Report on
“An Overview of Standard Bank PLC”

By
ISFAT JARIN
20104069

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

BRAC Business School
BRAC University
30 June 2025

Declaration:

It is hereby declared that:

1. The internship report submitted is my original work completed as a partial requirement for the degree program at BRAC University.
2. The report does not contain any material previously published or written by any third party, except where appropriate acknowledgment has been made through proper citation and referencing.
3. The report has not been submitted, either wholly or partially, for any other degree, diploma, or academic qualification at any university or institution.
4. I have duly acknowledged all sources of information and assistance received during the preparation of this report.

Student's Full Name & Signature:

Isfat Jarin

Student Full Name

20104069

Supervisor's Full Name & Signature:

Dr. Nusrat Hafiz

Supervisor Full Name

Assistant Professor & Director of Women Empowerment Cell,
BRAC Business School
BRAC University

Letter of Transmittal

Dr. Nusrat Hafiz

Assistant Professor & Director of Women Empowerment Cell

BRAC Business School

BRAC University

66 Mohakhali, Dhaka-1212

Subject: Submission of Internship Report on “Internship Experience and Banking Operations of Standard Bank PLC”

Dear Mam,

It is my great pleasure to submit my internship report titled “Internship Experience and Banking Operations of Standard Bank PLC”, which has been prepared as a requirement for the completion of my Bachelor of Business Administration (BBA) program under your supervision.

I completed my internship at Standard Bank PLC, where I gained practical knowledge and firsthand experience regarding banking activities, customer service, operational procedures, and the overall organizational environment. This report reflects my learning, observations, and experiences acquired during the internship period.

I have made every effort to prepare the report with accuracy, sincerity, and comprehensiveness while maintaining the academic standards prescribed by BRAC University. I believe that the report will provide valuable insights into the practical aspects of banking operations and fulfill the objectives of the internship program.

I would like to express my sincere gratitude for your guidance, support, and valuable suggestions throughout the preparation of this report.

Sincerely yours,

Isfat Jarin

Student ID: 20104069

BRAC Business School

BRAC University

Date: 30th June, 2025

Non- Disclosure Agreement

This Non-Disclosure Agreement is made and entered into by and between Standard Bank PLC and the undersigned student of BRAC University for the purpose of maintaining the confidentiality of information obtained during the internship period.

The student acknowledges that during the internship at Standard Bank PLC, access may be granted to confidential, proprietary, and sensitive information relating to the bank's operations, customers, financial data, business processes, policies, and other internal matters.

I agree:

1. Not to disclose, publish, reproduce, or distribute any confidential information obtained during the internship to any unauthorized person or entity.
2. To use such information solely for academic purposes related to the internship report and degree requirements.
3. To ensure that any information included in the internship report does not violate the confidentiality policies of Standard Bank PLC.
4. To comply with all applicable policies, rules, and regulations concerning confidentiality and data protection.

This Agreement shall remain effective even after the completion of the internship period.

Acknowledgment

To begin with, I express my sincere gratitude to the Almighty for granting me the strength and determination to complete both my internship and this report successfully.

I am deeply thankful to **Dr. Nusrat Hafiz**, Assistant Professor and Director of the Women Empowerment Cell at BRAC Business School, BRAC University, for her continuous guidance, thoughtful feedback, and encouragement throughout my internship period and the preparation of this report.

I would also like to extend my heartfelt thanks to **Mr. Md. Zahidul Hassan**, Vice President and Manager of the Ring Road Branch at Standard Bank PLC, for providing me the opportunity to intern under his supervision. His mentorship and proficiency significantly contributed to my understanding of banking operations and my overall professional growth.

I am equally grateful to the officers and staff members at the Ring Road Branch of Standard Bank PLC for their cooperation, consistent support and patience throughout my internship. Their welcoming and supportive approach made my learning experience enjoyable.

Finally, I would like to express my appreciation to my family, friends, and fellow interns for their constant support and encouragement throughout this important period of my academic and career development.

Executive Summary

This report, titled *“An Overview of Standard Bank PLC,”* provides a comprehensive account of my three-month internship at the Ring Road Branch of Standard Bank PLC in Dhaka. Spanning from March 24 to June 24, 2025, the internship allowed me to achieve practical knowledge of daily banking operations and also a deeper understanding of Islamic banking practices.

The first chapter contains the overall structure of the internship, detailing the various responsibilities I tackle in areas including general banking services, administrative support and cash transactions. It also reflects on my key contributions, the skills I developed, and the challenges I experienced —particularly in managing time and adjusting to a professional environment.

The second chapter contains an organizational overview of Standard Bank PLC, specifically focusing on the operational structure and service delivery at the Ring Road Branch. It outlines the scope of the study, emphasizes the importance of linking theoretical knowledge with practical experience and explains the research methodology. The chapter also highlights the bank’s agreement with Shari’ah principles following its conversion to Islamic banking.

In the third chapter, a project-based analysis is conducted to explore major operational issues identified during the internship, such as inefficient queue management, delays in customer onboarding and limited use of digital banking tools. The analysis reveals some procedural inefficiencies, and the chapter concludes with practical recommendations for process improvement, staff training, performance tracking and technology integration.

Overall, this report summarizes my internship experience while providing strategic understanding to help Standard Bank PLC develop its customer satisfaction and operational efficiency. It also reflects the significant professional development I achieved through this hands-on learning opportunity.

Table of Contents

Chapter 1: Overview of Internship

1.1 Student Information

- **Name**: Isfat Jarin
- **ID**: 20104069
- **Program**: BBA
- **Major/Specialization**: Human Resource Management (HRM)

1.2 Internship Information

1.2.1 Period, Company Name, Department/Division, Address

- **Internship Period**: 24.03.2025– 24.06.25
- **Company Name**: Standard Bank PLC
- **Department/Division**: All departments
- **Address**: Probal Tower, House No. 45, Ring Road, Shyamoli, Mohammadpur, Dhaka 1207, Bangladesh

1.2.2 Internship Company Supervisor's Information

- **Name**: Md. Zahidul Hassan
- **Position**: VP & Manager

1.2.3 Job Scope – Job Description/Duties/Responsibilities

As an intern at Standard Bank PLC I'm generally involved in a variety of support and learning-focused activities, depending on their allocated department. Common responsibilities include:

A. General Banking

- Guided clients through opening accounts, cheque requisition, filling out pay order and inward instrument forms.
- Addressed quarries regarding savings, current, FDR, and special saving schemes.
- Filed completed application paperwork.
- Recorded new cheque requests and returned cheques perfectly.

B. Support & Clerical Duties

- Systematically organized branch files and daily/monthly registers.
- Provided phone support and execute occasional administrative errands.
- Managed inward mail and cheque book orders.

C. Cash Operations

- Investigated and stamped large banknotes (over BDT 450), reconciling stamps with system records.
- Logged daily cash transactions into Excel and cross-checked them with voucher books.
- Filed debit/credit vouchers and cooperate with clients as necessary.
- Counted and organized currency into bundles.

1.3 Internship Outcomes

1.3.1 Student's Contribution to the Company

As an intern at Standard Bank PLC, I'm playing a supportive role in several departments, mainly focusing on account-related tasks, routine banking functions and customer service throughout the internship period. Notable contributions include:

Customer Support & Service:

- Cooperated with front-desk personnel to respond to customer quarries and address minor issues, enhancing service efficiency and client satisfaction.
- Assigned clients in completing account opening policies and procedures and introduced them to the bank's digital services to motivate online banking usage.

Account Management Assistance:

- Helped account officers in organizing and updating customer KYC (Know Your Customer) information to meet regulatory standards. Filled KYC forms of the customers.
- Contributed to collecting documents and reports which are important for internal account audits.

Operational Support:

- Took part in handling both inward and outward check clearings under supervision, getting valuable experience in interbank procedures.

- Helped the operations department in managing the regular transaction records and ensuring their validity and timely updating.

Teamwork & Communication:

- Signified effective communication skills in interactions with both team members and clients supporting better workflow and coordination.

- Motivate a respectable and collaborative working relationship with colleagues and supervisors, contributing to a positive work environment.

Learning & Development:

- Passionately learned the bank's core banking systems and all procedures, which facilitated more independent task handling and faster adoption.

- Joined in staff training sessions, applying new knowledge to help with everyday branch operations.

1.3.2 Benefits to the Student

Benefits of Interning at Standard Bank Limited for Students:

1. **Real-World Banking Experience:**
   Students gained direct domination to the day-to-day operations of a commercial bank, including areas like account handling, loan procedures, customer support and risk evaluation.
2. **Development of Key Skills:**
   Interns enhance important workplace skills like communication skill, critical thinking, time management and collaboration. They also become confidential with data management tools and specialized banking software.

3. **Professional Networking:**
   The internship provides opportunities to enchant with industry professionals, creating productive connections that could lead to mentorship and future job expectation.
4. **Knowledge of Financial Services:**
   As an Intern I have gained a valid understanding of so many banking products and services, such as savings accounts, credit options and investment opportunities.
5. **Career Insight and Direction:**
   Students can better understand their interests and strengths, by working in different departments such as human resources, finance and customer service. helping them make an informed career .
6. **Enhanced Employability:**
   Experience at a respectable and well known institution like Standard Bank builds up a student's resume, highlighting their practical experience and commitment to learning.
7. **Future Job Opportunities:**
   Outstanding performance during the internship can lead to full-time roles or placement in graduate trainee programs within the bank.
8. **Increased Confidence:**
   Working in a professional environment develops students self-confidence and provides them with the experience needed to handle real-world responsibilities and duties.

1.3.3 Problems/Difficulties Faced During the Internship Period

Time Management Challenges

- Balancing internship duties with academic activities and responsibilities or personal commitments can be very hard. I'm trying to manage my academics and internship but it's actually stressful and tough to handle both academic and job responsibilities properly at the same time.

Pressure to Perform

- Interns may feel stressed trying to fulfill expectations or prove themselves in a competitive environment. Because I'm feeling the same as I feel a little bit nervous and stressed to do all my duties as I'm experiencing these duties for the first time in my life.
- Fear of making mistakes in a formal banking setup and duties may affect our confidence level.

1.3.4 Recommendations to the Company on Future Internships

Comprehensive Onboarding and Basic Training:

Start the internship with a comprehensive introduction to the bank's policies, structure and daily operations to help interns understand their working environment.
They also can offer initial training on key banking systems, policies and routine procedures ensure an easy transition into their assigned tasks.

Chapter 2: Organization Part

2.1 Introduction, Objectives, Scope of Study, Methodology, Significance, and Limitations

2.1.1 Introduction

Standard Bank PLC, founded on May 11, 1999, is a well known Shari'ah-compliant financial institution in Bangladesh. This part provides a detailed exploration of the **Ring Road Branch** of **Standard Bank PLC**, located at Probal Tower in Shyamoli, Mohammadpur, Dhaka. The bank provides a wide range of services based on Islamic banking principles and they are trying to maintain ethical standards in all its operations. As an intern, throughout the internship period, I have achieved a thorough understanding of the branch's operational design, its rationale for service delivery, and the techniques and processes used to assess efficiency and effectiveness. This introduction sets the stage for acknowledging how the branch serves clients while shaping intern learning and professional contribution, and it shows the proper balance between organizational demands and educational benefit.

2.1.2 Objectives

General Objectives

1. **Observe Operational Banking**: Gain first hand subjection to the branch's daily banking workflows and service implementation.
2. **Apply Academic Theory**: Bridge classroom finance and business administration concepts with on-site banking practices.
3. **Analyze Organizational Operations**: Inspect the hierarchical structure and organizational habits within this branch.
4. **Understand Islamic Banking Principles**: Experience Standard Bank's full Shari'ah-compliant model following its transition in 2021reddit.com+7banksbd.org+7banksinbd.com+7today.thefinancialexpress.com.bd+1today.thefinancialexpress.com.bd+1.

Specific Objectives

- Monitor routine services such as opening accounts, processing cheques and handling cash transactions.
- Notice interactions and service delivery between customers and branch staff.
- Analyze the use of digital systems versus manual paperwork in operations.
- Study how Islamic banking products (e.g., Waqf, Mahr, SME finance) are processed at the branch.
- Map the decision-making chain from tellers up to branch management.
- Recognize procedural inefficiencies and recommend improvements.

2.1.3 Scope of the Study

The focus is strictly on the **General Banking Division** at the Ring Road Branch, covering:

- **Daily Core Activities**: Account opening, cheque clearing, cash transactions and fund transfers.
- **Support Operations**: Managing inward mail, document filing, and maintenance of registers.
- **Islamic Banking Services**: Deposit schemes and financing activities conducted in line with Shari'ah.
- **Interaction Processes**: The dynamic between customers and frontline staff.
- **System Interfaces**: Interaction between register-based and computerized workflows.

Exclusions involve:

- Non-retail units such as Corporate Banking, Treasury, Compliance, Risk, and IT.
- Bank-wide strategic or policy-level behavior.
- Planning or managerial units outside the branch's operational scope.

This branch-level view is intended to reflect operational norms likely mirrored in other Standard Bank branches.

2.1.4 Methodology

A **mixed-method** study design was applied to fully capture the branch's internal dynamics.

Primary Data Collection

- **Direct Observation**: Daily observation of officer desks, teller counters and management interactions.
- **Active Participation**: Engaged in form filling, cheque verification, cash tallying, and voucher filing.
- **Informal Interviews**: Held conversations with staff—tellers, officers, and the branch manager—to clarify internal procedures and functional coordination.

Secondary Data Collection

- **Internal Documentation**: Desk manuals, audit logs, circulars, and customer service policies were reviewed.
- **Official Website Insights**: Recovered information about branch location, service hours, Shari'ah transition status, and product offerings.
- **Regulatory Sources**: Examined Bangladesh Bank circulars and Basel III documentation to explore obedience and risk.
- **Industry Reports**: Consulted articles detailing Standard Bank's transition to Shari'ah banking, branch expansion, and performance metrics .
- **Academic Cross-Referencing**: Compared observed branch practices with banking standards from finance textbooks.

2.1.5 Significance of the Study

This internship provided crucial learning opportunities across multiple dimensions:

5.1 Theory into Practice

How theoretical knowledge from finance and Islamic banking courses was applied practically in clerical work, product handling, and customer relations.

5.2 Skill & Professional Development

- Gained proficiency in branch operations, teller etiquette, cash management, and confidentiality protocols.
- Advanced digital competency via Excel, banking software, and cheque processing systems.

5.3 Islamic Banking Experience

Following the 2021 transition to full Shari'ah banking across 138 branchesbanksinfobd.com+4today.thefinancialexpress.com.bd+4reddit.com+4today.thefinancialexpress.com.bd+4today.thefinancialexpress.com.bd+4today.thefinancialexpress.com.bd+4, the intern observed unique Islamic services such as Waqf, Mahr, Haj savings, and SME financing.

5.4 Technical Familiarity

- Directed use of POS terminals (withdrawals up to BDT 150,000 per transaction)today.thefinancialexpress.com.bdstandardbankbd.com+1today.thefinancialexpress.com.bd+1.
- Experience in reconciling digital and manual transaction records.

5.5 Academic Contribution

The study captures branch-level implementation of Islamic banking post-transition—valuable data for researchers in banking and financial ethics.

2.1.6 Limitations

The study encountered challenges:

6.1 Limited Departmental Exposure

Excluded insights from Corporate Banking, Treasury, Risk, Compliance, and IT teams.

6.2 Privacy Constraints

Interns were restricted from accessing confidential customer or internal audit records.

6.3 Insufficient Training

No formal training on the bank's legacy banking software slowed initial performance.

6.4 Single-Branch Limitation

Results may not apply uniformly across other branches, due to locality or managerial differences.

6.5 Post-COVID Variation

Continued staggered schedules and digital emphasis might have temporarily altered normal branch operations.

2.1.7 Organizational Environment

7.1 Vision & Branch Alignment

The branch supports Standard Bank's mission of financial inclusion, capital adequacy, and profitability through transparent, customer-centric service. As an Islamic bank, it places Shari'ah principles at the core of operations

7.2 Branch Profile

- **Location**: Probal Tower, 45–49 Ring Road, Shyamoli, Mohammadpur, Dhaka 1207
- **Service Hours**: Open Sundays to Thursdays, 10 am to 4 pm (early closing on Thursdays); closed Fridays and Saturdays
- **Codes**: Routing 210263974, SWIFT SDBLBDDH, Branch Code 059

7.3 Staffing Structure

Led by a Vice-President-level Branch Manager, supported by 4–6 tellers, 3–4 officers, and interns managing clerical and customer-facing duties.

7.4 Service Portfolio

- Retail banking: account opening, cheque requisition, fund transfers, pay orders.
- Islamic banking: deposit and financing products (e.g., Waqf, Mahr).
- Cash withdrawals: POS-enabled, free, up to BDT 150,000 per transaction and BDT 450,000 daily

7.5 Operational Workflow

- **Customer Queueing**: Interns greeted and logged requests.
- **Form Verification**: Reviewed and pre-checked documents.
- **Teller Interactions**: Assisted with cash and cheque processing, stamping, bundling.
- **Voucher & System Entry**: Filed vouchers and entered data into digital systems.
- **Administrative Tasks**: Handled inward mail, daily/monthly registers, and POS assistance.

7.6 Communication & Hierarchy

- Clear escalation path: Teller → Officer → Branch Manager.
- Daily briefings structured workplace communication.
- Interns logged activities and communicated via physical and intranet notice boards.

Chapter 3: Project Part

3.1 Introduction

3.1.1 Background and Problem Statement

Standard Bank PLC is a leading financial institution in Bangladesh, offering a variety of banking and financial services to individuals, SMEs, and corporate clients. The Ring Road Branch plays a vital role in delivering these services to a diverse customer base in a busy urban area. Despite the branch's strong service offerings, it encounters several operational difficulties that negatively impact both customer satisfaction and internal efficiency.

During my internship, I noticed several challenges including slow customer onboarding, ineffective queue management, and insufficient use of digital banking technologies. These issues contribute to prolonged customer wait times, repetitive manual tasks for staff, and other operational inefficiencies that hamper the branch's service delivery. Addressing these problems is essential to enhance customer satisfaction and improve overall operational performance, which motivated this study.

3.2 Research Proposal:

Organization: Standard Bank Limited PLC
Topic: *"Evaluating operational efficiency and customer service quality in Standard Bank Limited PLC: Recognizing challenges and proposing significant solutions."*

3.2.1 Research Gap

In the competitive landscape of Bangladesh's banking industry, increasing operational performance and providing superior customer service have emerged as crucial success factors. Although extensive research exists on financial metrics and digital innovations in large commercial banks, there is an observable lack of studies focusing on the service delivery and internal operations of mid-level institutions like Standard Bank Limited PLC. Existing literature often fails to capture the unique operational obstacle these banks face or offer applicable, evidence-based solutions. This study seeks to fill that gap by closely inspecting the bank's basic operational procedures and service efficiency from both employee and customer perspe

3.2.2 Problem Statement

Standard Bank Limited PLC is constantly working to simplify its operations while making sure high-quality service to customers. Nevertheless, recurring issues like delays in transaction procedures, slow digital platform responses, ineffective queue systems, and unresolved customer complaints specify ongoing operational and service-related provocations. they may adversely affect customer satisfaction and damage the bank's reputation, if these concerns remain unaddressed. Therefore, it is necessary to systematically investigate these incompetence and propose practical solutions for sustainable development.

3.2.3 Objective(s)

The main goals of this project are to:

- Examine the current operational workflows at the Ring Road Branch, focusing on customer onboarding and transaction processing.
- Identify key bottlenecks and challenges affecting service quality and efficiency.
- Assess the extent of digital banking integration in branch activities.
- Provide actionable recommendations to improve processes, enhance customer experience, and boost operational productivity.
- Offer valuable insights to assist branch management in strategic decision-making.

3.2.4 Hypotheses

- **H1:** Reliability in service delivery has a positive and important impact on customer satisfaction at Standard Bank PLC.
- **H2:** Responsiveness from staff positively affects customer satisfaction.
- **H3:** Assurance, including staff competence and courtesy, is positively associated with customer satisfaction.
- **H4:** Empathy, reflected through customer care and personalized service positively influences customer satisfaction at SBL.
- **H5:** Tangibles, for example, physical facilities and aspects of personnel, are positively related to customer satisfaction.

3.2.5 Research Framework

This study embraces the SERVQUAL model as its conceptual foundation. The model includes five dimensions of service quality: reliability, responsiveness, assurance, empathy, and tangibles. The framework seeks to measure how these components influence customer satisfaction levels at Standard Bank Limited PLC.

3.2.6 Significance

The outcomes and suggestions from this research are important for several groups:

- **Branch Management:** To make informed decisions for streamlining operations and reducing costs.
- **Customers:** To benefit from quicker, more convenient banking services, improving their satisfaction and loyalty.
- **Standard Bank PLC:** To use the improvements at this branch as a benchmark for digital transformation efforts across other branches.

- **My Professional Development:** This project has expanded my knowledge of banking operations, process analysis, and practical problem-solving in a real-world environment.

3.2.7 Scope of the Study

This study focuses specifically on the Ring Road Branch of Standard Bank PLC, concentrating on:

- Customer onboarding procedures, including account opening.
- Daily transaction activities, particularly cash deposits and withdrawals.
- Queue management and customer flow during operational hours.
- Use of digital tools and technology in branch processes.
  The research was conducted over four weeks using observations, interviews, and examination of branch data. The scope excludes back-office operations and other branches, which may have different practices.

3.3 Literature Review

Globally and within Bangladesh, the banking sector has undergone significant change due to technological progress and shifting customer expectations. Various studies and frameworks offer guidance for enhancing banking operations and customer service.

Process Optimization in Banking

Lean management principles are increasingly applied in banking to reduce waste and accelerate turnaround times (Smith & Rao, 2018). These methods focus on streamlining workflows, minimizing redundant checks, and enhancing service speed. Studies suggest lean approaches can cut customer wait times by up to 50%, improving efficiency without heavy investments.

Digital Transformation

The rise of digital banking platforms, such as mobile and internet banking, has transformed access to banking services. Research indicates that incorporating digital onboarding and automated KYC procedures shortens account opening times and reduces errors (Santos et al., 2020). In developing countries, digital innovations like biometric verification and mobile banking have boosted financial inclusion and convenience (World Bank, 2021).

Customer Satisfaction Models

The SERVQUAL framework is widely used to evaluate banking service quality, highlighting dimensions like reliability, responsiveness, assurance, empathy, and tangibles (Parasuraman et al., 1988). Studies in Bangladesh show that responsiveness—providing prompt and efficient service—is a critical factor influencing customer loyalty in retail banking (Rahman & Chowdhury, 2019).

Queue Management

Proper queue management is key to reducing customer abandonment and enhancing banking experience. Automated queue systems and real-time SMS notifications about wait times have been effective in lowering customer anxiety and reducing walk-away rates (Gupta & Kumar, 2017).

3.4 Methodology

3.4.1 Research Design

This study utilized a mixed-methods approach, combining both quantitative and qualitative data collection for a thorough understanding of branch operations.

3.4.2 Data Collection Methods

- **Observations:** Careful monitoring of customer movements, transaction workflows, and queue lengths during peak hours (11 AM–2 PM) and off-peak times.
- **Interviews:** Semi-structured discussions with eight branch employees, including managers, officers, and tellers, to understand operational challenges and digital tool usage.
- **Branch Records:** Examination of daily transaction volumes, account opening data, and customer feedback reports.

3.4.3 Data Analysis

- Quantitative data was analyzed using descriptive statistics such as averages and medians to assess wait times, transaction durations, and queue lengths.
- Qualitative data from interviews was coded to identify recurring themes around process inefficiencies and technology adoption.

3.4.4 Ethical Considerations

All participants gave informed consent, and customer confidentiality was strictly maintained by anonymizing sensitive information. The study was conducted with full approval and cooperation from branch management.

3.5 Findings and Analysis

3.5.1 Customer Onboarding Process

3.5.1.1 Process Overview

The onboarding involves several manual steps including submitting paper forms, physical document verification, and approvals from multiple staff members. Customers often move between different counters, resulting in extended service times.

3.5.1.2 Timing Analysis

- The average time to complete onboarding was 45 minutes during peak periods and 35 minutes during quieter hours.
- Around 20% of onboarding cases were delayed due to incomplete documents, causing customers to make repeat visits.
- Staff indicated significant time is spent on manual data entry and validation.

3.5.2 Transaction Processing

3.5.2.1 Cash Deposits and Withdrawals

- About 90% of cash transactions were completed within 10 minutes.
- 8% of transactions flagged for suspicious activity required additional checks, adding roughly 15 minutes.
- The use of manual ledger backups slowed the transaction recording process.

3.5.2.2 Digital Transactions

- Digital transactions (via mobile and internet banking) made up about 30% of total transactions but were rarely supported or initiated by branch staff.

3.6.3 Queue Management

3.5.3.1 Queue Lengths and Waiting Times

- Peak hours saw average queues of 12 customers, with wait times often exceeding 15 minutes.
- During off-peak times, queues averaged 5 customers, with wait times around 7 minutes.
- A 6% rate of customers leaving without service was observed during busy periods.

3.5.3.2 Customer Feedback

Extended waiting and uncertainty about wait times caused dissatisfaction and negatively affected customer experience.

3.5.4 Use of Digital Tools

- The branch currently does not have self-service kiosks or tablet-based document capture.
- Staff showed limited proficiency with mobile banking applications and newer digital onboarding platforms.
- Resistance to digital tools was linked to concerns over errors and inadequate training.

3.5.5 Staff Insights

Interviews highlighted:

- Monotonous manual checks cause frustration and decrease efficiency.
- There was acknowledgment that digital onboarding could shorten wait times and decrease paperwork errors.
- Staff expressed interest in digital tools to automate routine tasks but worried about proper training.

3.6Summary and Conclusions

The study revealed that the Ring Road Branch of Standard Bank PLC encounters considerable operational challenges mainly due to manual, paper-based workflows and limited use of digital technologies. The customer onboarding process is lengthy, involving manual data entry delays and repeated document checks. In spite of the fact that transaction processing is generally efficient, manual backups and additional verification slow it down. Long queues during peak times negatively impact customer satisfaction, with some customers leaving without completing their transactions.

Because of training gaps and fear of making mistakes, staff engagement with digital tools is low, primarily These findings communicate with existing research stressing the importance of lean processes, digital transformation, and responsive service in banking.

Introducing digital solutions could streamline onboarding, monotonous repetitive tasks, and improve queue transparency. Training and change management are critical to overcoming staff resistance and making sure successful implementation.

3.7 Recommendations and Implications

3.7.1 Process Improvement

- Launch an online pre-screening system allowing customers to upload documents ahead of branch visits to reduce in-branch delays.
- Conduct lean process mapping to remove unnecessary verification steps in onboarding.

3.7.2 Digital Integration

- Implement tablet-based document scanning and KYC verification to minimize manual data entry errors.
- Introduce self-service booths for form completion and queue ticketing to improve customer flow and shorten wait times.
- Use an automated queue management system with real-time digital displays and SMS updates for customers.

3.7.3 Staff Training and Change Management

- Improve considerable training programs focused on new digital tools and revised methods.
- Reward staff who successfully adjust digital methods and develop service efficiency.
- Create a ‘digital champions’ program to inspire peer mentoring and knowledge sharing among employees.

3.7.4 Monitoring and Evaluation

- Establish monthly dashboards tracking metrics such as average onboarding duration, customer satisfaction, queue length, and transaction times.
- Pilot the suggested improvements in the Ring Road Branch over six months, comparing performance data before and after implementation.

3.7.5 Wider Implications

- Successful adoption can serve as a model for digital transformation over other branches of Standard Bank PLC.
- Increasing customer experience may boost customer retention, referrals, and overall profitability.
- Enhancing operational productivity reduces costs and creates opportunities for innovation and expansion.

Conclusion

The project at Standard Bank PLC’s Ring Road Branch revealed key operational challenges often faced by retail banks in developing regions. These challenges highlight the difficulties in managing customer service, improving process efficiency, and adopting new technologies within environments that may have limited resources and frameworks. Successfully overcoming these barriers calls for an extensive , multi-dimensional approach. This includes reworking current processes to make operations smoother and more productive, integrating digital tools to update services and enhance accessibility, and actively involving staff to make sure they are motivated and empowered to drive continuous improvements. By addressing these areas together, the bank can build a more agile and effective operational system. The recommendations outlined in this project provide practical guidance for Standard Bank to enhance its service quality, increase operational productivity, and develop customer satisfaction. These changes are required not only for daily operations but also support the bank's wider strategic goals centered around innovation and a strong commitment to customers. Eventually, applying these recommendations will enable Standard Bank to boost its competitive edge, strengthen customer loyalty, and continue advancing as an innovative leader in retail banking, especially within developing market contexts.

Reference:

https://en.wikipedia.org/wiki/Standard_Bank_PLC.

https://www.standardbankbd.com/Priority.php

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