



INTERNSHIP REPORT ON

Assessment of Customer Service of The City Bank Ltd.; A Study on Retail Banking Customer Service Department of The City Bank Ltd.

Submitted to

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Subject: Submission of Internship Report

Dear Madam

With due respect, I am submitting here my internship report on **“Assessment of Customer Service of The City Bank Ltd.; A study on Retail Banking Customer Service Department of The City Bank Ltd.”**. I have completed my internship attachment period with The City Bank Ltd. It is the requirement of MBA program of BRAC University . In spite of a number of limitations I have exerted my best effort to prepare this report and to make it a vivid & comprehensive one for accomplishing my academic requirement as well as the need of the organization.

In preparing this report, I have complied with the instructions of my organization supervisor while at the same time tried to follow the guidelines given. I have also tried to apply relevant concepts learnt from MBA program. I will be glad to clarify any discrepancy that may arise.

Thank you very much for your cooperation.

Cordially,

Jamilatun Naher

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1.1 INTRODUCTION

Banking sector is the driving force for an economic growth of a country. Every commercial bank acts as financial intermediary whose main aim is to earn profit through borrowing and lending funds in the profitable sectors and they also issue different types of credit instruments. Therefore the banking system occupies an important place and plays significant role in a nation's economy building.

Most of the people in Bangladesh belong to less and middle income group and these people doing their business activities through the help of retail banking. Retail banking also assist the small entrepreneur those who doing their business in sole proprietorship and partnership nature. Subsequently, many banks of Bangladesh today place more emphasis on alternative delivery channels like Call center services, ATM facility, Internet banking, e-banking and so on for establishing retail banking.

1.2 RATIONALE OF THE STUDY

I am currently working as a "Team Leader, Customer Service Department - Retail Banking". I have been working there for almost one and half year. I had a chance to learn about retail banking and how it helps a bank to grow by providing superior customer service. This report will describe CBL's overall retail banking customer service department activity and its importance for inside and outside the organization. It will provide knowledge about retail banking customer service department, costs, benefits and the necessities of it to bank and to its customers. Subsequently, working on this topic will help me in my professional career. Since, I have a very clear intention to work for bank.

1.3 BACKGROUND OF CITY BANK LTD

A. Historical Background of CBL

The City Bank Limited is the one of the first private sector Bank in Bangladesh. The Bank has been operating since 1983 with an authorized capital of Tk. 1.75 Billion under the entrepreneurship of twelve prominent & leading businessman of the country. The noble intention behind starting this Bank was to bring about qualitative changes in the sphere of Banking and Financial management. Today City Bank serves its customers at home & abroad with 117 branches spread over the country & about three hundred oversea correspondences covering all the major cities and business center of the world.

The services encompass wide diversified areas of trade, commerce & industry which tailored to the specific needs of the customers and are distinguished by an exceptional level of prompt and personal

attention. Over the years the Bank has expanded the spectrums of Its Services. The extensive and ever growing domestic network provides and carries various products and services to the doorsteps of millions.

The City Bank has already introduced some new Banking products like dual currency Credit Cards, ATM and Online services which has created attraction among the clients. The Bank is going to introduce real time Internet, SMS and Phone Banking systems with all modern delivery channels at an early date.

For significant performance, The Bank has earned national & international recognition. The City Bank Limited was one of the 12 Banks Of Bangladesh among the 500 Banks in Asia for its asset, deposit & profit as evaluated by "ASIA WEEK" In The Year 2000. Other than that, City Bank received the "Top Ten Company" award from the Prime Minister of the People's Republic Of Bangladesh.

The bank has distinguished Board of Directors which consists of thirteen successful and reputed businessmen. Mr. Aziz Al-Kaiser, a top leading businessman, industrialist, pioneer personality & entrepreneur of private sector's Bank in Bangladesh, is the Chairman of the Bank.

Mr. Sohail R.K. Hossain a dynamic, nationally & internationally reputed Banker is the Managing Director & CEO of the Bank.

B. Corporate Information

Date of Incorporation	March 14, 1983
Formal Inauguration	March 27, 1983
Number of Branches	117
Total manpower	3249
Number of Shareholders	8294
Authorized Capital	TK. 1,750,000,000
Paid up Capital	TK. 1,080,000,000
Reserve	TK. 1,450,903,960

Total Assets	TK. 47,445,751,884
Auditors	Howladar Yunus & Co.
Tax Consultants	K.M Hasan & Co. Chartered Accountants

Table: 01: Corporate Information of CBL

C. Vision of CBL

“To be the leading bank in the country with best practices and highest social commitment”

D. The mission of CBL

Mission of The City Bank Ltd. is as follows:

- To contribute to the socio economic development of the country.
- To attain highest level of customer satisfaction through extension of services by dedicated and motivated team of professionals.
- To maintain continuous growth of market share ensuring its steady growth.
- To maximize bank’s profits by ensuring its steady growth.
- To maintain the high moral and ethical standards.
- To ensure participative management system and empowerment of human resources.

E. Strategies of CBL

CBL believes in the practice of Market-Oriented Strategic Planning, developing and maintaining a viable fit between the organization’s objectives, skills and resources. The aim of such approach is to shape and reshape the bank’s businesses and services so that they yield target profits and growth. The strategic planning of CBL consists of two organizational levels, which are

- ▶ Location Based Strategy
- ▶ Business Level Strategy

F. Location Based Strategies

Since the growth and profits of banking business largely depend upon the locations of branches where large concentration of other businesses and industries are involved, CBL Main Strength is its location based strategy. The 83 branches of CBL are divided into five different regions, which are:

1. Dhaka Division, comprising 30 branches.
2. Chittagong Division, comprising 16 branches.
3. Camilla Division, comprising 7 branches.
4. Sylhet Division, comprising 10 branches
5. Bogra Division, comprising 20 branches

The concentration of businesses and lifestyles of the people are not the same in these five areas. So, the strategies of the five areas differ from one another; but they are designed with distinctive local touch. Head office constantly monitors the progresses of all the five areas. The bank is not interested in launching more branches. Currently CBL is focusing in strengthening the existing branches.

G. Business Level Strategies

The business strategy of the Bank is to strengthen its retail business, following a conservative lending approach. But the Bank's major portion of the profit generates from its Retail banking and SME Banking.

H. Action Programs of CBL Retail Banking

The City Bank Ltd. recently has started its journey in Retail Banking. More than 700 staffs have been trained so far on the vital concepts of service excellence and sales. In the product side ATM fleet has been launched, Debit card and credit has been issued, SMS Banking has been offered, 3 new deposit products have been introduced, manifold in the endeavor to build a Retail Banking brand namely "City Retail Happiness Counts".

I. CBL Management

Consists of 13 members including Mr. Rubel Aziz as the Chairman.

Executives Committee

Audit Committee

Management Committee

Credit Committee
Asset Liability Management Committee
Administrative & Disciplinary Committee
Procurement and Purchase
Technical and Audit Committee

G. Functions of the Bank

The bank performing following functions:

- Borrow money from different institutions and individual.
- Lending with or without security for local and international trade.
- Carrying out functions of foreign trade and foreign exchange business including opening L/C, issuance of T/C, credit card, promissory note, approved securities etc.
- Buying and selling foreign currencies.
- Participates in the capital market as stock-broker and as a portfolio investor.
- Reliable safe custody of valuables.
- Providing excellent remittance facilities.
- Provides withdrawal facilities of deposits.

H. Departments of CBL

- ❖ Human resources Department
- ❖ Finance Department
- ❖ Audit & Inspection Department
- ❖ Marketing Department
- ❖ Retail Banking & Consumer Banking Division
- ❖ Corporate Banking Division
- ❖ Treasury Division
- ❖ Trade Service & Correspondents Banking Division
- ❖ Loans and advance Division
- ❖ SME Banking Division
- ❖ Card Division
- ❖ Information & Technology Division.

1.4 OBJECTIVES OF THE STUDY

• **General Objective:** The broad objective of preparing this report is to fulfill the requirement for the completion of MBA internship program through gaining experience and practical use of theoretical knowledge. This study will be conducted to analyse overall retail banking customer service department activities and its efficiency level. As well as its pros and cons.

- **Specific Objectives:** Specifically the study aims to-
 - Explain the emergence of segregated retail banking customer service department.
 - Identify CBL's different customer oriented tools
 - Identify importance of retail banking customer service department.
 - Describe the process of handling customer queries and providing solutions.
 - Analyse CBL retail banking customer service department performance

2.1 AFFILIATION ACTIVITIES

The activities that I have done throughout my internship tenure is listed and described below-

A. Working with Citytouch Team

In my internship tenure I was lucky to get chance to know about the process of Citytouch service which is the current internet banking service of CBL. I have worked with Citytouch team as it is managed by Retail Banking Customer Service Department. Here, I have undergone different subsection of Citytouch Service Delivery Process as-

- Worked for screening Citytouch form to segregate properly filled up form and error form which was send from branch
- Forwarding the form to further department, sending the form to branch or correcting the information or system information up gradation which one applicable
- Calling customer to verify the information which was written in the form
- Activation of customers Citytouch service through Omni system
- After activating Citytouch sometime I was given authority to authorize the Citytouch service by checking properly.
- Afterward I often send the user id, login password, transaction Password to customer's system e-mail address.

B. Citytouch Back-Office Function:

For some period I had to work with Citytouch back office department where Citytouch service management is done-

- Compiling Citytouch Issues: Compiling Citytouch complains, dispute issue, service request on daily basis.
- Contacting Vendor: After compiling the Citytouch issue, issues is forwarded to SSL Wireless (Vendor of Citytouch).
- Receiving Reply from Vendors End: Vendor then send the reply regarding the issue.
- Reversal or Contacting Customer: On the basis of SSL wireless update customer a/c is credited. But if customer's statement proven to be fake then customer is contacted and shared the actual information.

C. Team Management

Currently, I am responsible for managing a group of 8 Customer service executives. My team name is “Invincible”. As a team leader I often undertake following activities-

- Team Performance Evaluation: I evaluate my team performance periodically with the help of KPI
- Team Performance Management: In the evaluation phase, if any improvisation area found then I try to imply that to my teammates.
- Arranging Team Meeting: I periodically conduct team meetings and sessions as per the requirement.
- Maintaining Team Attendance: I am responsible for maintaining team attendance and reporting it to management periodically. I also manage the leave request of team members as per the manpower availability.
- Motivating Team Members: I always try to motivate them by being with them. I try to give them feedback about their performance and improvement areas.

D. Information Update in CCVR

If there any changes occur in the banking system, banking product, charges, policy, I often updated that in CCVR system accordingly.

E. Handling Customer Queries

I received different customer queries over the phone regarding banking products and services. I tried to serve his queries in a professional manner and provide solution in an appropriate manner.

F. Providing Feedback

If any CCE remains unable to meet up customer queries then he sends an e-mail regarding the issue. As a team leader I have to provide a feedback to customer within a quick response time with proper solution. To do that, I sometime contacted different departments or individuals to get the proper solution.

G. Customer’s Issue Forwarding

All the accumulated complains as well as queries is compiled on day basis and forwarded to concern department through e-mail.

H. Complain Cell Management

There is a complain cell, where different customer issues and complaints is raised through e-mail. I need to check incoming e-mails regularly and take appropriate action accordingly.

I. Complain Management (Over the phone)

Over the phone, some customer issues complain against banking service or system. In these cases, I forward complain to the concern department for appropriate action.

J. Data Entry

Sometime I have to maintain a profound datasheet for no of queries and service provided in a specific category upon the instruction of management for any development related decision making.

K. Administrative Works

There was some administrative works for the department like bill preparing and maintaining transportation log, maintaining liaison with vendors. Maintaining and recording customer service department's supporting documents were very important job for me. Responsibility of managing supporting staffs was undertaken sometimes.

L. Troubleshooting Hardware and Application

Troubleshooting faulty hardware and application loopholes is another mandatory task of mine as a team leader. In addition, I am also responsible for looking after executives any software related problems. Often I had to communicate with IT department in these regard.

M. Internal Relationship Management

Internals are the employees and colleagues. Maintaining good relationship with peers and boss is an important task. Because most of the time I spend with them in office and without their help it's impossible to work. Team work is very important for me. Therefore, I always tried to be in the team and act within the team which is one of the most important values of life.

N. Customer Relationship Management

As a service oriented company, the utmost importance is to maintain a satisfactory relationship with customers. If they are happy, the business will go on. If they are pleased customer loyalty can be achieved. Maintaining a satisfactory relationship is not that easy. It's one of the toughest jobs in the world. Basically as a Team Leader of customer service department I had to maintain a relationship with customer like Sales so that the periodical target can be achieved. Customer relationship is managed through continues support as well as serving his needs and wants. Gift items, presenting souvenir different promotional activities were there to sweeten the interrelationship. Addressing all inbound queries on retail banking queries where further investigation and analysis is required was one of my prime activities on my internship tenure.

O. Trend Analysis and Report

I had to analyze the trend of our customer queries periodically. It helped me to know customer pattern, grow span of work and meet targets. Daily and periodical report preparation on other activates have been prepared to present to the management.

P. Service Enhancements Projects

Ensure adherence to e-banking policies and procedures in the execution of all e-banking related work. Drive overall e-banking projects in alignment with agreed regional e-banking objectives, targets and deployment timeliness.

Q. Database Management

Maintain database on users of e-tools i.e. the software for CBL's client use purpose for sharing with the team members. Monitoring and reporting customer's database and conduct ad hoc data analysis and reporting.

R. Phone Call Management

As a customer service department intern I had to receive lots of phone calls from customers as well as internal people. I had to serve them as their necessity and had to take proper action if required.

S. Equipment Management

In my internship program, I was responsible for keeping track of inventory exchange process. The internal movements of equipment of offices i.e. receiving PC, Official equipments and other office equipment were done. Management of those was taken care of sometimes as well as.

T. Store Management

Like every other department in CBL's customers department has its own store for its inventories. By regular interval some of us had to go to that storehouse for organizing it and making up to date.

U. Maintenance of Different Files

Another responsibility of mine was to maintain the files carefully which contained different important documents.

V. E-mail Management

In CBL, I have a separate e-mail address. Here, I receive e-mail from my department stakeholders as well as from others people from inside and outside the organization. Therefore, I have to respond to this e-mail as efficiently and quickly as possible.

W. Miscellaneous

Some other supplementary works are always there which is not in the job description like pick up schedule management, software/ application maintenance, hardware assembling and distribute, training logistic support etc.

- Training and performance management of the Customer Service Unit to ensure the best in class Customer Service.
- Interpret statistical information relating to Customer Service and continuously reviews and enhances procedures and processes to improve productivity.
- Ensure adequate cross-training across desks within Risk Management and ensure that backups are available for each desk.

- Work with banking software like **Transware CMS, Transware FIMI Online, Card Pro, Card Ware, Online Service Desk for Cards & i-banking, Lotus, Omni Enterprise, CCMS, GPLEX, ITC, Ababil.**

3.1 PERSONAL OBSERVATIONS

I am working here for a very long time. I have worked on different issue with different departments. Therefore, I have got some of the experiences regarding CBL activities, cultures, values, priorities, improvement areas. In the following part of my report, I have tried to describe all my observation regarding CBL-

3.1.1 Citytouch and Customer Service Department of CBL Together

After the innovation of Citytouch in CBL, customer service department got the responsibility to manage the service and make the process popular among the customers. This department holds all the responsibility to deal with the customers about Citytouch.

For a customer service executive it is not very easy to make a customer understand about Citytouch. As it is very much time consuming process to make understand people. Specially, in Bangladesh where many customers get confused when they know about this process. They think that Citytouch is a hard process and transactions are not secured. This is the place where an executive or manager faces challenges to offer Citytouch to the customers.

Executives are dealing directly with the customers to make understand customers about Citytouch and maintain a good relationship. But most of the customers in our country don't want to accept this process as they don't have much knowledge over computer and internet banking. And it is completely a web-based process which works through a specialized software.

The bonding of these two departments is a must. They should aware of each other's steps. Executives should get product knowledge, and continuous training should be arranged. Evaluation after training is a must.

3.1.2 Branch Banking and Customer Service Department

The city Bank Ltd. has almost 120 braches all over Bangladesh. In my internship tenure, I found lots of complain against branch employees as well as branch services. Sometimes branch refer some issues to the customer service department which could not be solved over the phone. For that, customer remains ultimate sufferer. Thus, it is a malpractice and should be avoided to serve the customers properly.

3.1.3 Different Departments & Customer Service Department

Customer service department needs to contact different departments on a regular interval regarding customer's issue. But their response time is very high.

3.1.4 Advertising of Retail Banking Customer Service Department

CBL always pays high attention on advertising and branding. But RBCSD got very few promotional activities after its launch. Though, it is very necessary to make the service familiar to the customers.

3.1.5 Retail Banking Activities of CBL

Globally one of the most remarkable success stories of last 50 years banking has been the conceptualization and innovative execution of banking with individual customers, their friends, & families. The industry has termed it as Retail Banking or Personal Banking or Consumer Banking and it has now at a very rapid pace becoming the major revenue line for most of the top banks in the world.

City Bank, too, recently has started its journey in Retail Banking. **“City Retail-add a little city to your life”** is the new brand-mantra, the pay-off line for City Retail.

Aim of CBL is very clear. They want to become the most preferred bank to all individuals clientele of the country, at least of the cities and towns where they operate. They want to provide their customers the best in class services, innovative products and financial solution from smart outlets all with a big smile that conveys and generates happiness all the way.

Following are the products and services offered through Retail Banking.

Deposit	Loan	NRB	NFB	Card
<input type="checkbox"/> Current Account	<input type="checkbox"/> City Drive	<input type="checkbox"/> NRB	<input type="checkbox"/> Student File	<input type="checkbox"/> Debit Card-
<input type="checkbox"/> Savings Account	<input type="checkbox"/> City Solution		<input type="checkbox"/> Medical File	Visa
<input type="checkbox"/> City Savings Delight	<input type="checkbox"/> City Express		<input type="checkbox"/> City Wallet	Master
<input type="checkbox"/> City Onayash	<input type="checkbox"/> City Double		<input type="checkbox"/> I-banking	American Express
<input type="checkbox"/> City Shomriddhi	<input type="checkbox"/> City Scholar		<input type="checkbox"/> Locker Service	
<input type="checkbox"/> City Projonmo				
<input type="checkbox"/> City Icchapurun				
<input type="checkbox"/> City Bunon				<input type="checkbox"/> Credit Card-
<input type="checkbox"/> City Digoon Prapti				Visa
<input type="checkbox"/> City Youth (School plan , College Plan)				American Express
<input type="checkbox"/> Fixed Deposit				

Table 02: Products and Services of CBL Retail Banking

The following basic things done through this department:

- (i) Opening of account
- (ii) Operations of Accounts
- (iii) Transfer of account
- (v) Closings of account

Sample Accounting Entries for FDR;

On issue of FDR

(i) Clients Account ----- Debit

Time Deposit- F.D.R.----- Credit

On payment at maturity

(i) Time deposit-FDR -----Debit

Clients Account ----- Credit

Monthly Accrual

(i) Interest Expense- F.D.R.-----Debit

Accrued interest Payable – FDR ----- --Credit

On maturity

(i) Accrued Interest payable- F.D.R. -----Debit

Clients Account. ----- Credit

(ii) Tellers each ----- Debit

Bearer Certificate of Deposit----- Credit

Other Asset- prepaid Interest – BCD----- Debit

Other liability- Interest payable –BCD ----- Credit

Monthly Amortization.

(i) Interest Expense – BCD ----- Debit

Other Asset- Prepaid Interest – BCD.----- Credit

On payment at maturity

(i) Other liability- Interest payable- BCD ----- Debit

BCD -----Debit

Tellers cash-----Credit.

Source: Account Opening Department, CBL, OPSD

Classification of customers

- a) Individual (personal)
- b) Proprietorship (Sole traders)
- c) Partnership firms (Registered or Unregistered)
- d) Joint stock Companies (Private Limited companies/Public ltd.)

- f) Public Sector Corporations
- g) Municipalities/Municipal Corporations /Local Bodies etc.
- h) Clubs/Societies/Associations/Schools/Colleges/ Universities etc.
- i) Executors/Administrators
- j) Trustees
- k) Illiterate persons
- l) Constituted Attorney
- m) Wage Earners

3.1.6 SWOT analysis on CBL (Customer Service Department Perspective)

Strengths

- Quick Service
- Reliable Service
- Strong & dedicated officers
- Different types of services according to customer's demand
- Big no of service providing points
- Strong Management
- Service Priority
- Strong IT Support
- Accountability
- Large ATM network

Weaknesses:

- Lack of Product Knowledge
- Lack of Sincerity at Every Level
- Technological Difficulties
- Lack of commitment among the sales and service officers
- Time management
- High service charges
- Notification problems
- Lack of loyal customers
- No clear instruction for customer service providers
- Biasness during service providing
- Lack of training on products and services
- Limited manpower
- Lack of knowledge on software's execution

Opportunities:

- Can extend service in rural areas
- Internet Based Banking Service
- Offshore banking
- Global Banking
- Using large ATM network
- Use of advance technology for better service
- Can set new service quality for better service
- Can decentralize some of the services to branches
- Can deploy skilled service providers for every service points

Threats:

- No of competitors is very high
- Some other bank have better service packages
- Changing economical conditions
- Customers have so many choices in terms of investment
- Increasing no of banks and banking Services

3.1.7 Concurrent Challenges of Retail Banking Activities

Banking industry is facing significant challenges: increasing demand for real-time operations, increasing volume of online channel transactions, increasing security & fraud challenges, increased regulatory demand for better credit risk management, pressure for operational cost reduction, and revenue generation are on top of the list of any retail bank. Some of the contingent challenges are as follow:

- Online Security & Financial Frauds
- Strengthen Credit Risk Management
- Regulatory Compliance
- Operational Cost Reduction & Revenue Generation
- Improve Return on Investment

3.1.8 Challenges for Customer service Department and Citytouch

Introduction of Citytouch and segregated Retail Banking customer service department in Bangladesh was very costly. It is a landmark for the banking industry which will help CBL to achieve superior customer response. Many customers are not much aware about e-banking as they didn't know much about this service and also didn't understand it perfectly. As this process is more technological customers faced difficulties in doing fund transfer, bill payment, online shopping etc. Because of the high dispute amount as well as lengthiest activation process for services, many customers refused these services. Many of the customers didn't understand that how the software works.

To talk about retail banking it was observed that most of the customer are not concerned about customer service department, thus they still prefer branch banking.

There were complications inside CBL as well. The customer service executives found the training session very hard as initially there were not enough instructions provided with the software. They also faced difficulties to make the people understand what Citytouch is. So, the managers had a lot of things to cover both inside and outside of CBL. The resolution for challenges for the managers can be summarized in the following stated ways:

giving proper training to the customer service executives.

making the executives learn about all the information and processes about i-banking.

making the customers feeling motivated to use Citytouch.

providing the customers with proper instructions in the web portal.

giving a proper guideline to the customers for using Citytouch.

3.2 ACADEMIC PREPARATION

I have used my academic knowledge at my job field too. I have been given a good number of tasks throughout my whole internship program which was completely new to me. So it was very tough at the same time very much learnable to me. Though it was very much troublesome but I have used my academic knowledge to overcome these situations. I learnt how to maintain relationship between seniors and juniors, superiors and fellows in my MBA program. So this practice helped me to maintain a good balance in my office during my internship period with my peers, supervisors and clients. In my MBA program I was taught about corporate hierarchy and provided other practical knowledge which was very much useful in my internship tenure.

4 Ratio Analysis of The City Bank Ltd

4.1 Profitability Ratios:

Return on Assets (net income/total assets)

Particulars	2013	2012
Net income	490227417	794453815
Total asset	147559557572	130313873725
Ratio	0.68%	0.62%

Interpretation:

The return on asset are increase from 2012 to 2013.The ratio 2012 and 2013 is not satisfactory, we know that the ideal value is 10% or above. The ratio is bellow ideal value.

Asset Turnover (sales or revenue/total assets)

Particulars	2013	2012
Sales/revenue	111717843	85979432
Total asset	147559557572	130313873725
Ratio	7.5	6.5

Interpretation:

The ratio is increase from 2012 to 2013.It is satisfactory level.

Return on Sales, (aka profit margin percent) (net income/sales)

Particulars	2013	2012
Net income	490227417	794453815
sales	111717843	85979432
Ratio	4.3%	9.2%

Interpretation:

Return on sales are decrease from previous year.

Assets-to-Equity (total assets/stockholder's equity)

Particulars	2013	2012
total assets	147559557572	130313873725
stockholder's equity	18525125438	1796254312
Ratio	7.9%	6.6%

Interpretation: the assets-to-equity ratio is an indirect measure of a firm's liabilities. we see it is increase the previous year.

Return on Equity (net income/stockholder's equity)

Particulars	2013	2012
Net income	490227417	794453815
stockholder's equity	18525125438	1796254312
Ratio	2.5%	0.08%

Interpretation: Return on equity is increase by 2.5% from the previous year.

4.2 Efficiency Ratios:

A/R Turnover Rate (sales/accounts receivable)

Particulars	2013	2012
sales	111,717,843	85,979,432
accounts receivable	3,317,839,103	2,823,746,068
Ratio	0.03time	0.03time

Interpretation: Account receivable ratio are same both tow year and our ideal value time 6to 4 time.

Fixed Asset Turnover (sales/average fixed assets)

Particulars	2013	2012
sales	111717843	85979432
average fixed assets	6851347627	5957809664

Ratio	0.02%	0.01%
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Interpretation: Fixed asset turn over almost same the previous year.

4.3 Leverage Ratios:

Debt Ratio (total liabilities/total assets)

Particulars	2013	2012
total liabilities	129,365,547,214	112,261,858,498
total assets	147559557572	130313873725
Ratio	0.88%	0.86%

Interpretation: Debt ratio are increase the previous year by .02% .

Debt-to-Equity Ratio (total liabilities/stockholder's equity)

Particulars	2013	2012
total liabilities	129,365,547,214	112,261,858,498
stockholder's equity	18525125438	1796254312
Ratio	6.9%	6.2%

Interpretation: Debt equity is increased the previous year.

Times Interest Earned (earnings before interest and taxes/interest expense)

Particulars	2013(taka million unless specified)	2012(taka million unless specified)
EBIT	1806	1763
interest expense	8593	7673
Ratio	0.2%	0.2 %

Interpretation: The ratio indicates how many times a company could pay the interest with its before tax income. We can see the time interest earned is same both year.

4.4 Liquidity Ratios:

Current Ratio- (current assets/current liabilities)

Particulars	2013	2012
Current assets	3638650851	325060684
Current Liabilities	3471541241	3731841024
Current Ratio	1.04	0.87

Interpretation: The current ratio 2012 and 2013 is not satisfactory, we know that the ideal value is 2:1 .The ratio is bellow ideal value.

Working Capital (current assets – current liabilities)

Particulars	2013	2012
Current assets	3638650851	3250606814
Current Liabilities	3471541241	3731841024
Working Capital	167109610	-481234210

Interpretation: The working capital is more than the previous year.

5.1 LESSONS LEARNED FROM THE INTERNSHIP PROGRAM

During three months internship period I have learned lots of things regarding retail banking. Few of them are listed below:

- Account opening
- Issuing check book to account holders
- Requirements to become an account holder
- Requirements for retail's special deposit
- Requirements for loan
- How to deposit money into the bank
- Considerable factors to invest money in potential sector
- How to close an account
- Issuance of credit card,
- What are the basic reasons to dishonoring a Cheque. And other important retail banking issues.

There were some behavioral issue which I have leaned throughout my internship program which may help in my further career growth.

- **Team work:** Team work is a very big issue. As a professional I need to be very cordial to my teammates to be successful. I always should try to be within the group and work within the group. At the end of the day, team success will be my success.
- **Updating Myself:** I always should look for updating myself to get efficiency in my profession. Learning and gathering knowledge may post myself in better position.
- **Showing Utmost Dedications:** Whenever I didn't understand of any work or I didn't understand what to do now, just sitting idle- I have to speak up and ask my supervisor right away about my course of action for the time.
- **Ownership of work:** In office work, ownership is a vital fact. There will be a job profile but if someone wants to get success s/he needs to take ownership of work. A work should be accomplished and shouldn't be left out for any reason.
- **Motivation:** Motivation is a must. Because without it synergy can't be brought. Motivation can leads to performing the job efficiently and effectively.
- **Concentration, Efficiency and Effectiveness:** These are mandatory as without this someone will take more and more time to finish a task.
- **Hard working:** Hard working is an obvious thing to get success in life.

- **Learning from co-workers:** Quick learning is a must in any sort of thing; otherwise it will just annoy the other person. I have to act and response quickly but smoothly in my internship period too. How to act, response, talk, following corporate culture, values, timeliness, meeting deadline etc. are some essential qualities one need to have or have to quickly adapt with. Knowing company history is also important and knowing as details as possible about the company is an advantage.
- **Exchanging Greetings:** To exchange greetings always adds an extra value and positive thoughts to others. It helps to get cooperation from others easily.

6.1 CONCLUSION

As an organization, the City Bank has earned the reputation of one of the top banking institutions in Bangladesh. The organization is much more structured compared to any other bank, local or foreign in Bangladesh. It is relentless in pursuit of business innovation and improvement. It has a reputation as a partner of consumer growth.

With a bulk of qualified and experienced human resources, City Bank can exploit any opportunity in the banking sector. It is a pioneer in introducing many new products and services in the banking sector of the country.

Accordingly, City Bank recently has started its journey in Retail Banking. Understanding customers' savings trends and market demands, the bank launched centralized banking, retail banking customer service department, Citytouch inter banking to satisfy needs and wants of retail customers. Lots of new projects are in process and taken account by CBL management.

During my three months internship, I have attempted to enrich my knowledge as much as possible that would be beneficial to develop my career positively. Though all departments & sections are covered in the internship program, it's not possible to go into the depth of each activity of division because of fear of disclosure & time limitation. So, the objective of this internship program did not fulfill with complete satisfaction. However, highest effort has been given to achieve the objectives of the internship program.

6.2 RECOMMENDATIONS

After analysis of all gathered information and other relevant documents, I may recommend CBL authority that:

1. At present CBL perform business activities through 117 branches but they should open more branches in order to reach to more customers specifically in rural areas.
2. Account opening procedure is too much critical but it should be easier otherwise people will be reluctant to open an account with CBL.
3. CBL need to increase now of ATM booth and maintain ATM booths more efficiently.
4. ATM service of the bank is completely dissatisfactory that's why they should improve ATM service.
5. More marketing and promotional campaign should be conducted to popularize the retail banking activities.
6. Branches should be more efficient in serving customers.
7. CBL interest rate and charges are not still satisfactory for both asset and liability products, it should be adjusted to the market rate.
8. All the customer service point should be more smart and fast.
9. CBL should listen carefully to their customer's problem and take immediate action. CBL has a strong brand image so they should maintain this image.
10. Some advertisement and promotional activities can be accomplished on Retail banking Customer Service Department.

6.1 Some specific ideas to Management of CBL to face the Concurrent challenges

As a part of our preparing report we have to offer some ideas to the company to face the challenge. After completion of report I found some ways which can be effective for the CBL to manage the concerned employees as well as the customers. Those ideas are stated below:

i. Managers can arrange frequent meetings to remove the confusions of executives.

An executive of the department holds the key to achieve superior customer service excellence. They are the ultimate service provider. Thus, if they remain confused and have less idea or information about this important conception the company then they may face severe problems.

ii. Managers can arrange proper training session for the executives under the supervisors.

Retail Banking is a very complicated area of banking. To understand this area of banking properly, it requires adequate training. So, if the executives don't have knowledge over operation of the retail banking, they may face complications to instruct the customers over e-mail or phone.

iii. Managers can take the help of media to familiarize retail banking customer service department.

Media is the best way of marketing and branding according to the specialist. As CBL is a business organization it can take the help of media in marketing of its services and products. The people will come to know more about their services through it and they will also get a clear idea about how retail banking customer service department works. CBL can also prove to the customers that they are more customer concerned than other organizations.

iv. Managers can ask the IT department to develop an easy sequence to use the Citytouch.

The customers get confused when they get the software of Citytouch services through e-mail. A guideline to install the software and requirements to install the software is always provided to them. But customer service department have to receive many calls about their confusions in a day and they also have to remove the confusions of the customers over phone or e-mail. If the IT department can build an easy process to install the software may be it'll be very good for both the customers and customer service department.

v. Management should work on reducing customer's dissatisfaction on Citytouch

Currently Citytouch is having frequent technical malfunctions. As consequences, customers are facing dispute transaction; log in problem which leads to dissatisfaction. Also Citytouch service delivery process is very lengthy. Therefore, management should work on to remove these malfunction to earn customer loyalty.

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