



Internship report on

“An empirical analysis on ATM-service of Prime Bank Limited”

Submitted to

Mr. Saif Hossain

Senior Lecturer

BRAC Business School

Submitted By

Name: Shabab Mahmood

ID: 12104249

Submission: 25th August, 2016

BRAC UNIVERSITY

Letter of transmittal

25TH August, 2016

Mr. Saif Hossain

Senior Lecturer,
BRAC University,
Mohakhali, Dhaka.

Subject: Submission of Internship Report on “**an empirical analysis on ATM-service of Prime Bank Limited**”.

Dear Sir,

I deem it a privilege to submit this report on the above subject to you. Preparing this report was an experience of understanding about general banking and was an incredible task in my life. Your guidance during the preparation of the report was great help to me. I express my sincere thanks and gratitude to you for the same.

It would be a pleasure to clarify, if you have any further enquiries regarding this report.

Thank You.

Your student,

.....

Shabab Mahmood

ID: 12104249

BRAC Business School

BRAC University

Letter of Acceptance

This is to certify that Mr. Shabab Mahmood, ID: 12104249, student of BRAC business School, BRAC University, has completed his internship report titled on “ **An empirical analysis on ATM-service of Prime Bank Limited**” under my supervision as a part of partial requirement for obtaining Bachelor of Business Administration(BBA) degree with major in Accounting. This report can be accepted for evaluation.

Mr. Saif Hossain ,
Senior Lecturer,
BRAC Business School,
BRAC University.

Acknowledgement

At very beginning, I would like to express my gratitude towards Almighty Allah, whose invisible guidance made it possible to complete this report. For getting adequate information over the banking sector knowledge, the period was very limited but in the short experience, I have gathered a deep understanding on this subject as an internee. The internship program which needs to be done independently but it's quite difficult to finish the internship report without taking anyone's support.

Throughout my internship program, Mr. Saif Hossain(Senior Lecturer, BRAC University), my supervisor had been giving me the guidance. This report has been made in an organized manner because of his valued ideas and guidelines. I would like to express my deep sense of thankfulness towards my supervisor for his priceless counselling.

I am thankful to all the officers of Prime Bank Limited, at Kawran Bazar Branch for their assistance and cooperation during the tenure of my internship. Also, I would like to acknowledge with thanks for the cooperation extended by the authorities of Prime Bank Limited for giving me the opportunity for this internship platform.

Especially, I express my gratefulness towards following individual for aiding me:

- ✚ Md. Milon Miah, Senior Vice President and Head of Branch.
- ✚ Md. Aminur Rahman Akanda, Senior Assistant Vice President & Manager Operation.
- ✚ Tanbir Ahmed, Senior Executive Officer & General Banking in Charge.
- ✚ Rubina Akter Khanom, Senior Officer.
- ✚ Ariful Islam, Officer
- ✚ Tanbir Ahmed, Officer
- ✚ Shahenur Akter, Officer
- ✚ Nafees Azher, Junior Officer.

Finally, I express my deep thanks and gratitude to all my friends and other associates whose enormous assistance supported me to complete this report.

Table of Content

1.1 Introduction.....	9
1.2 History:	9
1.2 PBL History at a Glance:	10
1.3 Product/Service offerings:.....	11
1.4 Organizational Network:.....	12
1.5 Functional Structure of PBL:	14
1.6 Prime Bank Limited at a glance:.....	17
1.7 Visions for the Future	17
2.1 Job Description	19
2.2 Specific responsibilities:	19
2.3 Different aspects of job performance:.....	21
2.4 Critical Observations:	21
3.1 Summary of the project:.....	24
3.2 Objective of the project:.....	24
3.3 Methodology of the project:.....	25
3.4 Collection of data:	25
3.5 Data Organization:	25
3.6 Limitations:.....	26
3.7 Objective 1: To know and understand the mechanism behind the management of card section and its reporting system.	26
3.8 The management of card section and its reporting system:	26
3.9 Objective 2: To know and evaluate the feedback from customers about the ATM-service of the Prime Bank Limited	32
3.10 Customer’s feedback is given below:	32
3.11 Objective 3: To understand and find out the scope of improvement of card section.	41
3.12 The scope of improvement of card section:	41
3.13 Objective 4: To know the challenges PBL and DCSL have faced to introduce the Prime Cash (biometric smart card)	44
3.14 Introduction of Prime Cash (Biometric Smart Card) in PBL:	44
3.15 Challenges faced to introduce the Prime Cash service:	45
4.0 Conclusion:	47

Table of Figures

Figure 1 : PBL hierarchy	13
Figure 2 : ADC Services.....	27
Figure 3 : Servers of ATM.....	29
Figure 5: represents the age group that uses PBL’s ATM/MasterCard.	32
Figure 6: professions of ATM/MasterCard users.	33
Figure 7: duration of usage of ATM/MasterCard in PBL.....	34
Figure 8: how customers evaluate Prime Bank Limited’s ATM service	35
Figure 9: customers evaluating Prime Bank Limited’s ATM-network capacity.	35
Figure 10: customers evaluating PBL’s ATM-booth privacy and safety issue.....	36
Figure 11: how customers evaluate Prime Bank Limited’s note quality in ATM	37
Figure 12: customers evaluate satisfaction concerning charge, fees and cost.	37
Figure 13: Customer’s response while there was no cash on ATM (least once).	38
Figure 14: customer’s opinion about card getting stuck in ATM (least once).....	38
Figure 15: customers’ feedback on amount of balance was deducted but the cash didn’t dispense..	39
Figure 16: Customers’ feedback on their preferable note from ATM booth.	40
Figure 17 : feedback on using of internet banking.	40
Figure 18: customers’ feedback on getting back a disputed card or money.....	41

Executive summary

Prime Bank Limited is one of the pioneer commercial banks in the private sector banking. They prioritize on electronic banking and they have started ATM service in 2008. It has one hundred and seventy nine ATM booths all over Bangladesh. Now they have over five hundred thousand ATM/MasterCard users. On the first chapter, the reader would get to know about Prime Bank Limited. Second chapter gives details about the internship experience at Kawran Bazar Branch and in the third chapter; the reader will find the report that has been prepared to evaluate the ATM-service of Prime Bank Limited.

In the third chapter, the report contains information about the Alternative Delivery Channel Division which handles the electronic payment system in Prime Bank Limited. Then the report is divided into four parts, each part dealing with one objective. The beginning of this section contains information about the management of ADC and its reporting system. In the second objective, it contains the feedback of the questionnaires from the users of ATM service. The third section, some suggestions on the scope of improvement has been discussed. The fourth objective explains the challenges that were faced by Prime Bank Limited and Dipon Consultancy Service Limited to introduce Prime Cash. The then finally there are some recommendations for the particular card section.

Quite a large number of customers of Prime Bank Limited are satisfied with the ATM-service. But a substantial number of the customers have complained about the non availability of the network while coming to the booth. To ensure better and smooth transaction, and provide better customer service, the bank may take necessary steps to solve this problem of network jamming and may decide to increase the number of servers. PBL may also re-structure the maintenance schedule for the growing customers.

Chapter 01

Prime Bank Limited

1.1 Introduction

Prime Bank Limited started its business on April 1995. As a fully licensed commercial bank, Prime Bank has been managed by a highly professional and dedicated team with long experience in banking. From time to time, the scenario of banking in Bangladesh has been changing and the bank management responded in time to catch up with the changing market conditions.

Within a very short period of its existence, Prime bank made up a significant progress within the commercial banking sector. Through internationally accepted CAMELS rating the Prime Bank has been graded as one of the top class banks in our country, occupying an enviable position among its competitors.

The main reason behind the banks' success is that, within the framework of Banking Company Act and rules and regulations laid down by our central bank authority, the Prime Bank Limited offers all kind of commercial and personal Banking services covering all segments of the society which includes Corporate Banking, Retail Banking, and Consumer Banking Services.

Prime bank has understood the importance of technological integration in the existing sector from the beginning of their business. In order to keep them inside the competition they have been constantly focusing in technological investment for keeping the customer satisfaction high.

A bank is a financial institution which facilitates the economic as well financial activities. Through giving quality services to customers, prime bank has been on the top on the fast growing private sector.

They have widened their footprints in the country through establishing 127 branches and one hundred and seventy nine ATM banking service. Through maximizing their IT capabilities and upgrading risk management system, the bank has strengthened infrastructure and enhanced productivity.

1.2 History:

PBL started its journey in the year 1995 with a commitment of excellence in customer service with a difference. In terms of efficiency, capital adequacy, asset quality, profitability along with strong liquidity, the banks' vision was to be the best private commercial bank in Bangladesh.

In 1995 PBL has launched its business; at the beginning, it had only one branch at Motijheel area Dhaka. Then, the office was shifted to Adamjee Court Annex Building and in the same year the bank also started its Islamic banking in December.

Through giving initial public offering, the bank was listed in Chittagong Stock Exchange and Dhaka Stock Exchange in 1999 and 2000 respectively. Then, in 2003 the bank was issued license by Bangladesh Bank to become a primary dealer for buying and selling securities.

Thinking about the non- resident customers, PBL first opened an Offshore Banking Unit in 2007 at DEPZ, Savar and then opened up two more offshore banking unit at CEPZ, Chittagong and Adamjee EPZ, Narayanganj.

It has authorized capital of Taka 25,000 million and paid up capital of Taka 10,293 million. There are 22 sponsor Directors in the Board of Directors. Till date , it has 127 branches all over Bangladesh, out of which 60 branches are located in Dhaka division. It has an authorized capital of Taka 25,000 million and a paid-up capital of Taka 10,293. In 2015, PBL's operating income was Taka 12,073 million and it made a profit (after tax) of Taka 2,139 million. PBL declared a dividend of 15% in cash in 2015.

1.2 PBL History at a Glance:

1995	05. 02. 1995	Memorandum and Articles of Association signed by the sponsors
	12.02. 1995	Incorporation of the company
	12.02. 1995	Certificate of commencement of Business
	20.02.1995	License issued by Bangladesh Bank
	08.04.1995	License issued for opening the first branch, Motijheel
	17.04.1995	Formal launching of the Bank
	17.04.1995	Commencement of Business from Motijheel Branch
	18.02.1995	Commencement of Islamic Banking Business from IBB, Dilkusha.

1999	29.08.1999	IPO- Publication of Prospectus
	09.09.1999	IPO- Subscription Opened
	22.09.1999	IPO- Subscription Closed
	15.11.1999	Listed with Chittagong Stock Exchange Limited.

2000	27.03.2000	Listed With Dhaka Stock Exchange
	29.03.2000	Trading of shares in Dhaka Stock Exchange Ltd.
	29.03.2000	Trading of shares in Chittagong Stock Exchange Ltd.

2001	29.03.2001	Registered Merchant Banker with SEC
------	------------	-------------------------------------

2005	17.04.2005	Completion of 10 years' service
------	------------	---------------------------------

2006	08.07.2006	Introduction of Prime Exchange Co. Pte. Ltd. (subsidiary of Prime Bank Limited)
------	------------	--

2007	15.03.2007	Opening of First Off-shore Banking Unit at DEPZ, Savar, Dhaka
	01.04.2007	Introducing of Temonus as Core Banking Software T24
2008	11.03.2008	Launching of ATM
2009	01.08.2009	Launching of Internet Banking
2010	02.08.2010	Introducing of PBL Exchange UK limited-London Branch
	03.08.2010	Introducing of PBL Exchange UK limited-Birmingham Branch
	04.08.2010	Introducing of PBL Exchange UK limited- Oldham Branch
2011	22.02.2011	Introduction of Prime Exchange Co. Pte.. (Jurong East Branch)
	23.04.2011	Launching of Phone Banking
2012	14.08.2012	Launching of SMS Banking
	11.09.2012	Launching of Biometric Smart Card-Prime Cash

1.3 Product/Service offerings:

Deposit Accounts

- Saving Account (personal account)
- Current Account (business account)
- My First Account (for children)
- Shukonna(for women only)

Fund Transfer

- Inter Branch Money Transfer
- SWIFT
- Telegraphic Transfer
- Issue of Foreign Drafts
- Encashment of Foreign Drafts

Deposit Under Schemes:

- Contributory Saving Schemes
- Lakhopoty Saving Scheme
- Monthly Benefit Scheme
- Double Benefit Deposit Scheme
- Education Saving Scheme
- Prime Millionaire Scheme
- Account 150%
- Nobagoto Deposit Scheme

Corporate Banking

- 1)General Credit Unit:
 - Short Term Finance
 - Long Term Finance
 - Real Estate Finance
 - Import/Trade Finance
 - Work Order Financing/Construction Business.
- 1) Export Fiance Unit:
 - Project Loan
 - Working Capital Loan
- 3)Structured Finance Unit
 - Project Finance
 - Acquisition Finance
 - Securitization
 - Advisory
 - Investment Procedure

4) Lease Finance Unit	
Product of ADC: <ul style="list-style-type: none"> • ATM Machine • ATM card Proprietary • Debit Card- MasterCard • Prepaid Card (Dhaka Club) • Internet Banking (Altitude) • SMS Banking • Phone Banking • Information Kiosk • Prime Cash(Biometric Smart Card) • Bank POS service • Cash Back Service 	Credit Cards <ul style="list-style-type: none"> • VISA Credit Card – Local • VISA Credit Card – Int. • Master Card – Local • Master Card – Int. Debit Cards: <ul style="list-style-type: none"> • Master Debit Card • Proprietary ATM card
NRB Banking <ul style="list-style-type: none"> • Foreign Remittance Service • Bank’s Overseas Network • Correspondent Bank Accounts for Wire Transfer • USD Premium Bond • Wage Earners Development Bond • Account Facilities for NRB’s • Exchange Houses • Remittance and Fund Transfer • USD Investment Bond 	SME Banking <ul style="list-style-type: none"> • Sahaj Rin(Collateral Free Loan) • Chalti Rin (Woking Capital Loan) • Digun Rin(Double Loan) • Prime Subidha Rin • Prodip Rin • Sampad Rin(Capital Loan) • Moushami Rin(Seasonal Loan) • Anchol (Women Entrepreneurs’ Loan) • Agricultural Banking
Foreign Currency Deposit Accounts <ul style="list-style-type: none"> • Foreign Currency Account • Resident FC Deposit • Non Resident FC Deposit • Import/Export Financing • Custodian Service • Money Market Lending • Money Market Borrowings 	Cash Services <ul style="list-style-type: none"> • ATM Services • Cheque Encashment

1.4 Organizational Network:

Board of Directors:

The sole authorities of the bank are the board of directors. The total number of directors is 19 in the board of directors, and all of them are quite good with their academic background as well having a good idea about bank management. Azam J Chowdhury is the Chairmen of the board of directors. The board of directors set up their meeting as time to time basis.

Executive Committee:

Members of the board of directors are in the executive committee. This committee exercises all the power as they were delegated by the board of directors and approves all matters beyond the delegation of management team.

Now there are seven members in the executive committee and Mafiz Ahmed Bhuiyan is the Chairmen of the executive committee.

Management committee:

The managing director along with the head office executive consist the management committee. The main discussion of their meeting is about the progress of the portfolio functions, guidelines regarding deposit and withdrawals and lending, about management of human and material resources.

A regular basis meeting on various issues and proposals is submitted by these committees to the board of directors and get executed for the decisions.

Management hierarchy of Prime Bank Limited:

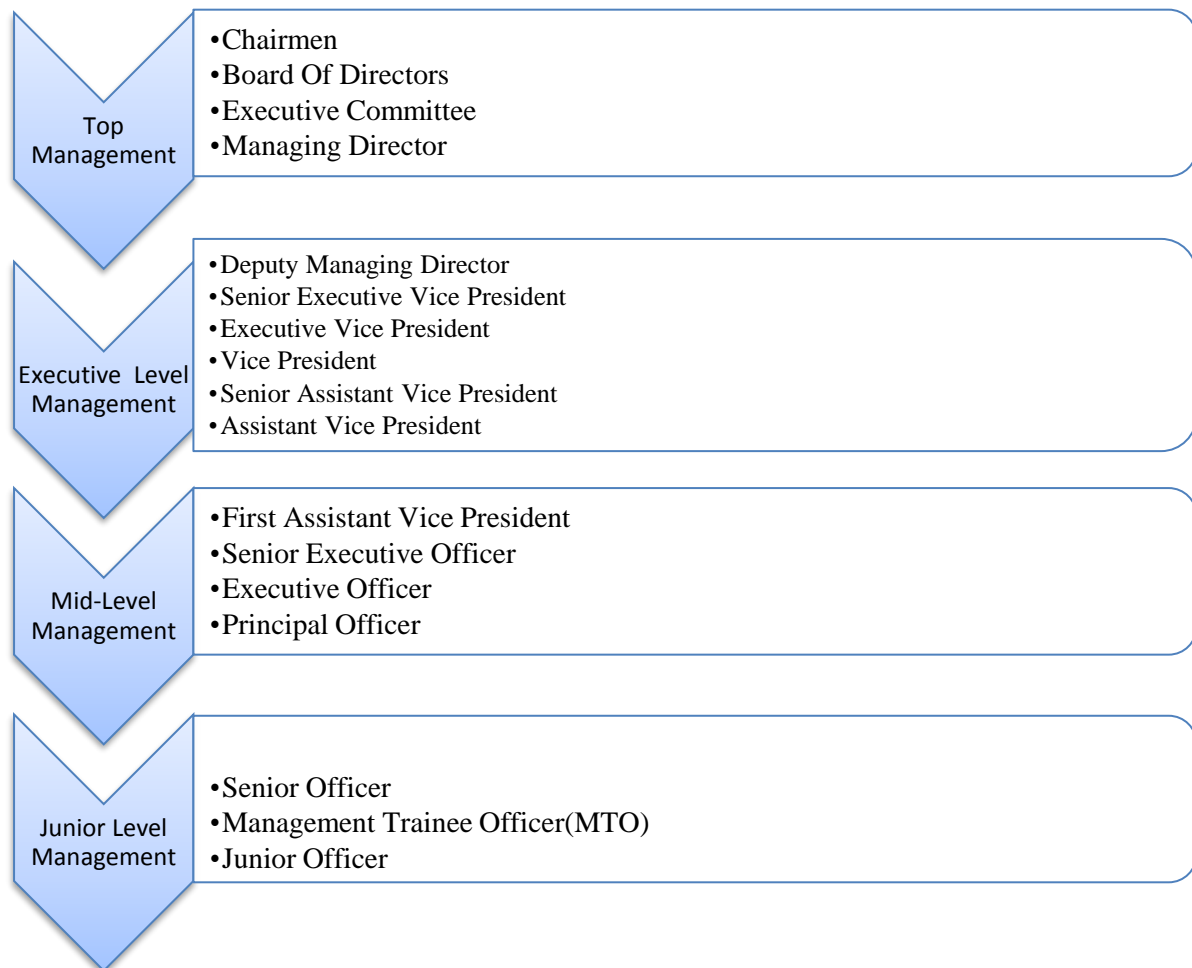


Figure 1 : PBL hierarchy

1.5 Functional Structure of PBL:

Prime Bank Limited has the following functional departments:

Logistics and support services division:

Formerly, this division was also known as General Services Division (GSD). Finding and giving supply of all tangible goods and services to the branches and head office is their main task. The following are controlled in this department:

- Tangible functions of branch opening such as, making lease agreement, interior decoration, furniture and fixtures are supplied by the section etc.
- Security paper and bank stationaries are managed and distributed by this section.
- Demands of vehicles, telephones, internet, computers, and air condition are fulfilled through this division to the branches or at the head office.

Financial Administration Division (FAD):

This is one of the important divisions of the bank; this division handles with the account side of the bank. Also, all the transactions of the head office along with the branch offices are maintained through this division. The following are controlled in this department:

- Salary and wages are given by this department to the employees.
- Employee provident fund accounts are maintained through this department.
- Cash expenditure for the office operations and miscellaneous expenses are also given by this department.
- Office bills like electricity, phone, internet, water bills are also sanctioned in this section.
- Consolidation of Branch's Accounts:

The income and expenditure i.e. profit and loss accounts are periodically sent by all branches to the head office and head office makes a consolidated statement of the income and expenditure of the bank.

After consolidation of the branch statements, they are reviewed. Monthly, quarterly and half yearly statements are prepared by this division and sent to the Bangladesh Bank. It

also supports the management and the board of directors by giving interpretation and analysis of the financial statements of the branches.

Public Relation Division:

Certain functions related to communication are performed by public relation division. The following are organized:

- All advertising applications are received and sanction is arranged here.
- Keep good relation with all newspaper/ media people.
- Giving invitation to the concerned ones for the events.

Human Resources Division (HRD):

All kinds of employee related administrative and personnel matters are performed by HRD. The following are organized:

- Selection and recruitment of new personnel's are done by this section.
- Procedure of appointment and joining of successful candidates are done here.
- Assignment of manpower is done here.
- Training and development needed by officers are also fulfilled.
- Termination and retrenchment of the employees.
- Keeping personal record file for every employee of the bank.

Inspection and Audit division:

As internal audit division of the company, this Internal and Audit Division works. Random officers from this division, chooses random branch of the bank to visit and verify the activity of different sections. They examine each of the files needed, against every account opened. If they find any divergence regarding any necessary paper or document, they just inform the authority. Whatever they find problem regarding the bank activity of all other divisions, they submit report to the head office and then later, the head office takes necessary action.

Credit Administration Division (CAD):

The major purpose of this division is to protect the Bank's credit portfolio. A well supposed and effective group of executive watches and executes the task of this division. Other major functions are the following:

- Communication and Sanction
- Monitoring and follow-up
- Set price for credit and ensure effectiveness of it.
- Prepare various statements for onward submission to Bangladesh bank.

International Division:

The purpose of this division is to help management to make global trade decisions and after decision is made, guide in their functioning. Its functional areas are as follows:

- Maintaining correspondence relationship
- monitoring foreign exchange rate and exchange dealings
- Authorizing of signing and test key.
- Monitoring foreign exchange returns & statements

Computer Division:

Prime Bank operates and keeps records of its assets and liabilities in computers by using integrated software to maintain client Ledger and general Ledger. The main function of this division is to provide required Hardware and Software. The functions of this division are:

- Designing software to support the accounting operation
- Updating software if lagging
- Managing of software to get best output
- Keep up connectivity in through LAN, Intranet & Internet.

1.6 Prime Bank Limited at a glance:

1) Date of Incorporation	12 th February, 1995
2) Date of Commencement of Business	17 th April, 1995
3) Capital Authorized	Tk. 25,000 Million
4) Paid up Capital	Tk. 10,293 Millions
5) Profit after tax	Tk. 2139 Millions
6) Deposits	194,825
7) Loans and Advances	151,865
8) Global Reach	658 correspondents
9) Number of Employees	2934
10) Cash Reserve Ratio	7.04%
11) Market Price Per Share	18.10
12) Return on Equity	8.41%
13) Return on Asset	0.84%
14) Earnings per Share (EPS)	2.08 taka
15) Name of Chairmen	Azam J Chowdhury
16) Number of Branches	127
17) Number of SME Branches	18
Banking Operation System	Both conventional & Islamic Law System

1.7 Visions for the Future

Prime Bank Limited targets to increase its efficiency and quality of services towards customer by doing valuable financial activities and by increasing number of service schemes, safe online banking and increased ATM Booths. The branding of Prime Bank Limited has to be more legendary in the future by doing proficient customer delivery.

Chapter 02

Work Experience in Prime Bank Limited, Kawran Bazar
Branch.

2.1 Job Description

The job I did as an intern in Prime Bank Limited at Kawran bazaar branch was more like a desk job in the general banking section. I had been doing the task for three months. The working atmosphere of Prime Bank was satisfying.

During the period of my internship program, I have learned so many lessons which would definitely help me in future.

- I have learned to work under lot of pressure. During the working hours, while doing my own responsibility, I also might have to serve the customer and GB officers. Those situations made me able handle to work with multitasking.
- Have learned, how to find cheque-books for customers while they ask for it and taking requisition of cheque-books from them.
- How to deal with new account opening procedure, what to inform customers about new account opening and what documents are needed by customers while opening an account, I have learned all these from general banking while working as an intern.
- I have learned to communicate customers and serve in corporate ways, especially in general banking section.

2.2 Specific responsibilities:

- **Work in dispatch section:**

People who come with any letter to our branch, at first come to me to get the received seal from our office; there I give seal to two copies: one copy is taken by the person having the received seal and one is our office copy.

I need to receive by writing the subject to the registry book and giving an entry number to the mail, so that no mail gets lost inside the office. Then I send the mail for the “mark” to the first officer’s room, which means, the first officer goes through the mail and give a sign, then the letter passes away to the particular segment of working.

For example, if the letter contains information about Letter of Credit, then the particular letter passes through to that division.

- **Giving requested cheque-books to customer:**

People quite often come to the bank for receiving their cheque-books, whether its of their own or for their company. They give me their account number and I look down to server, I need to find out which day the cheque-book was received. Then I find the cheque-book from a trunk behind me and complete the proper procedure for giving the cheque-book to the customer. The procedure includes receiving their signature of the customer to the proper places.

- **Sorting cheque-books:**

Another interesting work is sorting out the new cheque-books, which were requested by customer. Where I need to open a black plastic wrapped bundle of cheque-books, where I get an enlisted paper of the name and account number of customers. From that enlisted paper, I need to give entry to all the names along with account number on different books, like CD Register and SB register; where the CD register is for current account cheque books and the SB register is for savings account. Then, I need to get all the requested requisition slip that belong to cheque books of that day, and give the cheque book serial number on the repulsion slip, through which the customer requested for new cheque books. Later, I need to assemble accordingly with requisition paper belong to specific cheque books.

- **Writing Mail:**

I need to write up mail after while I get instructed by the officers. Since I work as an “intern”, our officer helps me by providing any previous letter/mail which provides some sort of similar data.

- **Form Fill up (While customer has less familiarity):**

Another work what I do is filling up the form, whether current or savings account, I needed to fill up those forms or checking up, if there is any missing information, which needs to be provided. Here, I need to turn pages after pages, writing down the same account number and unique identification code to the necessary places in the form. Also, here I need to remember some codes of different sectors, for example, if anyone is doing business then sector code will be something and if anyone’s doing service then the code will be different.

- **Writing Outward cheque clearing register:**

This is a task, where, I just copy numbers and bank names from a printed copy to a registry book. The numbers include the “specific cheque number” of specific bank and specific amounts, these chequenumbers with those amounts are being transacted from our bank to other banks, and by doing this job I get to learn so many names of existing banks in our country.

2.3 Different aspects of job performance:

Specially while you're an officer at a bank, dealing with customers, doing your own tasks, taking orders from your bosses and keeping everything fine and done within the specific time is such a hard job in corporate zones.

While I had an opportunity working as an intern in a bank, I sometimes had to do some multitasking or I might say rotating jobs for hours, especially in busy hours, because of excessive customer pressure.

Job rotation has some beneficial purpose and little negatives from my perspective. It makes someone more capable of doing more tasks and helps to enrich someone's ability of performing task efficiently and negative side is, rotation of job makes someone less focus on particular tasks, especially tasks those are sensitive.

For example, at office, when I am doing something sensitive like writing up registry of cheques, at that moment, a customer might ask for filling up his/her form; on such times, I need to give pause on my own task and give the customer the first priority, because of increasing customer satisfaction towards the corporation.

2.4 Critical Observations:

- Prime bank limited has no specific time of having lunch or doing prayers. It's like; whenever someone gets chance to do his/her own meal, then particularly goes off working for a while. The organization can set specific time for the employees for doing there necessities like eating own food or having prayer at prayer room.
- In the general banking section, there are only four officers who are serving the customer at the customer service zone and I have been there to support them. Since, Kawran Bazar is a renowned commercial area in the Dhaka city; sometimes, it's hard for the officers to provide sufficient service within a short time to a huge customer. The bank must increase the number of officer at the customer service zone.
- Moreover, the branch of our bank also accepts bills for WASA, BTRC, Grameen Phone, Dhaka Club, School Fees etc. So, at the peak hour, the number of customers is huge and there are only three officers to receive the money from the customers, and the queue looks like a zigzag. So at the cash receiving or withdrawals area the bank has to add more officers to ensure customer service in an efficient way.

- Some of the forms seem unclear, since they are sometimes “photocopied” instead of being “printed”. Photocopied forms in the card section or in any other section can cause customer dissatisfaction, if these kinds of forms are regularly given to customers.
- Since, the number of the customer is massive sometime, and the officers are maximum five people are there at the customer service desk to serve the entire customer at once, the bank can regulate “token system” for the customers of general banking section. If the bank operates its customer through automatic token system, then it might be a great chance for the officers of customer service area to improve their productivity instantly. Automatic token system would allow an officer to call customer in general banking area just while an officer gets free and to serve a customer, until then, the customer will have to wait over the waiting zone.

Chapter 03

An empirical analysis on ATM-service of Prime Bank Limited (PBL).

3.1 Summary of the project:

Prime Bank Limited is of the leading commercial bank in Bangladesh. Its main aim was to be one of the top banks in the country. In this time of competition, all the banks give equivalent service quality to their customers. Smooth, well-organized, easy to reach and efficient investment process required for economic development of a country.

To introduce twenty four hour service the bank has launched ATM service in 2008. ATM means Automated Teller Machine. That is an electronic telecommunications device that enables the customers of a financial institution to perform financial transactions, particularly cash withdrawal, without the need for a human cashier. Those ATM's are set into different locations of the country. Now, PBL have 179 ATM-booths in Bangladesh.

This report provides an overview of ATM service of Prime Bank Limited. The report is based on the routine works performed by the card section of the Alternate Delivery Channel (ADC) Division in the head office of PBL. Then, to get a feedback on their ATM-service performance based on questionnaires' served to customers. Finally, scope of improvement was given after discussed with employees of ADC.

3.2 Objective of the project:

A successful project, performed after taking necessary data and information and thereafter making a thorough judgment and providing recommendation based on findings can help the management to take right decisions. The banks provide customers only two ways to withdraw money; one of those is through "cheque" and another way is through "Card", which can be used in Automated Teller Machine (ATM) or in Point of Sale (POS) Machine. POS machine is an electronic device used to process card payments at retail locations. The objective of this project has been predetermined to find out the customer satisfaction of the service provided through the ATMs of PBL.

The specific objectives are described below:

- 1) To know and understand the mechanism behind the management of card section and its reporting system.
- 2) To know and evaluate the feedback from customers about the ATM-service of the Prime Bank Limited.
- 3) To understand and find out the scope of improvement of ATM service.
- 4) To know challenges faced by PBL and DCSL, to introduce the new Prime Cash (Biometric Smart Card) for the customers.

3.3 Methodology of the project:

It is an exploratory report in nature. Relevant information was extracted from officers of the organization. To find out customers satisfaction and other necessary details, a questionnaire was developed. Survey was conducted asking questions to customers and filling up the forms.

- 1) To know and understand the mechanism behind the management of card section and its reporting system, Nafees Azhar, Officer, Card section, Md. Saiful Islam, ATM supporter & Mr. Salim, Customer Service Executive of Alternative Delivery Channel Division were interviewed.
- 2) To know and evaluate the feedback from customers about the ATM-service of the Prime Bank Limited, a questionnaire was provided to one hundred and fifty customers and results will be shown as percentage ratios.
- 3) To understand and finding out the scope of improvement of card section, interview with the Customer Service Executive of ADC division were taken and the response of the customers while the questionnaire secession.
- 4) To know the challenges PBL and DCSL have faced to introduce the new biometric smart card, Md. Hosanur Jaman, Relationship Manager, Marketing Division of Dipon Consultancy Service Limited and Mr. Sabbir Mahmud, Manager of Alternative Delivery Channel Division was interviewed.

3.4 Collection of data:

- a) Having conversation with respective officers, knowing about the experience they have achieved.
- b) Prepared questionnaires were served to customer for getting their feedback. Total one hundred and fifty customers were interview from two ATM booths of Prime Bank Limited.
- c) Data was collected from the news papers (Daily Star) and journals.
- d) Prospectus, Brochures, Policies, Annual Report 2015 of Prime Bank Limited ,official websites of Bangladesh Bank and Prime Bank Limited, official website of Prime Cash and websites such as Wikipedia etc.. All were looked into and consulted.

3.5 Data Organization:

- a) To create a theoretical platform, data was organized from the conversation and shared experience with officers, with information that was downloaded from online publications.
- b) A survey was conduct, based on questionnaires on ATM service of Prime Bank Limited.
- c) The report was prepared after having discussion with the supervisor personally and through email, regarding the points of objectives, methodology and chronology of the report.

- d) Finally, a softcopy and hardcopy of the report was submitted to the head office of Prime Bank Limited head office and another to the supervisor.

3.6 Limitations:

- a) Enough sample size for the survey was not possible even after visiting several ATM booths of Prime Bank Limited
- b) Due to privacy issue, as general public, there was limited accessibility of disclose information.
- c) Concrete data was not there concerning process of the banking system.
- d) Insufficient time to arrange a proficient level investigative report.

3.7 Objective 1: To know and understand the mechanism behind the management of card section and its reporting system.

Methodology: Nafees Azhar, Officer, Card section and Md. Saiful Islam, ATM supporter & Mr. Salim, Customer Service Executive of Alternative Delivery Channel Division were interviewed.

The information below that is written was explained by the authorized officers.

3.8 The management of card section and its reporting system:

The management of Prime Bank Limited has been trying to give customers best possible service and in doing that, round the clock service was introduced. To provide this 24/7 service, they have introduced Alternative Delivery Channel Division. The customers were given different channels like ATM service, SMS banking, Phone Banking, Internet Banking, Biometric Smart Card etc. To provide all these services, a new division was created in 2008 as the ‘Alternative Delivery Channel (ADC)’ division.

Alternative Delivery Channel Division (ADC) provides the following services:

Name of Service/Product under ADC	(Status on 31 st December, 2015)
ATM Machine	one hundred and seventy nine
ATM Card -Proprietary	191,000 customers
Debit Card-MasterCard	215,000 customers
Prepaid Card(Dhaka Club)	900 cards
Internet Banking (Altitude	27000 customers
SMS Banking	26000 customers

Phone Banking	3400 customers
Information Kiosk	04
Prime Cash (Biometric Smart Card)	91,000 customers
Bank POS Service	20
Cash Back Service	19

Figure 2 : ADC Services

How ADC Division manages the card section activities:

Banking activities are now based heavily on electronic transfer of money. ADC division has been trying to increase different types of service to different customers. That's where Alternative Delivery Channel (ADC) division helps the general banking activity with smooth financing process through internet server.

Alternative delivery channel division, a separate division of Prime Bank Limited, has its office at Motijheel, Dhaka. The work schedule is different on that division, because, they are working 24/7, to ensure proper customer service through online networking. Customer Service Executive in the ADC works in three shifts. Out of all the persons in the ADC, three to four customer service executive officers work per shift. They have fifteen phones to communicate, of which twelve are for customers and three are for officers. Customers can communicate with them through hotline.

They use the 'Temenos T24' software, in the office work activity of ADC and to support officers in charge card section in different branches, they use card-ware, an online portal to update information about newly issued cards and as well PIN numbers for newly authorized cards.

In the division there is section for generating PIN numbers, named "PIN Generation Sector" in charge of Mejbah Ul Amin, who delivers all the PIN number related to new cards. The responsible person uploads the PIN numbers in the "Card-ware", which is the online support for the officer in charge officer in card section.

A section in the ADC, called Card Production Sector supplies the entire card that are ready to be delivered to the new customer having printed their name.

Later on, cards along with PIN numbers are delivered to the branches with particular delivery-men and information passed through server page called Card-Ware.

How officers of different branches of PBL deals with ADC:

Alternative Delivery Channel (ADC), a division in the head office oversees all the branches of the bank regarding electronic money transfer mechanism, which includes ATM-service as well. Any problem or dispute which arises in an ATM-booth is reported by the customer to original branch.

The officer in charge of card section in a branch uses specified web address to connect the 'Cardware' website. At that webpage, the officer in charge of card section of that particular branch logs into the 'card-ware' server webpage account with his/her particular login ID (given by the authority); then the officer can see the entire cards that needs to be delivered, and as well as the PIN numbers which are supposed to be delivered to the new customers.

The ADC division communicates the card section officer of particular branch through card-ware server page. Simultaneously, the new product and services are sent to the branch through delivering the new cards along with PIN number for newly issued customers.

The PIN number belongs to the new account holder get delivered into the bank within a week after the requisition for the new card. ADC takes time almost twenty days to deliver the card to the issued branch as they need to print the name of the customer on the card.

How ADC division handle ATM mechanism:

ATM /MasterCard's are provided to the customers by PBL, card which are used for withdrawal of money during non banking hours. Alternative Delivery Channel (ADC) specially helps all the customers to connect the bank account directly with the necessary established network system.

All ATM booth remains connected to the ADC through server networking and ATM servers are called Host Server. Servers are devices that give functionality in other devices, called, "clients".

Copies of the same data are replaced within different host servers as a backup. PBL are able to see any journal of their ATM, because Prime Bank Limited's ATM server is connected to host servers that are operated by ADC.

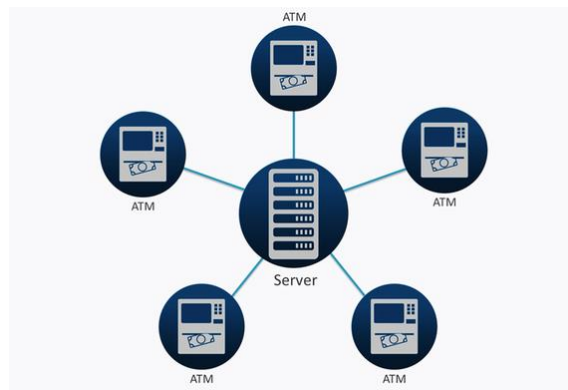


Figure 3 : Servers of ATM

The Alternative Delivery Channel (ADC) Division when identifies the problem, they find an error code from the journal of any ATM booth or POS machine which are under PBL’s control.

Maintenance report from ATM’s after regular interval:

The ADC division gets a report after maintenance takes place on the ATM booths. In the maintenance report they find information about money refill and other supplementary report. The ADC has personals for the maintenance of ATM’s. They go for regular maintenance after specific period of time.

The role EFT network plays in the ATM transaction:

Any country around the globe, providing ATM-service to its customer, must exercise their transaction through an interbank network or Electronic fund Transfer (EFT) network. In Bangladesh, National Payment Switch Bangladesh (NPSB) works as an Electronic fund Transfer (EFT) network. it is a computer network that enables ATM cards issued by a financial institution that is a member of the network to be used to perform ATM transactions through ATMs that belong to another member of the network.

Out of the 56 banks operating in the country, 48 are connected with the NPS, according to Bangladesh Bank. There are almost four thousand ATM-booths of the forty eight banks in Bangladesh connected through a common network called National Payment Switch of Bangladesh (NPSB).

NPSB is the common platform through which electronic payments originating from different channels like the ATMs, points of sales, internet and mobile devices, take place. Prime Bank has only one hundred and seventy nine ATM booths and they are only dependent on National Payment Switch Bangladesh (NPSB) in order to resolve all their transactions through online. It is a report emphasize

on ATM- service provide by PBL and their ATM-server network is connected to NPSB. It connects the entire bank's ATM-booth data and POS machine data in our country, with regulations provided by Bangladesh Bank.

How ADC deals with dispute occurrence (customers' not receiving money or card getting stuck):

When any problem occurs during a transaction made by any customer, the customer has to come to the original branch of PBL personally to get the dispute solved. The dispute is reported by filling up a prescribed form known as "Transaction Dispute Form". The information required is about whether the dispute was a card getting stuck in the machine or cash was not dispensed. After receiving the filled up form, the officer in charge of the card section, contacts the ADC division in head office through email and telephone and requests immediate solution of the problem.

While dispute happened at Prime Bank Limited's booth:

When a customer's card gets stuck at the booths of PBL, the customer gets back the card after regular maintenance of ATM's under their bank. A maintenance man has always been performing tasks after short interval. The maintenance procedure sends back the entire card to ADC, and finally the customer gets back the card.

The ADC can watch customer's every transaction journal of the ATM-service by entering the journal of ATM through NPSB network. The PBL can see any ATM's journal belonging to their company. If error occurs, PBL are supposed to find an "error code", on the transaction journal. By verifying the journal and if there is an error code found in the ATM-journal, then the ADC gets confirmation about the occurrences of non-disbursement of the customers. Then, the ADC gives back the amount about which a PBL's customer complained about.

But, if ADC doesn't find an error from the ATM, at then ADC matches the balance of maintenance report. ADC division gets a report from the maintenance personnel of ATM booth of relevant ATM booth, regarding the cash balance of the same day. Obviously the cash will be surplus by the amount the customer did not receive the cash. If there were number of occurrences of the same nature, in the same day, then the cash surplus in the booth will be the total of all the customers' non disbursed amount. Finally, the customer gets back the amount about which he/she made complain.

While dispute happened at other Bank's booth:

As per guideline, with all the banks that PBL has an affiliation, only those banks gives back the card to PBL. It might take fifteen days to get back the card to account holder. In case, when a card of PBL gets stuck in the ATM booth of Dutch-Bangla Bank Limited (DBBL), the DBBL authority simply gives back the card of PBL after maintenance procedure.

But when non disbursement of money occurs in booth of other bank, like DBBL, then PBL cannot see the transaction journal of any booth of other bank. In that case the PBL authority has to inform Bangladesh Bank about such dispute occurrence. Bangladesh Bank authority's particular division checks the incidents through ATM journal on National Payment Switch Bangladesh (NPSB) network. After verifying the matter, Bangladesh Bank (BB) gives approval to give the money back to proper account holder.

There are some banks, who do not give back a disputed card to Prime Bank Limited. As per the arrangement made with the other banks, BRAC Bank, Standard Chartered Bank and HSBC bank just destroy cards, if cards from the other banks get stuck in their ATM-booth.

3.9 Objective 2: To know and evaluate the feedback from customers about the ATM-service of the Prime Bank Limited

Methodology: a questionnaire was provided to one hundred and fifty customers and results are shown below as percentage ratios. This part, the detailed report of the survey on the ATM service of Prime Bank Limited is shown.

3.10 Customer’s feedback is given below:

A survey was conducted over one hundred and fifty ATM/Master Card users of Prime Bank Limited. Earlier a questionnaire was prepared to conduct the survey. Due to limitations of resources and time, the respondents were selected from Kawran Bazar Branch and Panthopath booth of PBL. Graphs and analysis are prepared using Microsoft Office Excel.

1. Response on: What is your age?

Table 1

age group of customer	respondent	percentage
18 to 25	20	14%
26 to 35	69	47%
36 to 45	43	29%
46 to 59	13	9%
60 and above	3	2%
total	148	100%

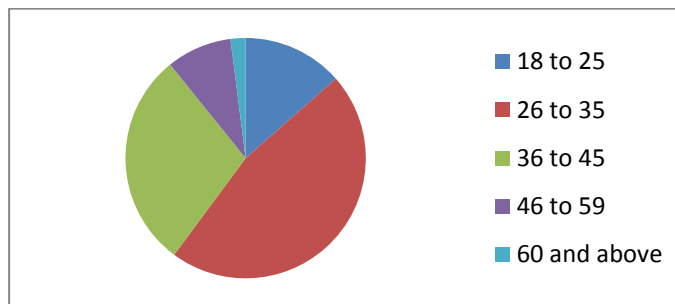


Figure 4: represents the age group that uses PBL’s ATM/MasterCard.

Interpretation: From the graph, we can see that, a sizable percentage of Prime Bank Limited’ Card users are from age range of 26 to 35 (about 47%) and then comes people of age range from 36 to 45 (about 29%) of customers, and then comes the age range of 18 of 25.

2. Response on: What is your profession

Table 02

Profession	respondent	percentage
student	17	11%

Business	36	24%
Service	88	59%
Housewife	4	3%
Others	5	3%
total	150	100%

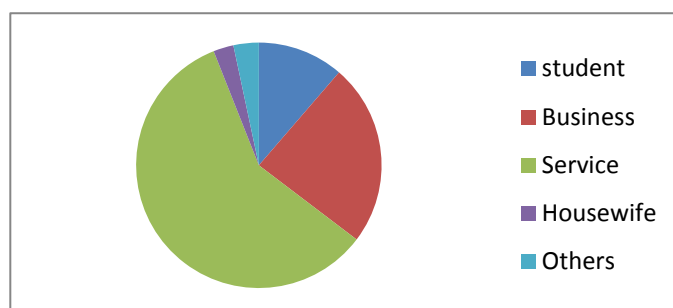


Figure 5: professions of ATM/MasterCard users.

Interpretation: The above table 02 represents the occupation of the ATM user. It can be seen that, among all the respondent's, most of the users do service (59%) and then comes the businessmen (24%), and then comes the students (about 11%). Women (only 3%) and other people like retired person (3%) are least user of Prime Bank Limited's ATM/MasterCard. It is inferred that ATM service is liked and preferred mostly by service-holders and business people.

3. Response on the survey regarding gender of the customer.

gender	respondent	percentage ratio
male	138	92%
female	12	8%
total	150	100%

Interpretation: an extremely high percentage of the customers are male (about 92%). The female users are only 8 percent. Special incentives may be given to increase the number of women users.

4. Response On: What's the duration of the use of Prime Bank Limited's ATM service?

Table 04

customers feedback on duration of using ATM.	Respondents	percentage
more than a year	128	85%
less than a year	14	9%
less than 6 months	8	5%
Total	150	100%

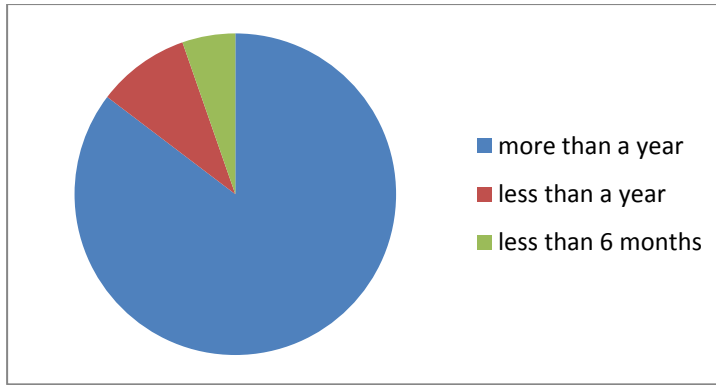


Figure 6: duration of usage of ATM/MasterCard in PBL.

Interpretation: From the Table 03, we can see that, most of the card user of Prime Bank Limited uses their card for more than a year (about 85%), which means customers are yet loyal for Prime Bank Limited. But the bank should offer new incentives to attract new ATM users.

5. **Response on:** How do you evaluate Prime Bank Limited's ATM service?

Table 05

evaluating ATM service of PBL	Respondents	percentage
highly satisfied	11	7%
satisfied	51	34%
average	53	35%
dissatisfied	28	19%
highly dissatisfied	7	5%
total	150	100%

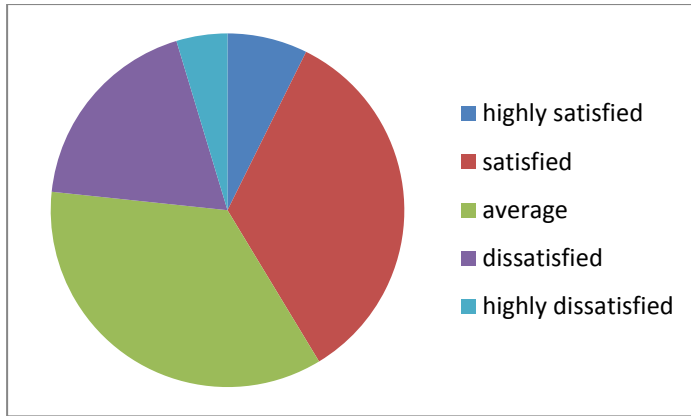


Figure 7: how customers evaluate Prime Bank Limited's ATM service

Interpretation: It can be interpreted that the majority of the customers who are using ATM cards of PBL on the booth are satisfied (about 34%) and also averagely satisfied (35%) about the service.

6. **Response on:** How do you evaluate Prime Bank Limited ATM's network capacity (the availability of the ATMs real time service)?

Table 06

customers feedback on network capacity	Respondents	percentage ratio
highly satisfied	9	6%
satisfied	27	18%
average	34	23%
dissatisfied	58	39%
highly dissatisfied	22	15%
total	150	100%

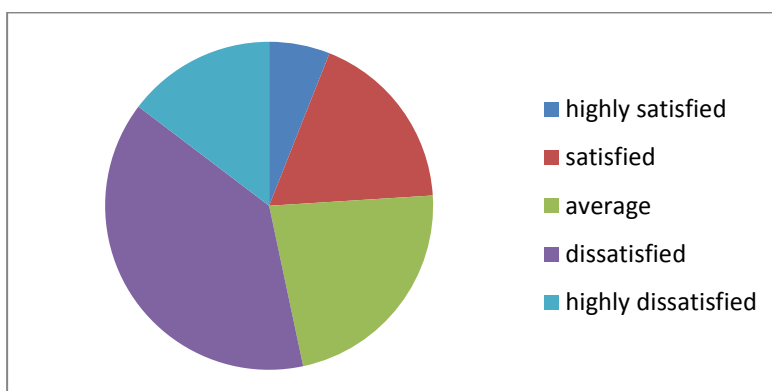


Figure 8: customers evaluating Prime Bank Limited's ATM-network capacity.

Interpretation: A large number of customers are dissatisfied (about 39%) with the availability of network service of Prime Bank Limited's ATM service (due to congestion of network). As such, the matter is required to be addressed by the PBL authority.

7. **Response on:** How do you evaluate Prime Bank Limited ATM’s safety and Privacy?

Table 07

feedback on "Privacy and Safety"	Respondents	Percentage
highly satisfied	11	7%
satisfied	68	45%
average	32	21%
dissatisfied	27	18%
highly dissatisfied	12	8%
total	150	100%

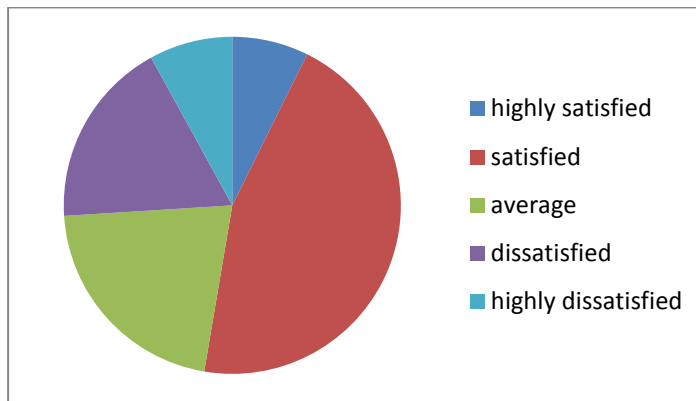


Figure 9: customers evaluating PBL’s ATM-booth privacy and safety issue.

Interpretation: It may be seen that, although a majority of the users of ATMs are satisfied (about 45%) with privacy and safety matter of the ATM booth, but a sizeable percentage (about 18%) are dissatisfied with the arrangement of safety and security matter in the ATM booths of PBL.

8. **Response on:** How do you evaluate Prime Bank Limited’s Note Quality?

Table 08

satisfaction level of note quality from machine	Respondents	percentage ratio
highly satisfied	13	9%
satisfied	74	49%
average	49	33%
dissatisfied	11	7%
highly dissatisfied	3	2%
total	150	100%

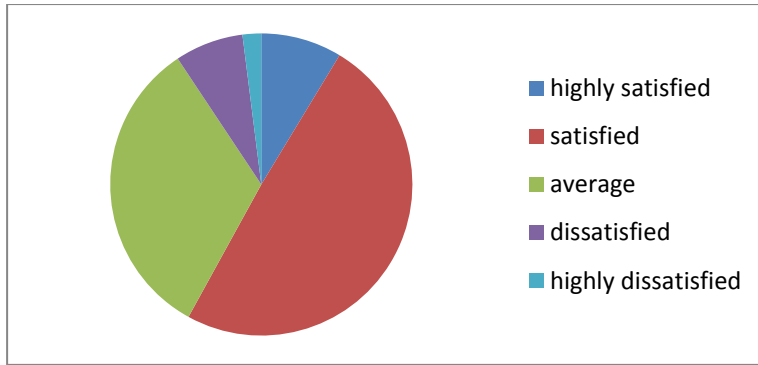


Figure 10: how customers evaluate Prime Bank Limited's note quality in ATM

Interpretation: It may be seen that majority of the users of ATMs of PBL are satisfied with the quality of bank notes provided in the ATMs of PBL.

- Response on:** How do you evaluate satisfaction concerning charge, fees and cost of ATM card, that are paid by the customer?

Table 09

satisfaction level on 'charges and fees'	respondents	percentage
highly satisfied	30	20%
satisfied	58	39%
average	29	19%
dissatisfied	27	18%
highly dissatisfied	6	4%
total	150	100%

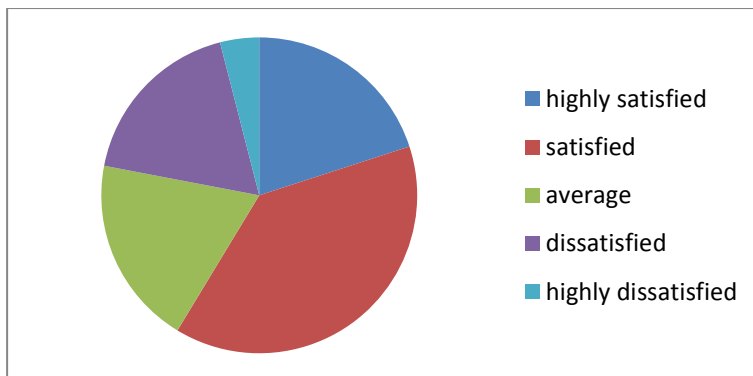


Figure 11: customers evaluate satisfaction concerning charge, fees and cost.

Interpretation: A large number of customers seem highly satisfied (20%) and also averagely satisfied (about 39%) with the charges and fees they pay for using the Prime Bank Limited's ATM/MasterCard service.

10. **Response on:** Did it so happen that there was no cash on ATM?

Table 10

no cash on ATM machine	respondent	percentage ratio
yes	53	35%
no	97	65%
total	150	100%

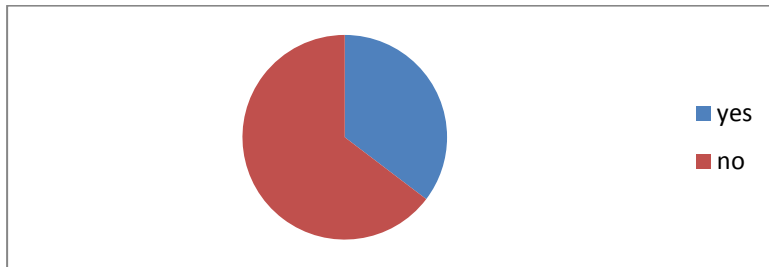


Figure 12: Customer's response while there was no cash on ATM (least once).

Interpretation: A sizeable percentage (35%) of the users of ATMs did not receive cash from the machine due to less maintenance (at least once had such experience).

11. **Response on:** Did it so happen that, your card got stuck up in machine?

Table 11

Card got stuck	respondent	percentage
yes	53	35%
no	97	65%
total	150	100%

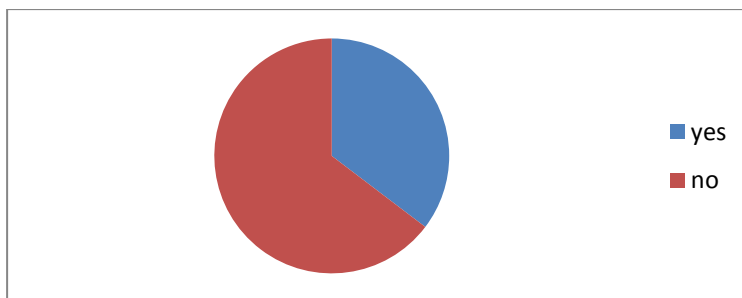


Figure 13: customer's opinion about card getting stuck in ATM (least once).

Interpretation: It seems that a sizeable percentage (35%) of the card holders had an experience of their card getting stuck up (at least once). These customers had to go back to their original branch to

solve the dispute. This problem is required to be addressed to maintain the level of customer satisfaction in the highest level.

12. **Response on:** Was the amount of account balance was deducted but the cash didn't dispense?

Table 12

amount deducted but cash not dispensed	Respondent	percentage ratio
yes	33	22%
no	117	78%
total	150	100%

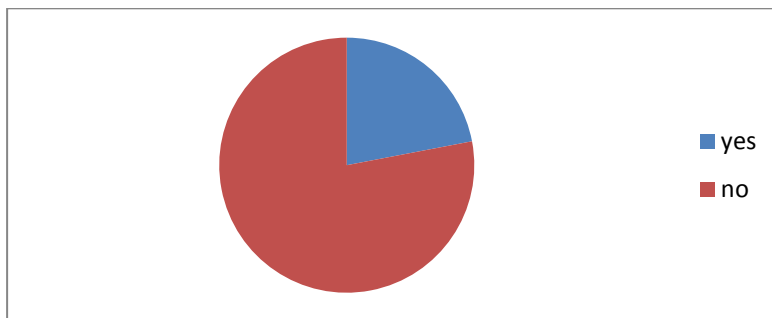


Figure 14: customers' feedback on amount of balance was deducted but the cash didn't dispense

Interpretation: While using the ATM machine, the amount was deducted from their account balance, but they didn't get their cash in hand; about 22% customers had such experience (at least once).

13. **Response on:** Which starting amount from PBL ATM would be suitable?

Table 13

Preferable Note	respondent	percentage ratio
one hundred	53	35%
five hundred	80	53%
one thousand	17	11%
total	150	100%

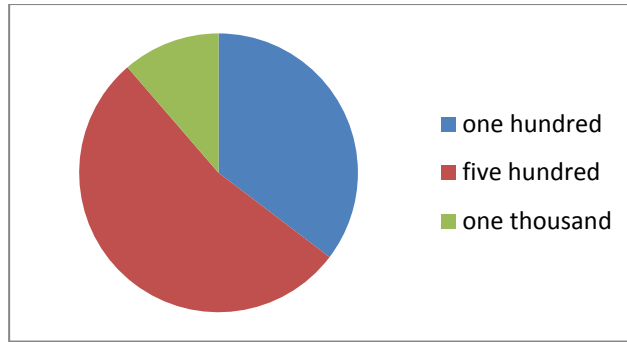


Figure 15: Customers' feedback on their preferable note from ATM booth.

Interpretation: A majority of the customers (53%) preferred five hundred taka note as their preferable note that gets dispensed from ATM machines of Prime Bank Limited, while 35% percent of them has agreed that one hundred would be preferable and only 11% has agreed with one thousand taka one to be their preferable note.

14. **Response on:** Have you ever used Internet banking?

Table 14

internet banking	respondent	percentage ratio
yes	48	32%
no	102	68%
total	150	100%

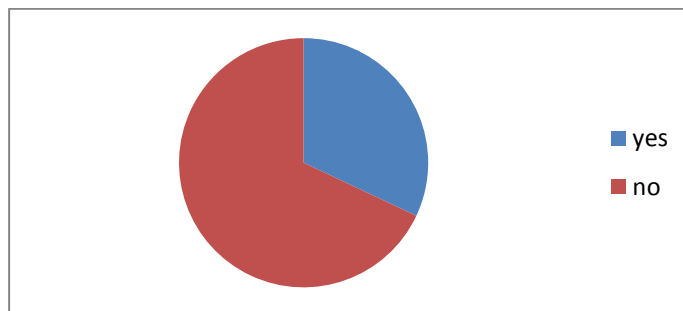


Figure 16 : feedback on using of internet banking.

Interpretation: In table 13, we can find how much percentages of customer of card (Visa/ATM/MasterCard) user also use the internet banking (ALTITUDE). Here, from the graph we can see that, 32% of customer has agreed that they use the internet banking but 62% of respondent has answered negative to this question. People are less interested in using internet banking.

15. **Response on:** How much time the bank takes to give back a disputed card or money?

Table 15

time to get back disputed card/money	respondent	Percentage
less than 5 days	12	16%
5 to 15 days	30	41%
more than 15 days	31	42%
total	73	100%

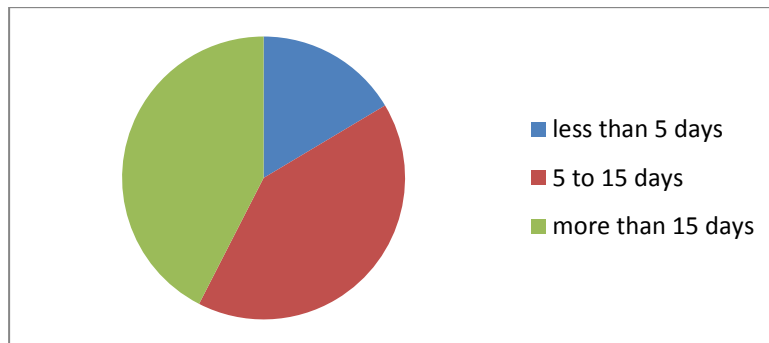


Figure 17: customers' feedback on getting back a disputed card or money.

Interpretation: Table 14 describes the time span that Prime Bank Limited takes to give back a disputed card/money to a customer. According to the statistics, among the respondents, 16% got their problem solved within less than five days, 41% has got their problem solved within five to fifteen days, and 42% has got their dispute problem solved within more than fifteen days. For resolving this kind of problem they had to submit a filled up form to the original branch. For better customer satisfaction, the time of solving the problem seems to be more.

3.11 Objective 3: To understand and find out the scope of improvement of card section.

Methodology: interview with the Customer Service Executive of ADC division and the response of the customers against that questionnaire were taken.

3.12 The scope of improvement of card section:

a) Reduction of the time solving a dispute/problem:

ADC needs to reduce the time of giving back a customer their belongings after a dispute occurrence. From study it was found that, the ADC in most of the cases, takes more than fifteen days to give back customer who experienced a dispute occurrence through using

ATM/POS machine. The bank need to reduce the time within seven days in order to make a customer's satisfied.

b) Technical security needs upgrading:

Security matter is given the highest priority by the management of PBL. Necessary arrangements of privacy and security concern have been made to satisfy all the customers.

Still, there are reports of fraudulent activities in PBL ATM booths. On May 18th 2016, in a news report it was found, two foreigners along with a Chinese fraud person drew Tk 500,000 using cloned ATM card from two booths of Prime Bank Limited. It was also found that, ATM theft is increasing and becoming a common crime. Generally the fraudster makes effort to steal money from the ATM booths with a fake ID card. They enter the booth introducing them as IT expert of the Bank. One of the ways is to set up a camera above the ATM machine. This is done to record the images of the typed password. On the other hand, they also use a small device that can read the ATM, and write the information to another cloned ATM/MasterCard.

From a daily star news report, it was found; many banks have claimed that, the use of National Payment Switch Bangladesh (NPSB) has left their systems vulnerable to card frauds. So, PBL should take necessary steps to own an ATM network system as a backup.

Whereas, other leading banks like Dutch Bangla Bank Limited (DBBL) which has almost 3000 ATM booths country wide and have their own ATM network system; so, when fraudulent activity happens DBBL has the opportunity to activate their own ATM network system and does not have to depend on the NPSB which is the common platform of electronic payments.

c) Bank needs promotional activities for women:

From the study it was found that, women use Prime Bank Limited's ATM/MasterCard not very much (only 8%). In order to promote the usage among women, PBL authority need to give more attractive offer through 'Shukonna', that is a special type of Savings Deposit Account for women.

d) Customers cannot do online shopping with Prime Bank Limited's ATM/MasterCard:

The MasterCard holder, who has savings account in the bank, cannot use such a MasterCard branded card for Internet purchasing. Generally MasterCard are acceptable on the online shopping. Online shopping can be done through only international credit cards of PBL. Prime Bank Limited can take necessary steps to make available online purchases through MasterCard Branded debit cards.

e) Customer needs to go original branch regarding statement, cheque book or Card related issue:

The customers, who have any inquiry regarding statement, need to give requisition of new cheque books or having problem with their card (ATM/MasterCard) need to go to the original branch where the account was opened. In order to improve the customer service, it might be better if the system of solving the problem could make online.

f) Increase ATM booths:

Many of the customers have agreed that, they need more ATM booths of Prime Bank Limited. Though, PBL has one hundred and seventy nine booths all over Bangladesh, but they need to establish more ATM-booths all over the country as they have almost five hundred thousand ATM/MasterCard user.

g) Increase the number of servers to ensure better customer service:

Many of the customers informed that, the availability of network during working hours is less; sometimes, the security guard of the ATM-booth needs to inform the Alternative Delivery Channel Division about the difficulty having by customers and then ADC fixes the problem regarding network. Because of network congestion, customer cannot have transaction 24/7. That's a big harassment of the customers. The customers inquire from the guard regarding the availability of the ATM-service. Almost a large number of the customers have complained about Prime Bank Limited ATM's network availability. To ensure better and smooth transaction, and provide better customer service, the bank may take necessary steps to solve this problem of network jamming and may decide to increase the number of servers.

h) change of customers privacy:

Many of the customers complained about the privacy issue; when the customer is having transaction over the booth machine, possibly, another customer may have been waiting in a line just behind and then there remains a possibility of loss of privacy; because there is no dark glasses, which keeps the waiting person able to see the PIN number of the user, who is having a transaction. It is suggested that, dark glasses to be suitably placed in the booth, so that customer's information is safely preserved.

i) Placement of customers comment box in the Booths:

The ADC division can take steps for setting up a customer's 'feedback box' in the booths. Setting up a 'feedback box' would help the bank to find out the scope of improvement from time to time.

j) Customers' feedback and analysis:

- Out of the total number of cardholder, about 35% reported that, they did not get any money into the ATM machine (at least once). If there was a heavy rush of customers with excess

need of money, then the maintenance men might find the ATM fully empty with no money, and need to load the machine with money.

- The customers informed that sometimes there is shortage of ATM receipt paper roll. The paper in the roll is made of thermal paper which is used for receipts in ATM transactions. Because of this, the customers often face a problem, while they want to print the short-statement of the account status.
- Out of the total number of cardholder, about 35% reported that, their card got stuck up (at least once). The bank needs take necessary action.

From above reporting we can conclude, the Bank should provide better maintenance for refilling the machine. The bank should increase the number of frequency for refilling money or paper rolls into the booths.

3.13 Objective 4: To know the challenges PBL and DCSL have faced to introduce the Prime Cash (biometric smart card)

Methodology: Discussion and interview with Mr. Sabbir Mahmud, Manager of Alternative Delivery Channel Division of Prime Bank Limited (PBL) and Mr. Md. Hosanur Jaman, Relationship Manager, Marketing Division of Dipon Consultancy Service Limited (DCSL).

3.14 Introduction of Prime Cash (Biometric Smart Card) in PBL:

To increase the competitiveness and better customer service, Prime Bank Limited introduced biometric smart card, as an additional facility to customers. In this case, the customers get more advantage over the ATM-cards.

The aim behind introducing the Prime Cash service in the country was to provide automatic transaction facilities to the remote sector of the country. The main target customers are students, farmers, garment workers, fisher man, driver, daily labour etc. There are almost *eleven hundred agents* all over the country, who are providing Prime Cash Service facilities to all the district of Bangladesh through POS machine. The service was launched in 2012, and till now they have 91,000 customers, which can be seen as a huge achievement.

Services customer gets from Prime Cash:

- a) Account Opening
- b) Deposit
- c) Withdrawal
- d) Local Money Transfer.
- e) Inward Foreign Remittance
- f) DPS
- g) Prime Bank ATM Facility
- h) Mobile Recharge
- i) Salary Disbursement
- j) Balance Inquiry
- k) Mini Statement

Strong authentication: Prime Cash is a plastic card, which looks like a typical credit card that contains an embedded microprocessor. Smartcard can be used by a customer to provide identification and authentication what is known as strong two-factor authentication. In two-factor authentication, the first one is fingerprint authentication. Another authentication is the PIN number. So, the two factor authentications are: giving PIN number along with the finger print of the user.

Mandatory Documents needed to be a customer:

Prime Cash is such a product, where the main customers are usually *non-bank* customers. Customers who don't have necessary documents for opening up a bank account, they can open up a prime cash service only by having i) National Identity Card/ Driving License/Passport, ii)passport size photograph of the user and iii) photo of the nominee (attested by account holder).

The agents of Prime Cash:

Any sole proprietor or business institute can be an agent of Prime Cash Service, applying to Prime Cash's website or Dipon Consultancy Limited's office directly by filling an application form. They would be the owner of the Prime Cash Service Point (PCSP). To be an agent, any proprietary would need to give thirty thousand taka deposit, even after giving all documents provided. Now there are 1017 agents, including 127 branches in different locations to activate the service facility to the whole country.

3.15 Challenges faced to introduce the Prime Cash service:**Challenges for Marketing and Promotion:**

As has been mentioned, that Prime Cash is a joint venture agreement between two companies, Prime Bank Limited and Dipon Consultancy Service Limited (DCSL). The contract is NOT a fifty-fifty

basis investment. If it would have been a fifty-fifty ratio joint venture, then all the marketing and promotional activities would have been stronger. This is the opinion of the relationship manager of marketing division of Dipon Consultancy Service Limited. A Fifty-fifty ratio Joint venture could have yielded better results in marketing and promotion.

Insufficient response from the rural people:

Prime Cash provides a new way of sheltered banking for the unbanked/under banked municipal and rural people of the country. Prime Cash, is such a card, where a customer needs only three documents: i) National ID card, ii) Passport sized photograph of self and iii) Photograph of a Nominee (attested). If these documents are provided, a person who resides in Bangladesh can have a Prime Cash card only providing one hundred and fifty taka. While their main target customers are students, farmers, garment workers, fisher man, driver, daily labour; but most of these people do not have the proper documents, for starting up their own prime cash accounts. As such response from the rural people is not sufficient, as it was expected by Dipon Consultancy Service Limited.

Mass people need proper education for such product/service offerings:

Another mentionable matter is that, as the pioneer of such product, launching Biometric Smart Card into Bangladesh was an admirable step. In Bangladesh, literacy is less among the mass people. Biometric Smart Card is such product that people with high literacy rate would be friendly with such product. People with less education might use such card with doubts. It is a challenge for the companies to make sure that all people they have targeted would be getting user friendly with such product and service offerings.

Shortage of Human Resources to avail the service countrywide:

According to the relationship manager of marketing division of Dipon Consultancy Service, at the beginning there was shortage of agents to provide the POS service to the whole country. DCSL had less human resources in order to provide the Prime Cash service all over Bangladesh. To be an agent of the Prime Cash service, he/she needed to own a Point of Sale (POS) machine for that an agent needs to pay thirty thousand taka as deposit after giving all documents; which is also a matter of an extra expense and skill to handle the POS machine

Had no market analysis before launching the service:

As they were the first in Bangladesh, for launching such product/service for customers, for this reason both the companies found no previous market analysis for such product/service launching.

The user can use Prime Bank Limited's ATM booths and POS Machine:

The user of Prime Cash card will be using the ATM booths/ POS machines of only PBL. Other bank's branded ATM booth or POS machine are not allowed to available the service of the Prime Cash

4.0 Conclusion:

As per the response of the customer, it was found that, the accessibility of the system at the ATM booths was not fulfilling. PBL also need to re-structure the maintenance schedule for the growing customers.

Majority of the customers are satisfied by the present services provided by PBL. But there are less female customers. It is recommended that vigorous efforts may be provided to attract women customers from the service sector.

When any problem occurs at the booth, either of cards getting stuck up or cash not disbursed, the customer need to go to the original branch (where account was opened). It takes about fifteen days to get the problem solved, especially when the card gets stuck. Necessary action should be taken to reduce the time to less than seven days to solve the problem.

Fraudulent activities at ATM booths of PBL have increased. One of the ways to solve this problem is to make back up arrangement. Not depending on National Payment Switch Bangladesh (NPSB) only, but using own ATM controlling network, the problem may be solved.

The agents should give less than thirty thousand taka in order to get an agency/dealership of Prime Cash. The management of Prime Cash should make the card usable to any ATM/POS machine of the country. Prime Cash account transfer is only possible to prime cash to prime cash account holder. The authority should take a look to increase the facilities.

Reference:

- 1) <https://www.bb.org.bd/fnansys/paymentsys/natpayswitch.php>
- 2) <https://www.quora.com/How-does-an-ATM-machine-work-1>
- 3) Article Title: ATM frauds rattle banks, customers

Website Title: The Daily Star

URL: <http://www.thedailystar.net/business/atm-frauds-rattle-banks-customers-510868>

- 4) Article Title: Two other foreigners 'drew Tk 500,000 using clone cards besides nabbed Chinese ATM fraud'

Website Title: bdnews24.com

URL: <http://bdnews24.com/bangladesh/2016/05/18/two-other-foreigners-drew-tk-500000-using-clone-cards-besides-nabbed-chinese-atm-fraud>

- 5) Article Title: What is a Point of Sale Terminal (POS Terminal)? - Definition from Techopedia
- 6) Website Title: Techopedia.com
- 7) URL: <https://www.techopedia.com/definition/26649/point-of-sale-terminal-pos-terminal>
- 8)
- 9) <https://www.primebank.com.bd/>
- 10) <http://primecash.com.bd/>

Appendix:

Abbreviations:

PBL- Prime Bank Limited

DBBL- Dutch-Bangla Bank Limited

BB- Bangladesh Bank

HRM- Human Resource Management

DCSL- Dipon Consultancy Service Limited

ATM-Automated Teller Machine, an electronic telecommunication device that enables financial transaction, especially withdrawal of cash, without the need of human cashier.

Error code: In computer programming, error codes are enumerated messages that correspond to faults in a specific software application. They are typically used to identify faulty hardware, software, or incorrect user input in programming languages.

A point of sale terminal (POS terminal) is an electronic device used to process card payments at retail locations. A POS terminal generally does the following:

- Reads the information off a customer's credit or debit card
- Checks whether the funds in a customer's bank account are sufficient

- Transfers the funds from the customer's account to the seller's account (or at least, accounts for the transfer with the credit card network)
- Records the transaction and prints a receipt

Questions regarding ATM service of Prime Bank Limited (for survey):

1. What is your age? / আপনার বয়স কত?

18-25	26-35	36-45	46-60	60+
-------	-------	-------	-------	-----

2. What's the duration of your using PBL's ATM service? / আপনার এটিএম সেবা ব্যবহারের সময়কাল কি?

less than 6 months	less than a year	more than a year
--------------------	------------------	------------------

3. What is your profession? / আপনার পেশা কি?

• Student	Business	• Service	• Housewife	• Others
-----------	----------	-----------	-------------	----------

4. How do you evaluate Prime bank Limited's ATM service? / 5. আপনি প্রাইম ব্যাংক লিমিটেডের এটিএম সেবা কিভাবে মূল্যায়ন করেন?

Highly Satisfied	Satisfied	Average	Dissatisfied	Highly Dissatisfied
------------------	-----------	---------	--------------	---------------------

5. How do you evaluate Prime Bank Limited's ATM network capacity? / আপনি প্রাইম ব্যাংক লিমিটেডের এটিএম নেটওয়ার্কের ধারণক্ষমতা কিভাবে মূল্যায়ন করেন?

Highly Satisfied	Satisfied	Average	Dissatisfied	Highly Dissatisfied
------------------	-----------	---------	--------------	---------------------

6. How do you evaluate Prime Bank Limited's ATM privacy and safety? / আপনি প্রাইম ব্যাংক লিমিটেডের এটিএম গোপনীয়তা এবং নিরাপত্তা আপনি কিভাবে মূল্যায়ন করেন?

Highly Satisfied	Satisfied	Average	Dissatisfied	Highly Dissatisfied
------------------	-----------	---------	--------------	---------------------

7. How do you evaluate Prime Bank Limited ATM's note quality? / আপনি প্রাইম ব্যাংক লিমিটেডের এটিএম নোট এর মান আপনি কিভাবে মূল্যায়ন করেন?

Highly Satisfied	Satisfied	Average	Dissatisfied	Highly Dissatisfied
------------------	-----------	---------	--------------	---------------------

8. How do you evaluate satisfaction concerning charge, fee and cost of ATM card which are paid by the customers' for using PBL ATM? / কিভাবে আপনি চার্জ, ফি এবং এটিএম কার্ডের মূল্য যা এটিএম ব্যবহারের জন্য গ্রাহকদের দ্বারা দেওয়া হয় বিষয়ে সন্তোষ মূল্যায়ন করেন?

Highly Satisfied	Satisfied	Average	Dissatisfied	Highly Dissatisfied
------------------	-----------	---------	--------------	---------------------

Satisfied				
-----------	--	--	--	--

9. Did it so happen that there was no cash in ATM? / মেশিনের মধ্যে যথেষ্ট নগদ ছিল না?

<input type="radio"/> Yes/ হাঁ	<input type="radio"/> No/ না
--------------------------------	------------------------------

Details:

10. Did it so happen that your card got stuck up in machine? / আপনার কার্ড মেশিনের মধ্যে আটকে যায়?

<input type="radio"/> Yes/ হাঁ	<input type="radio"/> No/ না
--------------------------------	------------------------------

Details:

11. Did it so happen that, you did not get cash but your money was deducted from your account? /আপনি নগদ পান নি কিন্তু আপনার টাকা আপনার অ্যাকাউন্ট থেকে কাটা হয়?

<input type="radio"/> Yes/ হাঁ	<input type="radio"/> No/ না
--------------------------------	------------------------------

Details:

10. Which starting amount from ATM would be suitable? / এটিএম থেকে পরিমাণ শুরু উপযুক্ত হবে কোনটি?

100	500	1000
-----	-----	------

11. Have you ever used Internet banking/ SMS Banking/ phone banking? / আপনি কি ইন্টারনেট ব্যাংকিং/এসএমএস ব্যাংকিং /ফোন ব্যাংকিং ব্যবহার করেছেন?

<input type="radio"/> Yes/	<input type="radio"/> No/
----------------------------	---------------------------

12. How much time bank takes to give back a disputed card?/কত সময় ব্যাংক একটি বিতর্কিত কার্ড ফেরত দিতে লাগে ?

less than 5 days	5 days to 15 days	more than 15 days
------------------	-------------------	-------------------

NAME:

SIGNATURE: