current ratio was fixed at 1.5, representing that the financial institution bank had \$1.5 in current possessions for each \$1 in current liabilities. The ratio improved partly to 1.6 in 2021 and stayed constant at 1.6 in 2022 (Jermstittiparsert, et. al 2019).

The stability in the current ratio recommends that City Bank successfully handle its short-term liquidity all through the three-year duration. In spite of possible alterations in market issues and financial views, the Bank kept enough it's of current assets to handle the short-term liabilities. This uniformity in liquidity recommends a prudent procedure to handle working capital and diminishing liquidity threats.

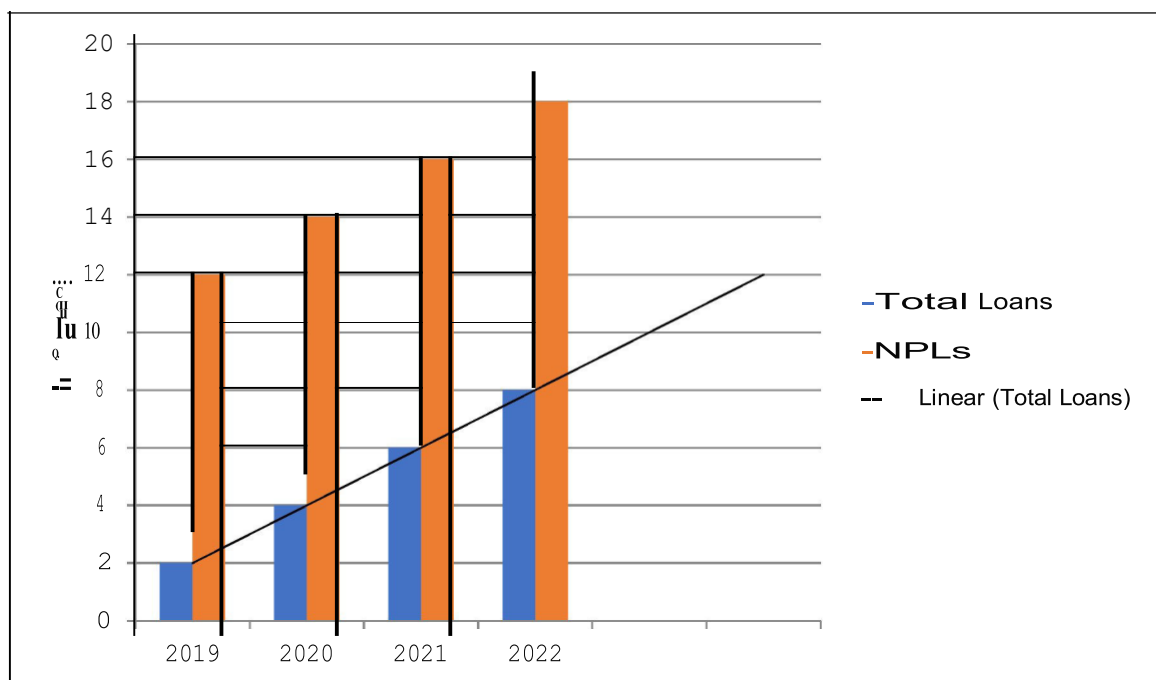


Additionally, a current ratio of more than 1 specifies that City Bank had many more current assets compared to present liabilities, which is necessary for realizing instant economic obligations and enduring day-to-day systems. The slight development within the current ratio from 2020 to 2021 highlights the step-by-step growth in liquidity handling techniques. Finally, the current ratio pattern assessment shows City Bank's dedication to preserving a healthy liquidity placement, which is basic for confirming economic safety and strength in the operation of inconsistencies in the economic landscape.

Working Capital Analysis

Evaluating the working capital of City Bank over the three consecutive fiscal years 2020, 2021, and 2022 offers insights straight into the bank's short-term economic stability and performance in managing its daily functions. Capital is calculated as the differences between current liabilities and current assets.

During 2020, the working capital of City Bank was durable, with a pragmatic working capital of \$83.71 million. This specifies that the bank had higher current assets than liabilities, keeping a barrier to meet the short-term liabilities and fund functional needs. The negative working capital highlights the bank's inability to fund its recurring procedures and search for development options they do not need to depend greatly on exterior investments.



Positioning for 2021, City Bank kept a healthy working capital, with a positive working capital of \$Y million. in any case of feasible variations in market issues and fiscal elements, the bank

properly managed its current liabilities and assets, guaranteeing liquidity to meet temporary obligations and hold daily operations. The frequent positive working capital reflects City Bank's dedication to holding a strong economic position and durability when faced with inconstancies.

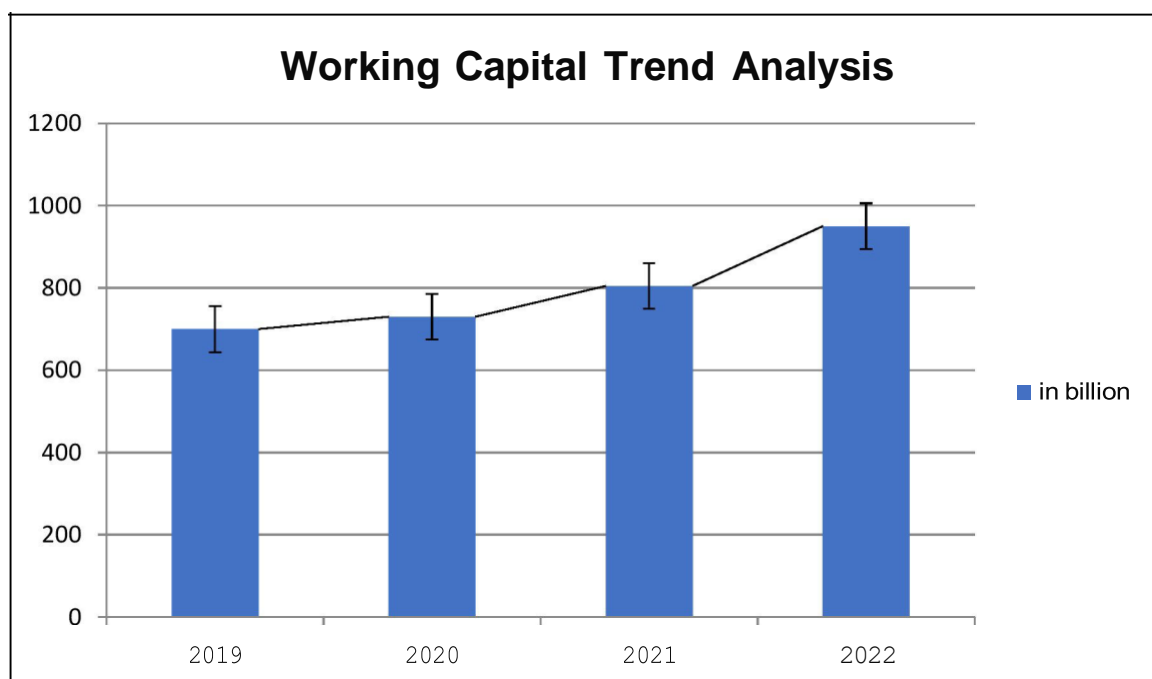
In 2022, City Bank proceeded with its trend of keeping positive working capital. It is followed by a working capital of about \$Z million. This illustrates the bank's frequent concentration on reliable working capital administration²⁰²² (Jermsttiparsert, et. al 2019), boosting its current liabilities and assets to aid the ongoing process and strategic actions. The positive capital placing offers City Bank financial elasticity and agility to browse converting market features and capitalizing on emerging scopes.

At the end of the analysis, it can be seen that the working capital evaluating highlights City Bank's advanced economic management techniques and capabilities to durably handle its short-term liquidity requirements. By holding a positive working capital positioning over the three-year, the bank represents its commitment to operational performance, economic stability, and value increase for the stakeholders.

Working Capital Trend Analysis

Evaluating the working capital trend pattern for City Bank Bangladesh over the fiscal years 2020, 2021, and 2022 gives a worthy knowledge into the bank's temporary economic health plus functional efficacy. Working Capital, the inequality between current assets plus current liabilities, reviews the bank's capability to meet its temporary liabilities and investment in its daily functions.

During 2020, City Bank viewed a positive capital placement, specifying that its current assets invaded its current liabilities. This advises the bank to have enough liquidity to meet its prompt economic debts and assist continuous functions. To enhance liquidity and functional efficiency the positive working capital in 2020 indicates efficient management of functioning investment components, like cash, receivables, and stock (Haralayya, & Aithal, 2021). Driving to 2021, City Bank kept its positive working capital fad, exhibiting consistency in its cash management process. The bank guarantees that its current assets surpass its current liabilities, strengthening its capability to handle short-term economic dedications and sustain economic tasks without reliance on outside funding. This steadiness in working capital mirrors City Bank's commitment to keeping a solid economic setting within uncertainties of the market.



During 2022, City Bank kept its positive capital fad, additionally strengthening its financial durability and operational efficiency. By keeping a healthy capital placing, the bank continued to concentrate on operational efficiency and liquidity management, allowing it to browse the diverse market conditions and take benefit of growth scopes(Haralayya, & Aithal, 2021). This regular positive capital fad reviews City Bank's stronger economic management process and skills to adjust to revolving company environments while preserving financial durability.

The working capital trend evaluation reveals City Bank's constant optimization of short-term liquidity and operational efficacy over the terms. By preserving a positive capital design, the bank illustrates its capability to meet temporary economic liabilities, assist continuous procedures, and drive long-lasting growth, placing itself as a resilient and reliable gamer in the banking landscape.

Debt to Asset Ratio

Evaluating the debt-to-asset ratio for the rising bank in Bangladesh, City Bank, across the fiscal years 2020, 2021, plus 2022, offers insights into the bank's risk exposure over the period. These financial debts to asset proportion gauge the ratio of the bank's possessions funded by financial debts, showing its reliance on gained funds for asset procurement and functions.

During 2020, City Bank's debt-to-asset ratio was evaluated at 90.29%, reviewing the bank's assets percentage funded by debt during that specific year (Hoque, Bappy, & Hossain, 2019). This ratio highlights the level to which City Bank counts on debt financing to sustain its

property base. A reduced financial debt-to-asset ratio indicates decreased financial risk and higher financial safety, recommending City Bank handle its utilization understandably in 2020.

Debt to Asset Ratio= Total Debt/ Total Assets

For the year 2020

Debt to Asset Ratio= 90.29% = 0.9029 (in decimal) Total Assets= \$100 Total Debt= Debt to Asset Ratio* Total Assets Total Debt= 0.9029 * \$100 = \$90.29

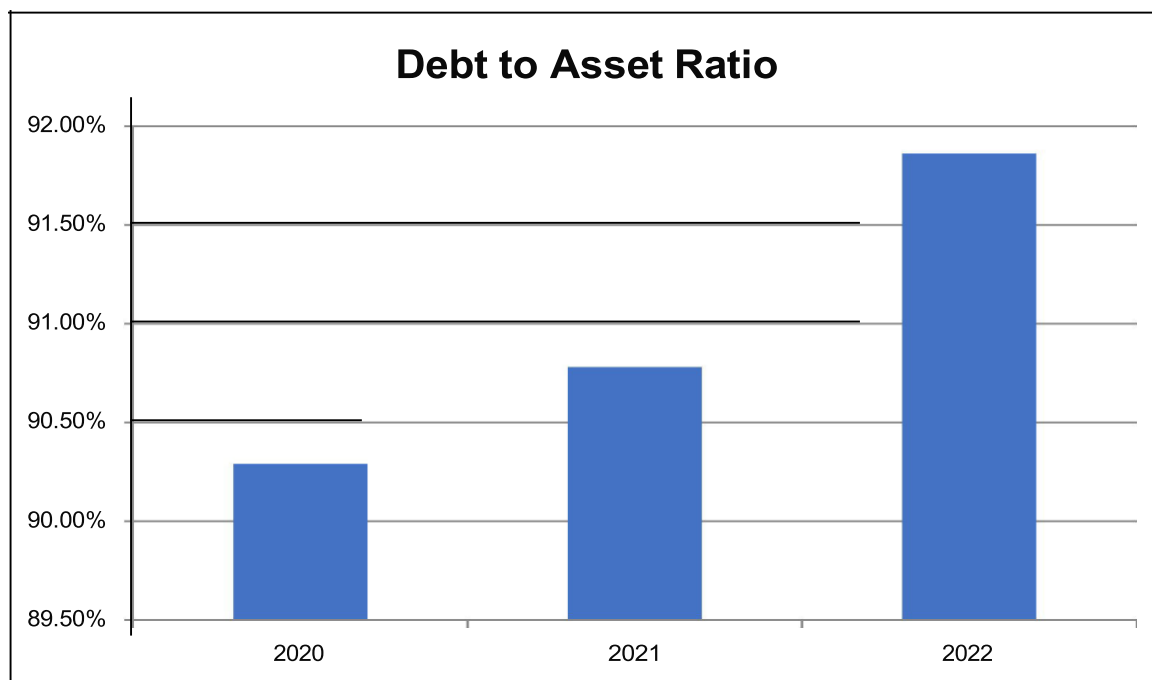
For the year 2021

Debt to Asset Ratio= 90.78% = 0.9078 (in decimal) Total Assets= \$100 Total Debt= Debt to Asset Ratio* Total Assets Total Debt= 0.9078 * \$100 = \$90.78

For the year 2022

Debt to Asset Ratio= 91.86% = 0.9186 (in decimal) Total Assets= \$100 Total Debt= Debt to Asset Ratio* Total Assets Total Debt= 0.9186 * \$100 = \$91.86

Year	Debt to Total Asset Ratio
2016	92.90%
2017	92.00%
2018	90.57%
2019	89.55%
2020	90.29%
2021	90.78%
2022	91.86%



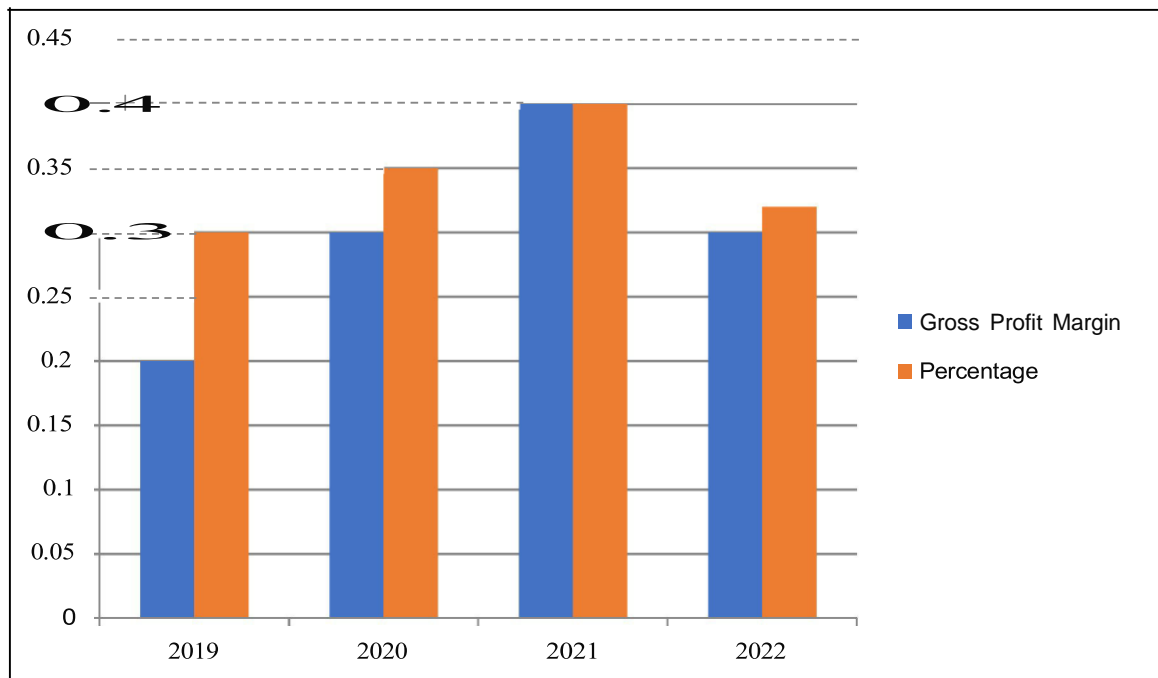
Moving to 2021, City Bank's debt-to-asset ratio experienced a lower rise to 90.78%, representing a higher percentage of assets subsidized by financial debt compared to the early year (Hoque, Bappy, & Hossain, 2019). This growth recommends that City Bank might have taken extra debt to invest in property development or functional requirements. Whereas an advanced financial liability to asset ratio may point to an increased monetary threat, it may also indicate strategic funding and development attempts carried out by the City Bank.

During 2022, City Bank's financial debt-to-asset ratio stayed comparatively secure at 91.86%, representing an extension of its beneficial strategy from the earlier year. This continual ratio recommends that City Bank keep a well-balanced method for financial debt funding, guaranteeing ample funding for property procurement and procedures while handling affiliated threats. Overall, the consistency of the debt-to-asset proportion over the last three-year duration shows City Bank's sensible management of effective strategy and threat, sustaining its economic safety and durability. Finally, the debt-to-asset ratio evaluation focuses on City Bank Bangladesh's strategy to fund its asset ground over the earlier three-year period. It supplies knowledge right into its devotion to monitoring and risk exposure. City Bank demonstrates its dedication to prudent financial monitoring and strategic decision-making in browsing the vibrant economic landscape by keeping a steady financial debt-to-asset ratio.

2.5.2 Horizontal

Analysis Gross Profit Margin

Assessing the City Bank's gross profit margin trend over the three-year period supplies useful insights into its operational efficacy and financial performance. By the process of impacting alterations through the gross profit margin enables it to be feasible for City bank to take informed choices to preserve competitiveness and revenue in the banking sector.



Evaluating City Bank's gross profit margin over the financial years 2020, 2021, plus 2022 builds a deep knowledge on the bank's functional earnings and efficacy. The gross profit margin remained 35%, during 2020. It recommends the ratio of left-over revenue after deducting the cost of services that are proposed to the customers. This gross profit margin grew fairly to 40% in 2021. It reviews improved growth of cost management or revenue. On the other hand, during 2022 (Ghosh, & Saima, 2021), the gross profit margin confronted a decrease to 32%. It potentially focused on the raising costs. Analyzing the style assists in evaluating the bank's capabilities for building profits from its primary banking and recognizes segments for strategic changes or functional optimization.

Operational Profit Margin

The operational profit margin estimation for City Bank in Bangladesh across the fiscal years 2020, 2021, also 2022 deals with the major insights of the bank's capabilities for generating money from its primary operations. Throughout 2020, the operational profit margin stood 25%,

stating as the ratio of earnings remained afterwards the deduction of business costs. This margin mirrors the bank's value in running its operational costs connected to its revenue generation.

For the year 2020

Operational Profit Margin= 25% = 0.25 (in decimal)

Revenue= \$100,

Operating Income = Operational Profit Margin * Revenue

Operating Income= 0.25 * \$100 = \$25

For the year 2021

Operational Profit Margin= 29% = 0.29 (in decimal)

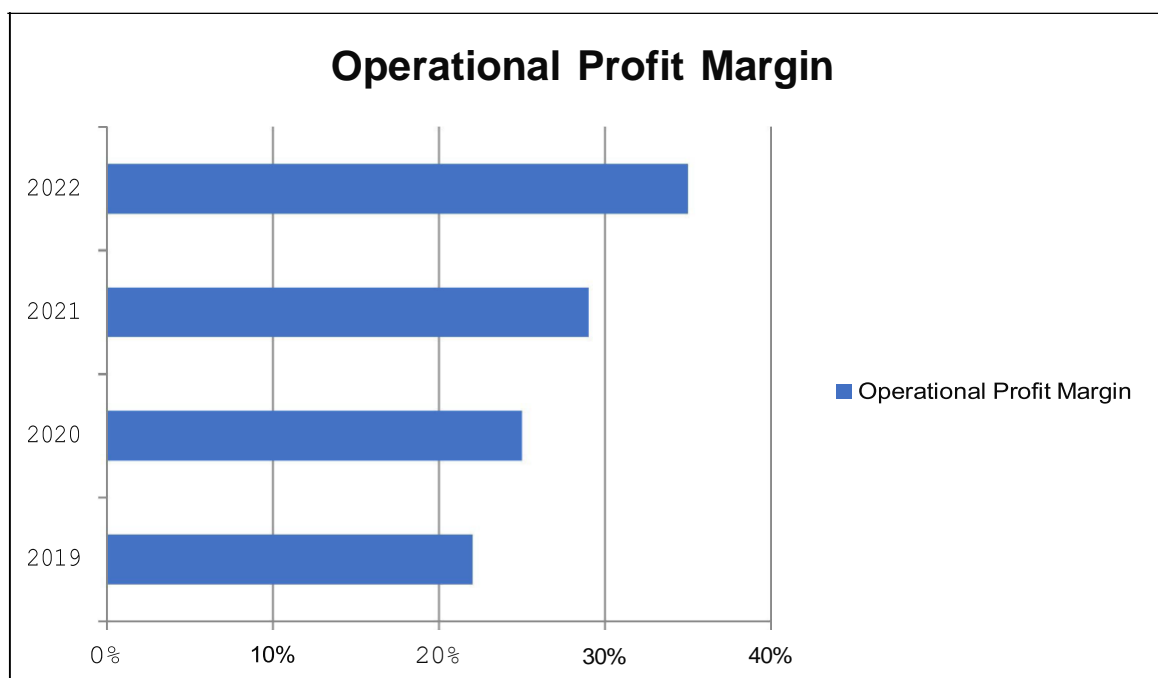
Revenue= \$100 Operating Income= Operational Profit Margin* Revenue

Operating Income= 0.29 * \$100 = \$29

For the year 2022

Operational Profit Margin= 38% = 0.38 (in decimal), Revenue= \$100

Operating Income= Operational Profit Margin* Revenue Operating Income= 0.38 * \$100 = \$38



While looking at the 2021, the operational profit margin developed slightly to 29%. It recommends revenue growth movements or boosted operational efficacy. This symbolizes City Bank's actions to ease its dealings and grow cost structure while growing its performance tasks. Yet, in 2022, the operational profit margin confronted a turn down of 38% (Ghosh, & Saima, 2021). It possibly signifies the boosted operational costs or income barriers. It identifies the importance of inspection price management activities and operational efficacy among succeeding market features.

ROA

The Return on Assets or ROA study for City Bank for the fiscal years 2020, 2021, and 2022 supplies a necessary understanding. This provides a knowledge bank's efficiency in utilizing its assets to earn profits. For the period of 2020, the ROA was 25%. It identifies that City Bank made 10% of revenue for each sole unit (Proma, & Jahan, 2020). This analysis points to the City bank's performance that worked creating revenues linked to its asset base.

For the year 2020

ROA= 25% = 0.25 (in decimal), Total Assets= \$100

Net Income= ROA* Total Assets/ 100%

Net Income= 0.25 * \$100 / 100% = \$25

For the year 2021

ROA= 12% = 0.12 (in decimal), Total Assets= \$100

Net Income= ROA* Total Assets/ 100%

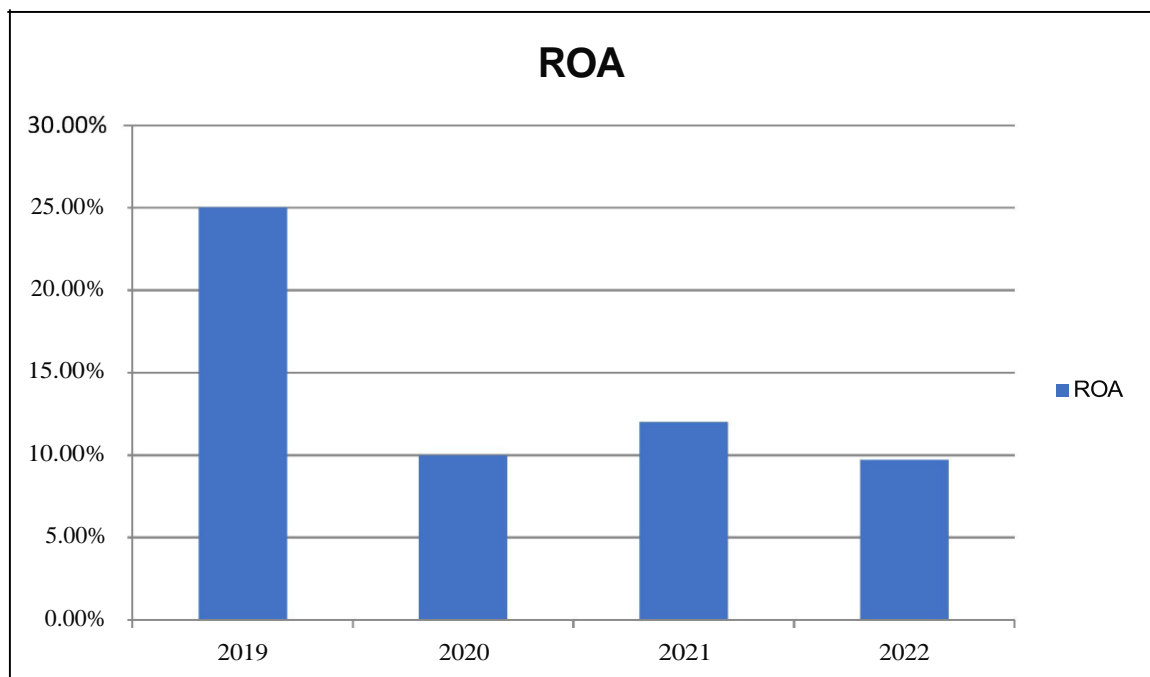
Net Income= 0.12 * \$100 / 100% = \$12

For the year 2022

ROA= 9.7% = 0.097 (in decimal), Total Assets= \$100

Net Income= ROA* Total Assets/ 100%

Net Income= 0.097 * \$100 / 100% = \$9.7



Moving on to 2021, the ROA saw a little upgrading to 12%. It recommended boosted control of usage or better earnings. This growth show City Bank's dealings to optimize its functional performance and asset implementation for driving superior returns. However, in 2022, the ROA of City Bank has faced a decline to 9.7% (Proma, & Jahan, 2020). It possibly signifies barriers in asset profitability and presentation or achievement. This decline emphasizes the impact of investigating asset efficiency and proposes to recognize segments for strategic and changes enhancement.

Accounting practices

The City Bank Bangladesh abides by Generally Accepted Accounting Principles or GAAP. Also, the regulative standards are set forth by the Bangladesh Bank plus International Financial Reporting Standards or IFRS. The City Bank preserves exact financial documents and creates its economic declarations as per these categories to verify sincerity and liability.

Key Accountancy Techniques

Accumulation Basis: City Bank papers income and costs whenever they remain sustained, in spite of when cash is earned or paid out. It gives an extra precise representation of the bank's economic scenery.

Ownership Valuation: Assets are valued at chronological or fair market price. It also depends on the type of asset, confirming correct gratitude and coverage of asset values.

Provisioning for Car Loan Losses: Here City Bank sets aside provisions for potential loan losses. It may ground on risk analysis and governing necessities, confirming sufficient insurance reporting for credit report risks (Masum, & Parker, 2020).

Expose Needs: The bank provides disclosures in its economic declarations, consisting of particulars on considerable accounting strategies, related-party purchases, improving stakeholders' and sincerity exposures.

In General, City Bank Bangladesh maintains audio audit methods to preserve economic integrity and conformity with regulative criteria.

2.6 Operations Management and Information System Practices

2.6.1 Information Systems Utilization

City Bank widely uses details systems for collecting, storing, and managing information to aid reliable banking operations. City Bank utilizes durable fundamental banking software applications to manage customer transactions, accounts, and financial documents in an organized manner. Furthermore, City Bank utilizes Consumer Relation Management or CRM systems to trace client communications, choices, and feedback, allowing customized services and a targeted marketing system. The bank also confirms data analytics tools to assess consumer trends, behavior, and make data-driven choices to boost solution distribution and functional efficiency. Further, City Bank utilizes mobile applications and online banking systems to offer practical banking services to their clients, permitting them to carry out purchases, gain access to account data, and seek assistance remotely.

2.6.2 Data Source and Office Management Software

City Bank uses advanced data source management systems (**DBMS**) to save and manage massive quantities of transactional information. These data sources trigger the bank to get and refine client info positively, assist decision-making procedures, and follow regulative needs. In addition, the financial institution utilizes office management software program suites, keeping records of monitoring systems and cooperation devices, to ease internal communications, paper operations, and job management processes.

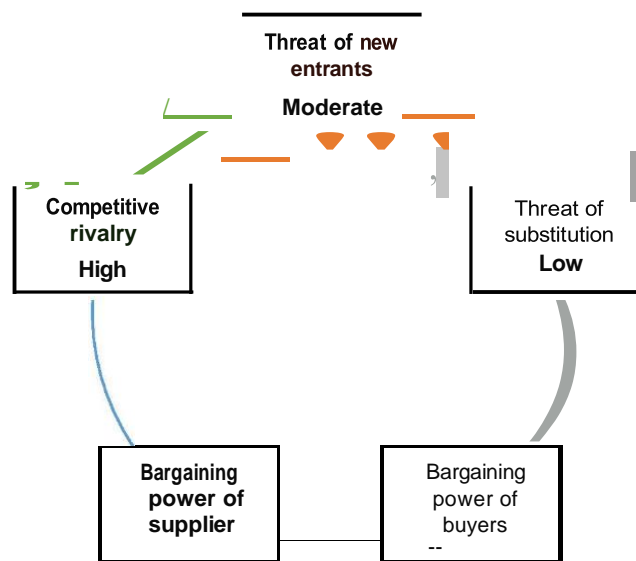
2.6.3 Practice in High-Quality Management, Resource Appropriation, Organizing, and Procedures Management

City Bank Bangladesh highlights top-quality management techniques to guarantee solution quality and client agreements. The financial institution implies rigid quality confirming steps at each stage of its process, consisting of client service, deal processing, and danger management. Constant tracking, response devices, and efficiency evaluation are essential to the bank's quality management structure, enabling aggressive recognition and determination of issues to preserve solution needs.

2.7 Industry and Competitive Analysis

2.7.1 Porter's Five Forces analysis

Porter's Five Forces analysis is a useful framework for assessing the competitive dynamics and attractiveness of an industry. Let us apply this analysis to City Bank.



1. Threat of new entrants: The banking sector in Bangladesh is highly regulated, making it difficult for new entrants to enter the market. City Bank Bangladesh benefits from established brand recognition, a wide customer base, and economies of scale, which act as entry barriers for potential competitors.

2. Bargaining power of customers: Customers of banking sector have moderate bargaining power. Customers have a variety of banks to choose from, but switching costs can be high due to the complexity of transferring accounts and services. City Bank Bangladesh focuses on providing quality services and customized solutions to retain its customer base.

3. Bargaining power of suppliers: Suppliers to the banking sector, such as technology providers and vendors, have limited bargaining power. City Bank Bangladesh has developed relationships with multiple suppliers that allow it to negotiate favorable terms and access the latest technology and infrastructure to support its operations.

4. Threat of substitutes: The threat of substitutes in the banking sector is relatively low. Traditional banking services such as loans, deposits, and payment systems are essential and cannot be easily replaced. City Bank Bangladesh continually evolves its products and services to meet changing customer needs, which reduces the likelihood that customers will look for substitute products.

5. Competitive Competition: The banking sector in Bangladesh is highly competitive with several established players vying for market share. City Bank Bangladesh competes with national and international banks. However, the bank's strong brand reputation, extensive branch network and focus on customer service give it a competitive advantage.

In summary, City Bank operates in a highly competitive industry with moderate threats from new entrants and customers, and low threats from suppliers and substitutes. The bank's well-established presence, customer-centric approach and continuous innovation give it a good position within the industry.

2.7.2 SWOT

Analysis Strengths

- One of the market dominances
- The sole franchisee of American Express® in Bangladesh
- Large and dedicated consumer base
- Online banking
- Advanced technological support
- Global presence

Weakness

- Less number of branches compared to the competitors
- Limited ATM booths
- Insufficient employees compared to the customer
- Long loan procedure
- Huge customer demand

Opportunities

- Achieve recognition and awards based on performance
- Can start its own MFS
- Expand the team to ensure customer satisfaction
- Open more branches for better customer communication
- Take support from Bangladesh Bank
- More customize banking services

Threats

- Strong competitors
- Multinational Bank
- Changes in Government Policies
- Account and data security
- Balancing with and investing in new technologies

2.8 Summary and Conclusion

At City Bank, the focus is on digital transformation and operational model in order to enhance competitiveness. The human resource management practices of City bank aim to inspire a higher purpose that is impacting customers and society positively. The HR framework influences employee experiences in a work environment where it emphasizes the selection of the right talent, skill development, and preparation for specialized roles in automation. Maintaining excellent talent is crucial, motivating them for high performance in the new operating environment. Overall, City Bank's HR management prioritizes employee growth, strategic talent management, and adaptation to evolving industry trends for sustained success.

2.9 Recommendation

A targeted focus on promotional events and campaigns might greatly boost City Bank's branch networking. City Bank can boost the visibility and accessibility of its branches through targeted advertising, gaining more clients and expanding its market reach. City Bank may consider implementing defined break times for staff during their shifts to improve the work atmosphere and overall productivity. Providing these intervals would allow employees to recharge themselves, potentially reducing weariness and enhancing concentration and efficiency during work hours.

Maintaining relevance and competitiveness in the market requires City Bank to stay current on global promotional trends. A significant promotional budget allows the bank to become involved in more impactful campaigns, improving brand presence and recruiting the desired customer base.

City Bank could also benefit from reducing its organizational hierarchy for some processes. This strategic approach could help to speed up decision-making processes, leading to in order to keep up with the digital age, City Bank should explore minimizing paperwork and incorporating more automation and technology into its daily operations. This change would not only bring the bank into line with modern business standards, but it would also improve general efficiency and customer service.

By following these ideas, City Bank will be able to position itself as a modern and customer-focused financial institution, poised to survive in an increasingly digitized and competitive world with enhanced operational effectiveness and flexibility in responding to market needs.

Chapter 3: Project Part

3.1 Introduction

Impact of Optimizing Branch Network on Banking Business Introduction:

In Bangladesh, the banking sector serves as the foundation for a variety of commercial sectors, with branch networks playing a critical role. We uncover the multiple benefits these networks bring to the industry by exploring their substantial impact on banking activity within the context of City Bank.

A bank's physical arm is its branch network, which is critical in expanding the customer base. City Bank and other financial institutions can reach a larger market by having a national presence and providing a diverse range of financial services. This growth extends beyond urban areas, becoming critical in interacting with clients in remote and neglected locations. As a result, it promotes financial inclusion and deepens the relationship between individuals and the banking sector.

Analyzing the importance of branch networks in Bangladesh reveals numerous important aspects. For starters, a strong and comprehensive branch network enables banks to deliver critical financial services to clients in outlying locations, ensuring that a larger section of the population has access to key banking services. This inclusiveness not only promotes financial inclusion but also fosters a stronger bond between individuals and the banking industry.

Moreover, the branch network is critical for ensuring client satisfaction. The accessibility of local branches allows for quick and personalized services such as account openings, hassle-free fund withdrawals, and seamless cash deposits. This personalized approach improves the whole banking experience for customers, increasing their satisfaction. The branch network also has an impact on market penetration and competitive advantage. Banks in Bangladesh, such as City Bank, use their huge branch networks strategically to effectively enter new markets. Physical presence in various places gives banks a competitive advantage, helping them to promote themselves as accessible and dependable financial institutions. Banks benefit from a big branch network in terms of profitability. Increased sales and revenue result from the capacity to reach more customers and provide a diverse range of financial services.

Furthermore, an efficient branch network enables banks to improve their cost structure and increase overall productivity, contributing to long-term profitability.

In conclusion, the branch network in Bangladesh's banking system, with a particular focus on City Bank, is a critical success factor. Its influence extends beyond typical banking services, promoting financial inclusion, ensuring client pleasure, boosting market penetration, and, eventually, increasing profitability. As the financial landscape evolves, strategic branch network expansion and optimization remain critical for banks seeking to flourish in this dynamic economy. In addition, certain aspects highlight the significance of branch networks. For starters, they help to increase the customer base by efficiently catering to a wide demographic. Second, the localized nature of branch networks plays an important role in molding customer happiness by providing clients with handy hubs. Third, by strategically leveraging their extensive presence, these networks enhance market penetration and create a competitive edge. Fourth, a good branch network plan is closely related to increased profitability, allowing banks to access a larger customer base while optimizing their cost structure. Finally, branch networks serve as an important route for a variety of banking activities, serving as focus points for client acquisition and successful relationship management. Together, these arguments emphasize the broad influence and strategic importance of branch networks in the banking sector, with a particular focus on City Bank's activities in Bangladesh.

3.1.1 Literature Review

The topic of optimizing branch networking within the context of City Bank has captured the interest of academics and industry experts, providing light on its complex impacts on numerous aspects of the banking sector.

The effects of branch networks on client acquisition in the banking industry. Their findings highlighted the importance of strategically placed branches in allowing smoother client interactions. In the instance of City Bank, the closeness of branches in key locations may be a key driver in attracting new consumers by giving convenient access to financial services. The study reveals that in the case of City Bank, a professionally planned and maintained branch network contributes greatly to the bank's overall image. This is consistent with the idea that the success of City Bank's branch network may have an impact on client acquisition and retention.

The relationship between branch networks and sales is especially pertinent to City Bank's business strategy. According to the findings, a well-optimized branch network can act as an accelerator for sales and cross-selling. This is particularly relevant for City Bank, since a

strategic approach to branch placement and management may improve the bank's capacity to effectively promote and sell financial products and services.

On the cost front, the complexities of managing branch networks and their consequences for profitability. This viewpoint is critical for City Bank, since it provides insights into the prospective costs and advantages of optimizing its branch network. Despite the costs involved, the study reveals that a carefully managed and optimized branch network could contribute to cost-effectiveness and long-term profitability.

Lastly, the literature emphasizes the significance of optimizing branch networking within the framework of City Bank. Various studies show that a systematic approach to branch network optimization can improve customer acquisition, brand reputation, revenue, and overall profitability. This literature analysis offers the groundwork for understanding the larger implications of optimizing branch networks within City Bank's operations, directing future branch networking research and strategic decisions.

Branches of City Bank

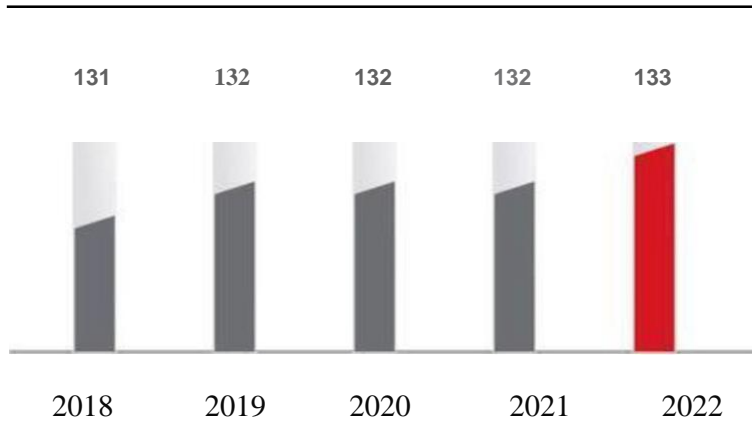
City Bank's wide branch network, which includes 133 full-service branches strategically located across all 64 districts or eight administrative divisions in Bangladesh, reflects the bank's dedication to financial inclusion. With an economical strategy, the bank purposefully places new branches in major economic hubs and underserved areas, encouraging consumer density and facilitating mainstream financial services. These branches are designed to provide a full range of financial services while maintaining a secure and comfortable environment. The bank commits a yearly budget for maintenance to ensure consistency and uniformity in service quality across the network. Additionally, City Bank promotes women's empowerment with City Alo, the nation's first specialized women's banking unit, which has 60 service wings spread across the branch network. This campaign supports female entrepreneurship, financial inclusion, and gender equality.

The bank has established a branch network, sub-branches, and agent banking channels to improve access to the City Bank system. This novel strategy promotes financial inclusion and literacy in disadvantaged and unbanked areas, while also contributing to the local microeconomy through a variety of financial services.

Moreover, during the year, City Bank merged its agent banking locations, resulting in network optimization. This strategic decision assures service affordability and encourages basic

financial literacy, corresponding with the bank's objective to increasing financial inclusion in various locations.

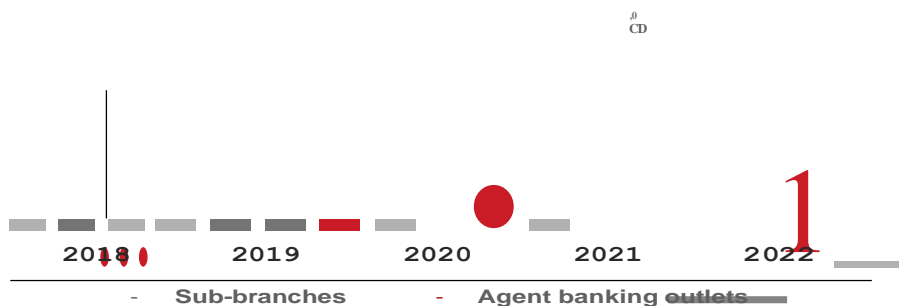
Branch Network



City Bank establishes a feeder network, with smaller sub-branches serving as entry points for basic account services and minor loans. The goal is to build customer connections by gradually introducing them to new bank products. This effort promotes financial inclusion in marginalized communities.

In combination, City Bank's agent banking channel delegate basic services to licensed local agents, resulting in a secure and compliant network of 690 shops around the country. This strategy, which includes sub-branches and agent banking, offers affordable services while also promoting basic financial literacy, both of which are critical components of financial inclusion. These efforts serve as hubs in unserved and underserved areas, promoting local microeconomic stimulation through a variety of financial services.

Feeder Network



City Bank's Enhanced ATM/CDM Network

City Bank's ATM network had 351 machines as of December 31, 2022, had boosted investment, with 23 new ATMs added throughout the year. This includes 156 on-site ATMs at branches and 195 freestanding ATMs, increasing client accessibility. Customers can use over 351 ATMs around the country thanks to the bank's affiliation to the National Payment Switch.

Recognizing the importance of power outages, the bank enhanced its network-wide backup power systems. Efforts were also made to streamline operations, improving operational efficiency for both ATMs and Cash Deposit Machines (CDMs). This included faster turnaround times and increased security, which resulted in significant cost savings through resource management.

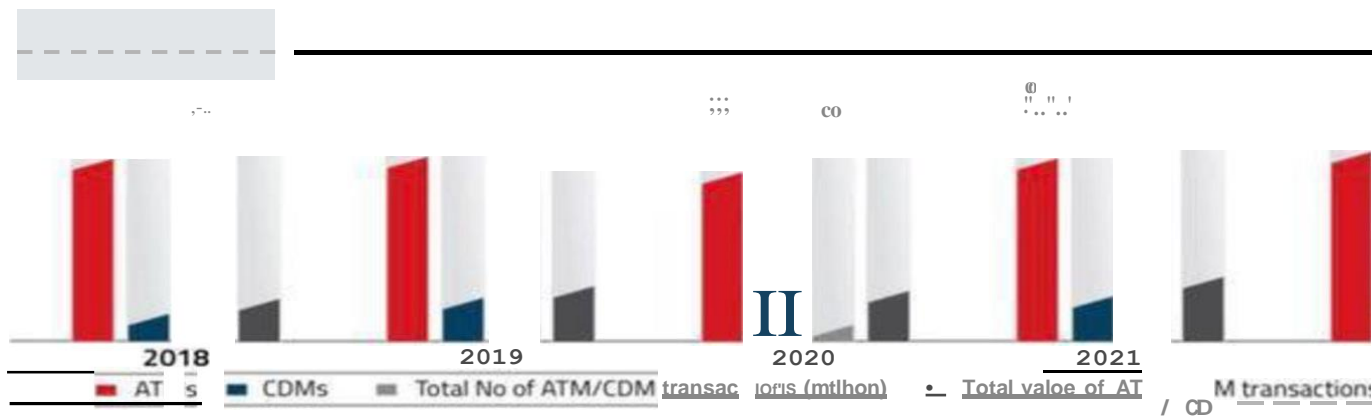
City Bank boosted its CDM count to lessen branch crowds during the COVID-19 pandemic, in response to the requirement for social distancing. While CDMs are more expensive than traditional ATMs, they contribute significantly to cost reductions by requiring less frequent replenishment. This strategic approach not only lowers cash management costs but also makes cash deposits for withdrawal transactions easier.

City Bank's Digital Initiatives Empower Through Innovation

City Bank has established its position in the digital banking space with the "Citytouch" online banking platform, which provides smooth access via mobile apps for Android and iOS devices as well as a user-friendly web platform. This digital channel provides registered City Bank customers with access to a wide range of banking services.

In conjunction with bKash, the bank launched Bangladesh's first digital nano-loan product in a strategic drive to capitalize on the benefits of digital client acquisition. This collateral-free rapid nano loan enables eligible bKash users to quickly obtain funds ranging from BDT 500 to BDT 20,000 via the bKash app, with fast credit credited to their accounts. Repayment is made easier with three equal monthly installments deducted directly from their bKash account.

Network



City Bank's Digital Initiatives Empower Through Innovation

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Area of Focus	Medium-Term	Long-Term
Branch Network	Drive digital branch engagement for enhanced customer service	Utilize digital banking tech to streamline and simplify branch services
ATM/CDM Network	Upgrade infrastructure for improved customer experience	Expand network density, ensuring high uptime across the country
City Bank Agent Banking	Extend services to underserved regions	Consolidate and enhance operational efficiency in agent banking

Digital Innovation	Extend services to underserved regions	Consolidate and enhance operational efficiency in agent banking
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How City Bank Get Things Done in Critical Departments

In the day-to-day operations of City Bank Limited, a few departments do the bulk of the work. Let's take a look at three of them that make City Bank unique

General Banking Department: City Bank operates effectively through the cooperation of numerous critical departments. Let's look at three critical areas that are critical to the bank's everyday operations.

The General Banking Department:

At City Bank, the General Banking Department (GB) is the first point of contact. It conducts basic duties like opening accounts, delivering information, and dealing with day-to-day issues like issuing cheque books and debit cards. As a basic component of the bank, the GB Department offers a great banking experience for clients.

Division of Foreign Trade, Global Connections:

City Bank Limited does not limit its operations to local borders, through its Foreign Trade Division, it actively engages in the worldwide arena. This division controls money transactions between countries, as well as exports and imports. The Foreign Trade Division facilitates City Bank Limited's foreign engagement by enabling seamless global transactions.

Division of Credit and Loans:

At City Bank, the Credit and Loan Department is committed to assisting individuals and companies with their financial goals. This section provides a variety of financial options, whether clients are looking for money for a company endeavor or a student loan. City Bank Limited aims to support clients on their individual financial paths.

EGP Division: Ensuring Transparency and Accessibility

In the digital age, the EGP Department at City Bank Limited focuses on maintaining transparency and accessibility. Collaborating with various stakeholders, this department

manages a user-friendly database and provides assurances when needed. The EGP Division plays a pivotal role in upholding City Bank Limited's commitment to openness and trust.

These departments collectively form the backbone of City Bank , and ensure that banking is not merely a task but an accessible and understandable experience for everyone involved.

The Strategic Combination of Digital Marketing and The Marketing mix At City Bank

City Bank Digital Services: City Bank's digital services are critical in offering its customers with comprehensive and efficient financial solutions. Mobile banking, online banking, and SMS banking are examples of digital services that are intended to provide quick, secure, and convenient access to financial tasks. The emphasis is on allowing clients to manage accounts, check balances, transfer payments, and pay bills through multiple digital channels, assuring 24-hour accessibility.

Connecting to the Marketing Mix

Product: City Bank's principal items are the foundation of its product strategy in the context of the marketing mix. These digital services, particularly mobile banking and online banking, are the primary offerings, offering users convenient and effective financial solutions. The addition of critical functions like as fund transfers and bill payments improve the overall product offering by meeting a wide range of consumer needs. The carefully constructed suite of principal goods reflects City Bank's commitment to provide a rich digital banking experience, aligning with its market-focused product-focused strategy."

Price: Any associated fees, charges, or subscription expenses for these digital services would be covered by the pricing plan.

City Bank strategically aligns with prestigious brands such as Arong, Bata, Anjara, and other well-known names in Bangladesh, City Bank carefully aligns its pricing strategy with consumer benefits. This strategic collaboration not only improves the entire product offering, but it also delivers exclusive online promotions and special deals. City Bank effectively integrates value-added propositions into its pricing strategy by utilizing these relationships, offering a compelling incentive for clients to engage with its digital banking services. The synergy between brand collaborations and pricing strategies presents City Bank as more than

just a financial services provider; it also serves as a facilitator of useful and satisfying customer experiences.

Place: City Bank strategically aligns its logistical systems as an important component of the marketing mix to provide flawless product delivery and improved consumer accessibility. With 133 strategically located branches throughout Bangladesh, the bank emphasizes the significance of reaching customers wherever they are. This vast branch network represents City Bank's dedication to making its products and services visible and accessible to consumers. City Bank guarantees that its offers are easily accessible by strategically situating branches across the country, contributing to a holistic 'Place' strategy that promotes customer convenience and accessibility.¹¹

Promotion: City Bank uses targeted promotional methods as part of its marketing mix to effectively market its products. To raise awareness, the bank uses targeted promotional efforts such as advertising and television ads. City Bank, on the other hand, primarily use novel promotion strategies such as card offers, tailored advertising via SMS or calls, and appealing discounts on popular products. City Bank hopes to communicate with its consumers directly by using these specialized tactics, ensuring that promotions are not only widespread but also targeted to resonate with the interests of its target demographic. This targeted advertising mix helps City Bank to develop a close connection with its consumers while also increasing the market exposure of its products.¹¹

3.1.2 Objective

City Bank is always consistent on its growth and expansion to reach the customer satisfaction. They always remain dedicated to their core values of integrity, excellence, and customer satisfaction.

Primary objective:

The primary objective of this research is to evaluate and implementing strategies to optimize branch networking in bank by mainly focusing on improving operational efficiency, identifies bottlenecks, customer satisfaction and overall performance.

Secondary Objective:

- To collect data on regulatory requirements and industry trends related branch networking and technology adoption in the banking sector, to understand the external factors influencing the optimization of branch operations at City Bank Bangladesh.

- To understand the difficulties that involved in expanding commercial banking operations with digitalization.
- To come up with a strategy for improving City Bank Bangladesh's branch networking operations by providing suggestions for improving connectivity, simplifying procedures, and utilizing technology to increase general effectiveness, efficiency, and customer satisfaction within the bank's branch network.

3.1.3 Significance

This internship report reviews and analyses the current branch networking structure, identifies bottlenecks, and suggests alternatives for improved operations, all of which will assist City Bank optimize its operations, cut expenses, and eventually increase customer satisfaction.

In addition, the internship report can function as a valuable educational resource for upcoming interns and employees, offering them a guide for maximizing branch networking within the banking industry. Considering the above-mentioned facts, this internship report can add value to promotion, innovation, and ongoing development at City Bank, Bangladesh.

Scope:

The study focuses solely on optimizing branch networking in the banking industry, omitting discussions of broader aspects such as risk management, financial regulation, and macroeconomic difficulties. The paper narrows its attention to current research findings and literature review conclusions.

The scope is as follows:

- The internship report will include an examination of the historical significance of branch networks in the banking industry, as well as their current relevance in the digital era.
- It will provide a thorough understanding of how the branch network affects banks' acquisition of new customers and retention of existing ones.
- It will also emphasize the significance of physical presence in creating goodwill and brand identification.
- The study will examine the impact of the branch network on bank sales and cross-selling, taking into account the value obtained from in-person interactions and the provision of personalized services.

- A review of the costs associated with the maintenance of a branch network, including operational, staffing, and maintenance costs, will be given.
- The paper will discuss how the findings will affect the banking industry, providing practical recommendations for financial organizations looking to expand their branch networks.

3.2 Methodology

Research Design: The research design for this study is quantitative in nature. Quantitative research commonly involves the collection of data through various methods, including surveys, questionnaires, structured observations, and experiments. In this study the participants will be given questionnaires about implementing automation and will share their perspective about it. Therefore, quantitative research would be appropriate for this study.

Sampling method: I shall use the non-probability sampling method in this report. Non-probability sampling is a method in which the samples are chosen based on the researcher's subjective evaluation rather than random sampling. Everyone in the population has an equal chance of being chosen.

Data type and Data sources

Formal and oral discussion, direct feedback, opinion of customers and printed papers of the bank have been found valuable during my study. To find out the necessary and significant information, the accompanying strategies were applied:

Source of Data

I have collected data from two sources; one is primary sources and another is secondary sources.

Primary Sources

- Face to Face communication with customers, officials and staff of the branch and head workplace.
- A survey ran on 54 customer consisting City Bank related questions.
- Discussion with my trainer and team leader.
- Delivering service first-hand and experience of practical work.

Secondary Sources

- Annual Report of the City Bank Ltd. Website of the City Bank Ltd.
- Several books and periodicals related to the banking sector.
- Different circular sent by the head office of The City Bank Ltd.
- Various documentary file of The City Bank Ltd.

Responses

The research conducted with 56 randomly selected people. The participants were from different age group of people, educational backgrounds. The survey was done in in an electronic questionnaire through social media. Outcome of the study were on the basis of data from 32 participants. The study will provide valuable insight into the branch networking of City Bank and will be potentially a guide for the future research.

Data Collection: The research was based on an online survey that took place on google survey. Purpose of the survey was to know customers experience with city bank service

Data analysis technique: The result of the online survey included descriptive statistics which is the first step towards learning more. The data was organized and summarized to provide an in-depth overview of City Bank branch networking.

3.3 Findings and Analysis

An in-depth investigation was conducted to analyze the impact of branch networks on the banking business. Polls, interviews, focus groups, case studies, and econometric analysis were among the quantitative and qualitative research methodologies used. To enhance the depth of understanding, a small survey was conducted among 56 customers to know about their expectations and experience with City Bank. Information was gathered from a variety of sources, including banks, customers, workers, and industry specialists. The collected data was evaluated in order to draw conclusions about the impact of branch networks on various areas of the banking industry.

During the internship at City Bank, the focus of my research was on the impact of optimizing branch networking inside the banking system. In order to have a full picture, I conducted a customer satisfaction survey, which is an important component in determining the efficacy of the bank's branch network. This survey was performed using both paper surveys and digital means, with Google Forms being used for greater reach and convenience.

In this section, I will present and evaluate the survey data with great care, using descriptive statistics to uncover trends and patterns. The quantitative data collected using Google Forms

will be statistically analyzed, allowing for a quantitative assessment of client satisfaction levels. Furthermore, qualitative responses from physical surveys will be thematically analyzed to uncover recurring themes and attitudes.

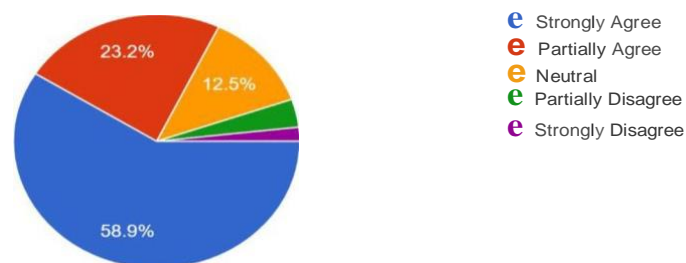
The combination of these analytical methodologies seeks to provide a thorough knowledge of how enhancing branch networking affects customer satisfaction at City Bank. The next sections will go into the intricacies of data presentation, statistical analysis, and theme results, all of which will contribute to a more nuanced assessment of the influence of branch networking optimization on City Bank customers' banking experiences.

3.3.1 Customer Satisfaction Survey Results and Analysis

The survey, conducted with 56 City Bank customers, attempted to improve branch networking based on user feedback. Accessibility, facilities, staff, wait times, ambiance, digital services, personalization, transaction efficiency, and security were among the 12 questions.

Question 1: Location

How strongly do you agree that City Bank's branch locations are conveniently accessible to you?
56 responses

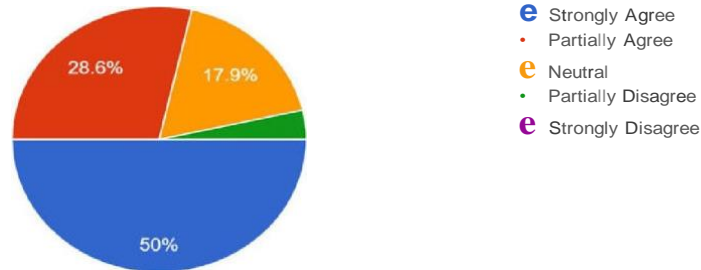


According to the survey, the majority of respondents-58.9 had a good opinion about how easy it was to get to these places and strongly agreed that these branches are easily accessible. Furthermore, 23.2% of respondents acknowledged some convenience, but not as firmly as the highly agreeing group did. However, a notable 12.5% remained neutral, indicating a lack of strong inclination either way, suggesting a need for further exploration or clarification regarding what contributes to perceived accessibility. Furthermore, a smaller fraction indicated partial disagreement (3.6%) and significant disagreement (1.8%), indicating areas of difficulty or difficulties encountered by these particular categories of respondents while attempting to visit these locations. Overall, the feedback shows a range of consumer perspectives. While most customers believe that the branch locations are easily accessible.

Question 2: Space and Facilities

To what extent do you agree that City Bank branches provide adequate facilities and space for your banking needs?

56 responses

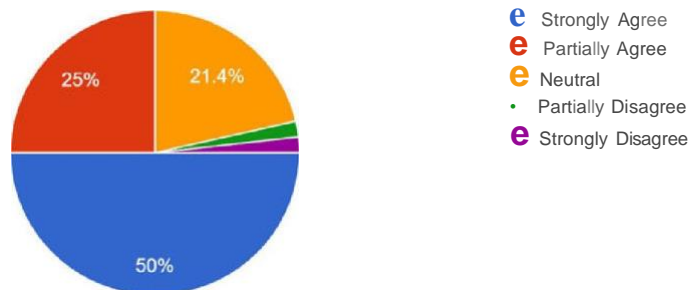


The responses explore consumers' subjective evaluation of the appropriateness of the space and facilities provided by City Bank outlets. The results indicate a largely positive attitude among the participants, with more than half strongly agreeing that the bank's branches provide sufficient services for their banking needs. This implies that a considerable proportion of participants expressed general satisfaction with the facilities and layouts. Furthermore, the 28.6% who just somewhat agree provide a complex perspective where acceptance of sufficiency is evident but maybe with some space for development or certain areas that need attention. The 17.9% of respondents who are neutral, on the other hand, suggest that there is a portion of the market that is uncertain or unaffected by the quality of the space and amenities offered. Crucially, the little 3.6% who disagree in part presents a minority opinion that draws attention to what they see as deficiencies in the current structures. The lack of respondents who strongly disagreed suggests that consumers are highly satisfied with the facilities and space provided at City Bank outlets

Question 3: Employee Productivity and Hospitality

How strongly do you agree that City Bank's branch staff offer helpful and efficient assistance during your visits?

56 responses

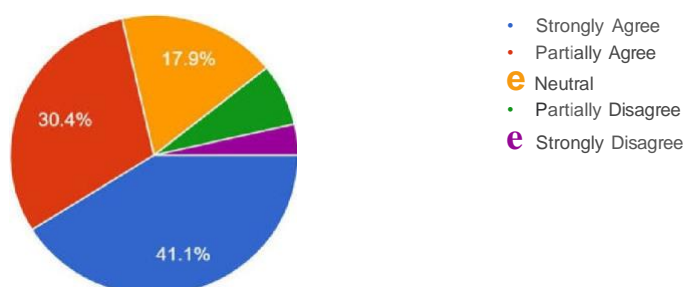


From the customer's perspective, the outcome showcases the efficiency and hospitality of the City Bank branch employees throughout their visits. Responses revealed a range of opinions: 50% of respondents strongly agreed, showing high levels of satisfaction; 25% slightly agreed, admitting assistance but pointing out areas for development; 21.4% stayed neutral; and a small 1.8% disagreed both partially and firmly, indicating dissatisfaction. This wide range of responses reveals a variety of client perspectives, from satisfaction to possible areas where the bank's branches may improve services.

Question 4: Timeframe

To what extent do you agree that City Bank minimizes waiting times for services during your branch visits?

56 responses



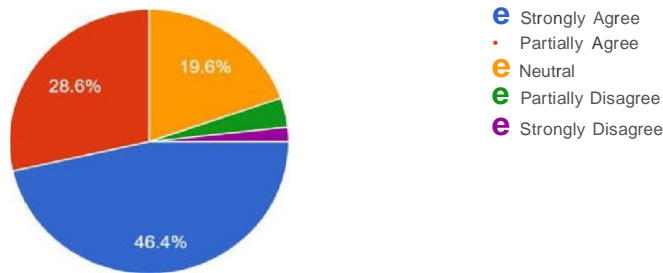
According to a questionnaire of City Bank's branch operations, 30.4% of respondents slightly agreed and 41.1% strongly agreed that the bank efficiently reduces wait times. But 3.6% strongly disagree and 7.1% slightly disagree, suggesting room for improvement. A noteworthy 17.9% have no opinion. The wide range of comments highlights the necessity of sophisticated

approaches to maximize branch networking, taking into account different client viewpoints and raising overall operational effectiveness and satisfaction.

Question 5: Environment

How strongly do you agree that City Bank branches maintain a pleasant and welcoming ambiance for customers?

56 responses

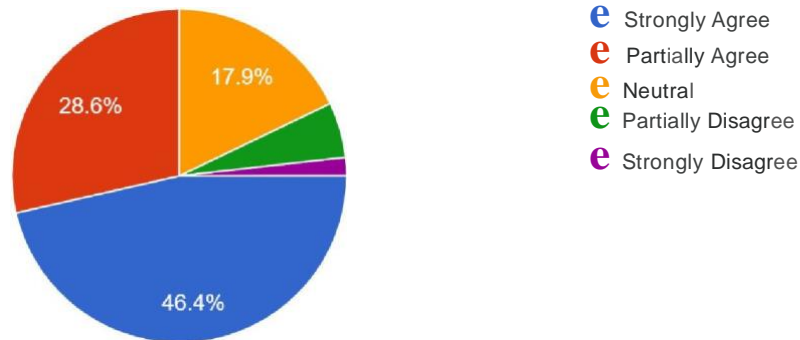


Regarding the environment of City Bank branches, respondents have a notably positive attitude: 46.4% strongly agree and 28.6% slightly agree. Just 3.6% and 1.8% strongly disagree, respectively, while a modest 19.6% stay indifferent. Even if they are in the minority, these opposing viewpoints offer insightful criticism that might be taken into consideration for future developments. In the quest to maximize operational effectiveness and customer happiness, the subtle distribution of responses highlights both strengths and possible areas for improvement. It also highlights the range of customer impressions regarding the welcoming attitude of City Bank locations.

Question 6: Digital Banking Reliability

To what extent do you agree that City Bank branches offer reliable network connectivity for digital banking transactions?

56 responses

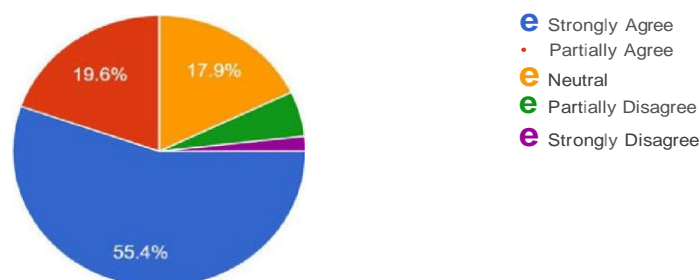


The analysis of customer opinions indicates that most (46.4%) highly agree and a sizable number (28.6%) agree slightly with the network's dependability for digital banking network of City Bank. Nonetheless, 1.8% strongly disagree and 5.4% slightly disagree, suggesting a minority that is not pleased. The findings highlight the variety of client experiences and point out possible areas for enhancing the efficiency of digital banking processes

Question 7: Service Individualization

How strongly do you agree that City Bank customize services to meet individual customer needs at its branches?

56 responses



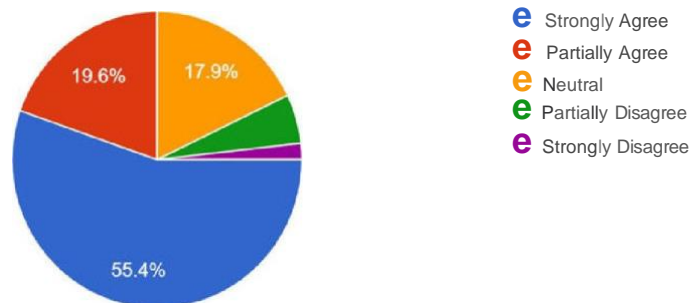
A wide variety of feedback were found in the questionnaire about City Bank's service customization. 56.4% of respondents strongly agreed that the bank does in fact customize its

services to meet the needs of each unique customer. This is a sizable majority. Furthermore, 19.6% of respondents gave a partial agreement, indicating that some degree of customization is acknowledged, even though it may be improved. The 17.9% who took a neutral position can suggest ambivalence or a lack of clear experiences in this area. On the other hand, the 1.8% who strongly disagreed and the 5.4% who slightly disagreed, albeit small, highlight possible areas where City Bank may think about improving its strategy.

Question 8: Transaction Efficiency.

How strongly do you agree that City Bank customize services to meet individual customer needs at its branches?

56 responses

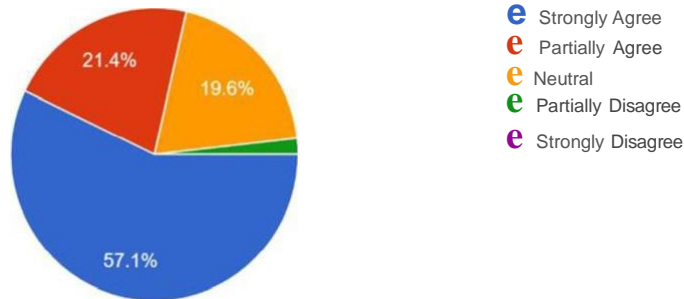


There is a general agreement that City Bank processes transactions efficiently, as indicated by the poll results (57.1% strongly agreeing and 21.4% almost agreeing). Significantly, 19.4% take a neutral position, with the fewest dissident views-1.8% for moderate disagreement and none for extreme disagreement-being held by individuals. Besides giving insight into general satisfaction levels, this range of answers highlights how important it is to continuously assess and improve branch operations in order to adjust to the various viewpoints of the client and raise the standard of service as a whole.

Question 9: Transaction Security

To what extent do you agree that City Bank branches efficiently process your transactions?

56 responses

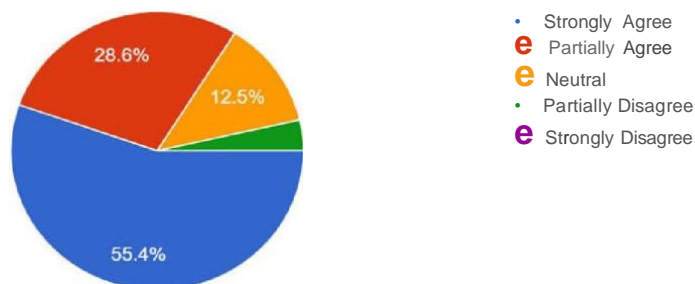


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Question 10: Operation Security

How strongly do you agree that City Bank branches maintain adequate security measures to ensure customer safety during transactions?

56 responses



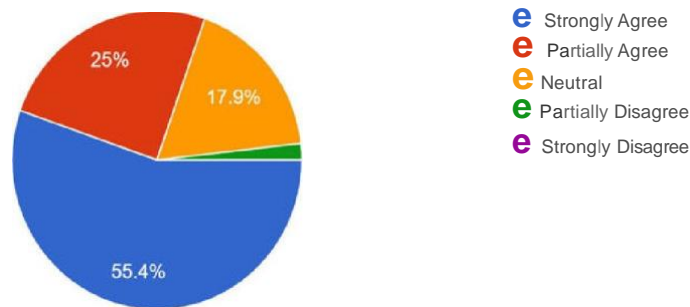
Customers' opinions are largely positive, according to the answers provided to the question on how security-conscious City Bank branches are. A high degree of trust in transaction safety is indicated by the considerable 55.4% of respondents who strongly believe that the bank maintains appropriate security standards. Even said, 28.6% of respondents only partially agree,

indicating areas that may need work or raising particular issues. The 12.5% who expressed neutrality draws attention to a group with ambiguous or unbiased opinions that need more research. Significantly, there is a high degree of satisfaction with perceived security measures overall, as seen by the 3.6% partial disagreement and the lack of severe disagreement. In order to maintain a balance between client expectations and the efficacy of existing security measures at City Bank, a detailed investigation of particular areas for development is important, as this distribution highlights.

Question 11: Latest Services and Features

To what extent do you agree that City Bank branches introduce innovative services and features to improve customer experience?

56 responses

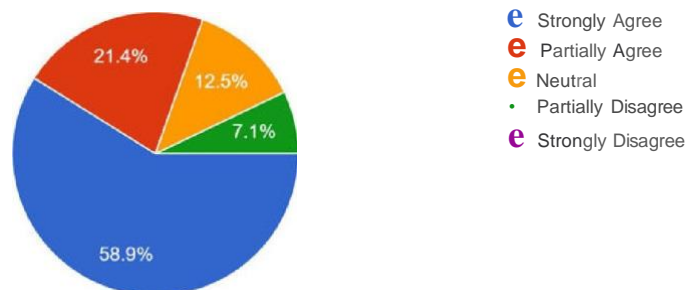


Large numbers of customers of City Bank agreed on the fact that City Bank does update and adapt new services and features to improve their client services. City Bank has introduced online banking, City Touch App, self-service kiosks and many more things that have been introduced for a better banking experience. From the survey we found that 55.4% of respondents strongly agree that City Bank introduces innovative services and features. About 25% of respondents partially agree with the fact but not fully as there is more place for improvement on the tech-based criteria. On the other hand, the percentage of people who took a neutral stand is 17.9%. This shows that a particular group believes that City Bank has much more to do to improve their customer experience by introducing new services and features. Lastly, there are 2% of customers who partially disagree who put their opinion on the fact that City Bank doesn't introduce many new services or features for their customers. Which indicates to take significant steps for adapting innovative services.

Question 12: Overall Impression of Customers

Considering your experiences at City Bank branches, how satisfied are you overall with their operations and services?

56 responses



Overall, 58.9% strongly agreeing with their overall satisfaction, it implies that respondents had a rather high level of favorable opinion toward City Bank branches' operations and services. If you have percentages for any of the other response categories or specific topics, please share them with me so that I can provide more precise insights.

3.4 Summary and Conclusion

This study dives into the complex impact of branch network optimization on banking activities, specifically in the context of Bangladesh and City Bank. Branch networks are seen as critical not only for extending customer bases, but also for developing financial inclusion and improving overall client happiness.

The study performs a thorough analysis of the literature, drawing on significant academic studies by Mala and Dixit, Kshetri and Dholakia, Kauhanen et al., and Ho and Mallick. These works emphasize the strategic importance of well-optimized branch networks in client acquisition, brand reputation, sales acceleration, and long-term profitability. The research objectives include an in-depth investigation of the costs and benefits of sustaining a branch network. It attempts to provide a balanced assessment of such networks' overall cost-effectiveness, throwing light on the implications for the financial sector, governments, and academics. The immense branch network of City Bank is explored in depth, with 133 full-service branches strategically positioned across all 64 districts in Bangladesh. Furthermore, specific departments such as City Alo, which promotes women's empowerment and financial inclusion, illustrate the bank's dedication to broader societal goals. The research also emphasizes City Bank's digital initiatives, such as the "Citytouch" online banking platform and

its collaboration with bKash for digital nano-loans. In an ever-changing financial landscape, these projects demonstrate the bank's agility and dedication to innovation.

Finally, the purpose of this study is to provide comprehensive insights into the strategic importance of optimizing branch networks, hence providing significant perspectives for decision-makers in the banking industry, governments, and academia. The extensive assessment of City Bank's initiatives provides a practical demonstration of the study's broader ramifications.

3.5 Recommendations

To enhance City Bank's position in the evolving financial circumstances, I propose a focused strategy to refine key services.

To begin with, the City Touch app is critical for modern banking. City Bank understands the importance of providing customers with an improved and up-to-date banking experience. In this regard, the bank should continue to pursue the upgrading of its ATM booths in order to provide its customers with more consistent, up-to-date, and quicker service. The emphasis goes beyond simple operations to adapt to the interests and demands of various age groups, with the goal of making the ATM experience more accessible and appealing.

This strategic approach is consistent with City Bank's commitment to staying current with technology improvements, which will eventually improve client happiness and engagement. By investing in ATM booth renovation, the bank aims to create a seamless and engaging banking experience that appeals to a wide range of consumers.

In terms of societal impact, City Alo, City Bank's women empowerment initiative, is significant. City Bank can contribute to the cause while achieving success through empowerment-focused banking by stepping up its efforts in this area.

Given Bangladesh's cultural environment, where Islamic ideals are dominant, expanding Islamic banking services can be critical. Customizing services and features for compatibility with Islamic financing can help City Bank a significant market share.

Finally, this entire approach strengthens digital platforms, increasing the social impact through City Alo, and adapting to majority values through enhanced Islamic banking-positions City Bank for long-term growth and engagement in the competitive banking sector.

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Appendix

1. How strongly do you agree that City Bank's branch locations are conveniently accessible to you?
2. To what extent do you agree that City Bank branches provide adequate facilities and space for your banking needs?
3. How strongly do you agree that City Bank's branch staff offer helpful and efficient assistance during our visits?
4. To what extent do you agree that City Bank minimizes waiting times for services during your branch visits?
5. How strongly do you agree that City Bank branches maintain a pleasant and welcoming ambiance for customers?
6. To what extent do you agree that City Bank branches offer reliable network connectivity for digital banking transactions?
7. How strongly do you agree that City Bank customize services to meet individual customer needs at its branches?
8. How strongly do you agree that City Bank customize services to meet individual customer needs at its branches?
9. To what extent do you agree that City Bank branches efficiently process your transactions?
10. How strongly do you agree that City Bank branches maintain adequate security measures to ensure customer safety during transactions?
11. To what extent do you agree that City Bank branches introduce innovative services and features to improve customer experience?
12. Considering your experiences at City Bank branches, how satisfied are you overall with their operations and services?