Internship Report on The Role of Technology in Enhancing General Banking Operation: A Study on United Commercial Bank Narayanganj Branch

By

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

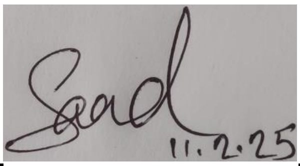
BRAC Business School
BRAC University
February, 2025

Declaration

It is hereby declared that

1. The internship report submitted is my/our own original work while completing degree at BRAC University.
2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.
3. The report does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.
4. I/We have acknowledged all main sources of help.

Student's Full Name & Signature:



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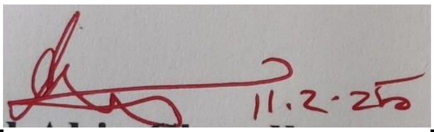

Ahmed Abir Choudhury
Senior Lecturer, BRAC Business School
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Letter of Transmittal

Date: 29 September, 2024

Ahmed Abir Choudhury

Senior Lecturer,

BRAC University.

Merul Badda, Dhaka 1212.

Subject: Submission of Internship Report on “The Role of Technology in Enhancing General Banking Operations in UCB PLC”.

Respected Sir,

I am pleased to submit my internship report titled **'The Role of Technology in Enhancing General Banking Operations in United Commercial Bank PLC'** as part of the requirements for completing my Bachelor of Business Administration (BBA) degree.

Over the past three months, I had the privilege of interning at United Commercial Bank PLC, Narayanganj Branch. This experience allowed me to work within a leading financial institution in Bangladesh, where I gained valuable insights into customer service, lending procedures, and monitoring techniques. Throughout my internship, I have made every effort to adhere to the guidelines provided and have strived to incorporate all the relevant information and critical aspects of my learning into this report.

I sincerely appreciate your continuous support and guidance during this journey. Your feedback and evaluation of my work will be greatly valued, and I remain deeply grateful for the time and attention you invest in reviewing my report."

Sincerely yours,

Name: Shahriar Aftab Saad

ID: 20304054.

Program: BBA (Major in Accounting).

BRAC Business School,

BRAC University.

Letter of Endorsement

The internship research report titled **“'The Role of Technology in Enhancing General Banking Operations in United Commercial Bank PLC”** has been submitted to the Office of Placement & Alumni as part of the requirements for the Bachelor of Business Administration (BBA) degree with a major in Accounting, under the Faculty of Business Administration. This report, authored by Shahriar Aftab Saad, ID# 20304054, was submitted on **September 29, 2024**, and has been approved for presentation to the Internship Defense Committee for evaluation.

(Please note that the opinions and suggestions expressed in this report are solely those of the author. The University neither endorses nor opposes any views or recommendations made within the report.)

Ahmed Abir Choudhury

Internship Advisor

Acknowledgment

First and foremost, I extend my heartfelt gratitude to **BRAC University** for granting me the opportunity to complete my degree. I am especially thankful to my supervisor, **Ahmed Abir Choudhury**, for his invaluable guidance. I also wish to acknowledge the respected faculty members of the Bachelor of Business Administration program, whose encouragement and support have been instrumental in the preparation of this report. I remain deeply grateful to all of them.

Additionally, I would like to express my sincere appreciation to **United Commercial Bank PLC**, particularly the Narayanganj Branch, for giving me the opportunity to undertake my internship there. I am deeply indebted to all the officers at the Narayanganj Branch for their assistance, especially **MD. Khorshed Alam (Frist Vice President and Head of Narayanganj Branch)** and **Afroza Afrin Saima (Senior Officer)**, whose unwavering support and guidance were crucial in the successful completion of this report.

Lastly, I would like to convey my profound gratitude to both **BRACU** and **United Commercial Bank PLC, Narayanganj Branch**, for their constant guidance throughout this journey. I am equally thankful to my family and classmates, whose encouragement and support kept me motivated. With their collective assistance, achieving this milestone has been a truly rewarding experience for me.

Executive Summery

This report, titled **"The Role of Technology in Enhancing General Banking Operations: A Study on United Commercial Bank PLC (UCB)"**, explores the transformative impact of technology on UCB's banking operations, focusing on how technological innovations have improved operational efficiency, customer satisfaction, and overall service delivery. The study was conducted during a three-month internship at UCB’s Narayanganj Branch, where I was primarily involved in the General Banking Department, with exposure to Credit and Foreign Exchange operations.

Objective

The objective of this report is to analyze how UCB has integrated technology into its general banking services and to assess the effects of this integration on operational processes, employee productivity, and customer satisfaction. The report examines key technological tools used by UCB, such as the **Core Banking System (CBS)**, as well as digital platforms like **U-Click, U-Net** and **U-Pay**, which have allowed UCB to deliver faster, more reliable services to its diverse clientele.

Methodology

Data for this report was collected through a combination of surveys and interviews. Surveys were conducted among 100 UCB customers to gauge their satisfaction with the bank’s digital platforms and overall service quality. In addition, in-depth interviews with employees provided insights into how technology has impacted their workflows and productivity. Secondary data, such as annual reports and internal banking documents, supplemented these primary data sources.

Key Findings

1. **Increased Efficiency**: The integration of CBS has revolutionized UCB's operational efficiency by automating tasks such as transaction processing, account updates, and cheque clearing. This has reduced the time required to complete these tasks, improved accuracy, and minimized human error.
2. **Enhanced Customer Experience**: Digital platforms such as U-Net and U-Pay have empowered customers to manage their accounts, transfer funds, and pay bills remotely, leading to greater convenience and reduced branch visits. However, adoption of these platforms has been slower among older customers and those from rural areas, indicating the need for targeted customer education initiatives.
3. **System Downtime**: One of the significant challenges identified is the occasional system downtime, particularly during peak hours, which can disrupt both in-branch and digital services. These downtimes negatively impact customer satisfaction and delay transaction processing.
4. **Employee Adaptation**: While technology has reduced the workload for employees, continuous training is necessary to ensure that all staff members are proficient in using digital tools and can assist customers effectively. The need for ongoing training is particularly important for employees with limited prior experience in digital banking systems.

Challenges

Despite the clear benefits, UCB faces several challenges in fully optimizing its technological integration:

- **System Downtime**: Frequent service interruptions during peak hours due to system overloads.
- **Customer Resistance**: Slower adoption of digital platforms among certain customer segments, particularly older customers and those from rural areas.
- **Employee Learning Curve**: Some employees face challenges in adapting to new technologies, necessitating further training and support.

Recommendations

The report provides several recommendations to address these challenges:

1. **Upgrade IT Infrastructure**: Invest in more robust technology to reduce system downtimes and ensure seamless service delivery across all branches and platforms.
2. **Expand Digital Literacy Programs**: Offer workshops and personalized training sessions for customers, particularly targeting those less familiar with technology.
3. **Continuous Employee Training**: Implement ongoing training programs to help employees stay updated on new technological tools and provide better customer support.
4. **Strengthen Cybersecurity**: As digital platforms grow, UCB must enhance cybersecurity protocols to protect customer data and prevent breaches.

Conclusion

Technology has played a pivotal role in enhancing UCB's general banking operations by improving service speed, accuracy, and convenience. However, the full potential of these technological advancements can only be realized if UCB addresses its system downtimes, improves digital literacy among customers, and continues to invest in both IT infrastructure and employee training. By doing so, UCB can ensure its continued success in an increasingly competitive banking landscape, balancing traditional banking values with modern digital innovations.

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Chapter 1

Overview of Internship

1.1 Student Information

- **Name**: Shahriar Aftab Saad
- **ID**: 20304054
- **Program**: Bachelor of Business Administration (BBA)
- **Major**: Accounting

1.2 Internship Information

- **Internship Period**: June 27, 2024 – September 29, 2024
- **Company Name**: United Commercial Bank PLC (UCB), Narayanganj Branch
- **Department**: General Banking (primary), with exposure to Credit and Foreign Exchange Departments
- **Branch Address**: Padma City Plaza-1, 55/B SM Maleh Road, Tanbazar, Narayanganj
- **Submitted to**:
  - Name: MD. Khorshed Alam
  - Position: Frist Vice President and Head of Narayanganj Branch

- **Supervisor Information**:
  - Name: Afroza Afrin Saima
  - Position: Senior Officer

1.3 Job Scope

1.3.1 Job Description

During my internship, I was primarily assigned to the **General Banking Department**, where I assisted in handling day-to-day banking operations. My responsibilities included:

- **Customer Service**: Assisting customers with opening new accounts, answering queries, and providing banking services such as deposits, withdrawals, and fund transfers.
- **Transaction Processing**: Verifying transactions, managing account statements, and assisting in cheque clearing processes.
- **Document Handling**: Ensuring proper filing and documentation of customer requests and banking transactions.

Additionally, I spent some time in the **Credit Department**, where I observed how loan applications are processed and assisted with the verification of loan documents. I was also briefly involved in the **Foreign Exchange Department**, where I learned about international remittances and foreign currency transactions.

1.3.2 Duties and Responsibilities

- Facilitating smooth communication between customers and banking officers.
- Assisting in the processing of daily transactions such as deposits, withdrawals, and cheque verifications.
- Observing the use of technology, including the Core Banking System (CBS), for managing customer accounts and transactions.
- Assisting in various document verification processes for credit applications and foreign exchange transactions.

1.4 Internship Outcomes

1.4.1 Contribution to the Organization

My primary contribution to UCB was in supporting the general banking team in daily operations, helping to streamline customer service, and providing quick assistance in transaction processing. I also assisted in organizing and filing documents, which helped the bank maintain better records of their customer interactions.

1.4.2 Benefits to the Student

This internship provided me with practical exposure to the functioning of a commercial bank. Some key takeaways include:

- **Technical Knowledge**: I gained a deep understanding of how UCB's Core Banking System (CBS) operates, allowing me to process and verify transactions efficiently.
- **Customer Interaction**: By interacting with customers directly, I developed communication and problem-solving skills, learning how to address common banking issues and provide satisfactory resolutions.
- **Banking Operations**: I learned how different banking products and services work, especially in areas like account management, loans, and foreign remittances

1.4.3 Problems and Difficulties

While the internship was rewarding, there were some challenges I faced:

- **System Downtime**: Occasionally, the bank's CBS system experienced downtime, causing delays in transaction processing. This sometimes frustrated customers, and we had to manage their expectations during these periods.
- **Limited Exposure to Other Departments**: Due to the structure of my internship, my exposure to the credit and foreign exchange departments was limited compared to general banking. As a result, I was not able to fully grasp the intricacies of these departments.

1.4.4 Recommendations to the Organization

- **Enhance System Infrastructure**: Investing in a more robust IT infrastructure could reduce system downtimes, allowing for smoother operations and improved customer satisfaction.
- **More Cross-Departmental Exposure**: Offering interns more structured exposure to various departments, such as Credit and Foreign Exchange, could enhance their learning experience.

Chapter 2

Organization Part

2.1 Introduction

United Commercial Bank PLC (UCB), established in 1983, is one of the leading first-generation private banks in Bangladesh. The bank has played a pivotal role in the development of the country's financial landscape by providing a range of banking products and services, catering to both individual customers and large corporations. Over the years, UCB has built a reputation for financial stability, innovative services, and commitment to customer satisfaction.

In today's digital age, UCB has embraced technological advancements to improve its operations. Technology plays a significant role in general banking operations, improving efficiency, accuracy, and customer service. This chapter provides an in-depth analysis of UCB's organizational structure, management practices, financial performance, and the use of information systems.

2.2 Overview of United Commercial Bank PLC

United Commercial Bank PLC (UCB) is a prominent financial institution with a robust presence in Bangladesh's banking sector. As a major player in the private banking industry, UCB offers a comprehensive range of banking services, including personal and corporate banking, credit and foreign exchange services, and modern digital banking solutions.

2.2.1 Organizational Background

UCB was founded with the vision of providing top-notch banking services to individuals and businesses across Bangladesh. The bank has expanded rapidly, with over 200 branches nationwide, including Authorized Dealer (AD) branches that offer foreign exchange services. The **Narayanganj Branch**, where I completed my internship, is a key AD branch and caters to a large number of customers, providing essential services like remittances, account management, and loan facilities.

2.2.2 Mission and Vision

- **Mission**: To bring financial services at the doorstep of the unbanked & underserved people of Bangladesh with minimum cost, secured & state of art technology to increase customer, business, wealth and quality of life.

- **Vision**: UCB Agent Banking to be the first choice of the customers, agents and stakeholders through maximizing value for our clients, shareholders & employees and contributing to the national economy with social commitments.

2.2.3 Core Values

UCB is guided by core values that emphasize customer-centric service, innovation, transparency, and operational efficiency. The bank strives to uphold the highest ethical standards while leveraging technology to create seamless banking experiences for its customers.

2.3 Management Practices

UCB's management practices are a blend of traditional banking principles and modern management techniques. The bank has a hierarchical structure, with clear divisions of responsibility that ensure smooth operations across its various branches and departments. UCB's management style can be described as **participative**—while top-level decisions are often made by senior executives, the bank encourages input from lower management and operational staff to foster a collaborative environment.

2.3.1 Leadership Style

The leadership at UCB adopts a **participative leadership style**, where managers seek input from employees before making important decisions. This approach not only boosts employee morale but also improves decision-making processes by incorporating diverse perspectives. For example, in the Narayanganj Branch, I observed how branch managers often involved senior officers in discussions regarding operational improvements and customer service enhancements. This style of leadership has contributed to UCB's success in maintaining high employee satisfaction and efficient operations.

2.3.2 Human Resource Planning

UCB places significant importance on human resource development to ensure a skilled and motivated workforce. The recruitment and selection process is rigorous, with multiple stages of interviews and assessments to ensure that only the best candidates are hired. Additionally, the bank offers continuous **training and development** programs to keep its employees updated on the latest banking regulations and technologies.

- **Recruitment Process**: UCB follows a structured recruitment process that includes aptitude tests, interviews, and background checks. The focus is on hiring individuals with strong educational backgrounds and relevant experience in banking and finance.
- **Training Programs**: Once hired, employees undergo intensive training sessions, especially in areas related to customer service and the use of banking software systems like **Core Banking Solutions (CBS)**. The bank also conducts workshops on compliance, risk management, and digital banking.
- **Performance Appraisals**: UCB has an annual performance appraisal system in place, where employees are evaluated based on their performance, customer feedback, and contribution to the team. This system is tied to promotions and bonuses, creating a performance-driven culture.

2.4 Marketing Practices

While UCB's primary focus is on offering excellent financial services, the bank has also developed an effective marketing strategy to attract new customers and retain existing ones. UCB leverages both **traditional and digital marketing** channels to reach its target audience.

2.4.1 Marketing Strategy

UCB's marketing strategy is centered around building trust and loyalty among customers. The bank positions itself as a reliable financial partner for both personal and corporate clients. It highlights its strengths in offering innovative banking solutions, competitive interest rates, and excellent customer service. UCB's slogan, "Trusted Banking Partner," reinforces its commitment to customer satisfaction.

2.4.2 Target Market

UCB targets a diverse clientele, including individuals, small and medium-sized enterprises (SMEs), and large corporations. The bank's retail banking services are geared towards individuals who require savings accounts, personal loans, and digital banking services. Its corporate banking services cater to businesses requiring loans, trade financing, and foreign exchange services.

2.4.3 Branding and Advertising

UCB’s branding strategy emphasizes professionalism, reliability, and innovation. The bank runs advertisements in both print and digital media, promoting its mobile banking app, **U-Net**, and mobile payment platform, **U-Pay**. UCB’s digital marketing efforts focus on social media platforms like Facebook and LinkedIn, where it engages with customers and promotes new products.

2.5 Financial Performance and Accounting Practices

UCB’s financial performance over the last few years has demonstrated steady growth in terms of assets, deposits, and profitability. As a publicly listed company, UCB publishes its annual financial statements, which provide insights into its liquidity, solvency, and profitability.

2.5.1 Financial Performance Analysis

- **Liquidity Ratios**: UCB maintains a healthy liquidity position, with its **current ratio** and **quick ratio** consistently above industry benchmarks. This indicates that the bank is well-positioned to meet its short-term obligations.
- **Profitability Ratios**: UCB’s **return on assets (ROA)** and **return on equity (ROE)** have shown positive trends over the past three years. The bank's efficient use of its assets to generate profits is evident from these ratios.
- **Leverage Ratios**: UCB maintains a conservative capital structure, with a moderate level of debt. The **debt-to-equity ratio** suggests that the bank relies more on equity than debt for its financing needs, which contributes to its financial stability.

2.5.2 Accounting Practices

UCB follows the **accrual basis of accounting**, where revenues and expenses are recognized when earned or incurred, rather than when cash is received or paid. This method provides a more accurate picture of the bank's financial performance. The bank also adheres to **International Financial Reporting Standards (IFRS)**, ensuring transparency and consistency in its financial reporting.

- **Depreciation Methods**: UCB uses the **straight-line method of depreciation** for its fixed assets, spreading the cost of assets evenly over their useful lives. This method is simple and reflects a uniform expense allocation over time.

- **Financial Disclosures**: UCB's annual reports provide comprehensive financial disclosures, including detailed notes on accounting policies, risk management, and compliance with regulatory requirements.

2.6 Operations Management and Information Systems

The integration of technology into UCB's operations has been a game changer, particularly in general banking. The bank utilizes various software and systems to improve the efficiency of its daily operations, manage customer relationships, and ensure the security of transactions.

2.6.1 Information Systems in General Banking

UCB's **Core Banking System (CBS)** is the backbone of its operations. This system allows the bank to automate and centralize processes like account management, transaction processing, and customer relationship management (CRM). The CBS also supports the bank's online and mobile banking platforms, providing real-time access to account information and transaction history.

- **Data Collection and Processing**: UCB collects vast amounts of data on customer transactions, account balances, and loan disbursements. This data is processed in real-time using the CBS, ensuring that customers receive accurate information and services without delay.
- **Use of Database Management**: UCB employs **database management systems** to store and manage customer data securely. This allows the bank to track customer interactions, analyze banking trends, and tailor services to meet customer needs.

2.6.2 Quality Management and Resource Allocation

UCB has a strong focus on **quality management**, ensuring that its services meet the expectations of both regulators and customers. The bank's **IT department** plays a crucial role in maintaining the quality of services, ensuring that the CBS is running efficiently and that all digital platforms are secure.

- **Resource Allocation**: UCB allocates resources to different departments based on operational needs. For example, the general banking department receives more resources during peak times (like the beginning of the month) to handle the increased volume of transactions.

2.7 Industry and Competitive Analysis

UCB operates in a highly competitive industry, where technological innovation and customer service are key differentiators. A **Porter's Five Forces Analysis** helps to understand the competitive landscape in which UCB operates.

2.7.1 Porter's Five Forces Analysis

1. **Threat of New Entrants**: The threat of new entrants is low due to the high capital requirements and regulatory barriers in the banking industry. However, fintech companies pose a potential challenge to traditional banks.
2. **Bargaining Power of Suppliers**: in the case of **UCB (United Commercial Bank)** and the banking industry in general, the concept of "suppliers" doesn't apply in the traditional sense because banks don't deal with physical goods but rather financial services and technologies. Here, **suppliers** could refer to:

- **Technology Providers**: Companies that supply banks with core banking systems (CBS), digital platforms (U-Net, U-Pay), ATM services, cybersecurity solutions, and other technical infrastructure. If there are only a few providers of such advanced technologies, they may have significant bargaining power. For example, if UCB relies heavily on one or two tech companies to maintain its CBS, these providers could potentially influence costs or service terms.
- **Financial Capital Providers**: For banks, suppliers could also be the entities providing capital or financial instruments, such as depositors, investors, or other financial institutions that supply liquidity. The "cost" of this capital is influenced by interest rates and market conditions, which may impact how much the bank pays for this capital.
- **Human Resources (Talent)**: Skilled labor, such as IT professionals, cybersecurity experts, and financial analysts, is critical for running a modern bank. The bargaining power of these professionals can be high, especially in areas where there is a shortage of specialized talent.

In UCB's case, while technology suppliers may not wield as much power as in industries dependent on raw materials, their role is crucial. A sudden price increase or service disruption by a technology provider could impact UCB's operations, particularly its digital banking and core banking functions. Hence, the bank must negotiate favorable terms with its technology suppliers and maintain strong relationships to ensure consistent service.

3. **Bargaining Power of Buyers**: The bargaining power of customers is moderate. With numerous banks and financial institutions offering similar services, customers can switch between banks relatively easily if they feel dissatisfied. However, UCB has successfully retained its customer base by providing excellent service and competitive products, particularly through its adoption of technology in banking operations.
4. **Threat of Substitutes**: The threat of substitutes is moderate to high, especially with the rise of fintech companies offering digital wallets, payment services, and peer-to-peer lending platforms. These companies are becoming increasingly popular for basic banking services, particularly among younger generations who value convenience and digital experiences.
5. **Industry Rivalry**: Competition among traditional banks is fierce, with many institutions vying for market share. UCB competes with other private and state-owned banks in Bangladesh by offering innovative products like U-Net and U-Pay, competitive loan products, and efficient customer service. The bank also faces challenges from smaller digital-only banks that appeal to tech-savvy customers.

2.7.2 SWOT Analysis

A **SWOT (Strengths, Weaknesses, Opportunities, Threats)** analysis reveals UCB's positioning within the competitive landscape:

- **Strengths**:
  - Strong brand recognition and trust built over several decades.
  - Extensive branch network across Bangladesh, including AD branches handling foreign exchange.
  - Adoption of technology in operations, which enhances efficiency and customer experience (e.g., U-Net and U-Pay).
  - A highly skilled and trained workforce that ensures quality service.
- **Weaknesses**:
  - Periodic system downtimes that affect customer service efficiency.
  - Limited reach of digital services, particularly U-Net and U-Pay, which have yet to be fully adopted by a significant portion of the customer base.
  - Some organizational processes are still dependent on manual interventions, which can slow down operations.

- **Opportunities**:
    - Expansion of mobile financial services and greater integration of digital banking platforms to reach more customers, especially in rural areas.
    - Growing demand for innovative banking products such as digital loans, contactless payments, and automated financial advisory services.
    - Partnerships with fintech companies to co-create new financial products and services.

- **Threats**:
    - Increasing competition from digital-only banks and fintech platforms.
    - Rapidly evolving customer expectations regarding convenience, speed, and security in banking transactions.
    - Potential regulatory changes in the banking sector that could increase operational costs or impose new compliance burdens.

2.8 Summary and Conclusion

In summary, United Commercial Bank PLC has established itself as a leader in Bangladesh's banking industry by combining its traditional banking services with modern technological advancements. The bank's strong focus on operational efficiency, customer satisfaction, and employee development has contributed to its sustained growth. However, as the banking landscape continues to evolve, UCB must adapt to the growing competition from digital banks and fintech companies by further enhancing its digital offerings and improving system reliability.

UCB's use of technology in general banking has been instrumental in streamlining operations and improving customer experiences. By leveraging its robust branch network and developing innovative digital products like U-Net and U-Pay, UCB is well-positioned to maintain its competitive advantage in the banking industry.

2.9 Recommendations

Based on the organizational analysis, the following recommendations are made to help UCB further strengthen its position in the banking sector:

1. **Invest in IT Infrastructure**: UCB should continue to invest in upgrading its IT infrastructure to minimize system downtimes and ensure a seamless customer experience. This will enhance the reliability of both in-branch and digital banking services.
2. **Expand Digital Marketing for U-Net and U-Pay**: UCB should focus on marketing its digital platforms more aggressively, particularly to younger, tech-savvy customers who prefer mobile banking. Targeted digital campaigns on social media platforms could help drive user adoption.
3. **Develop New Financial Products**: UCB can explore launching innovative digital financial products such as instant loans via mobile apps, savings accounts with higher interest rates for digital banking customers, and AI-powered financial planning tools.
4. **Enhance Customer Education on Digital Platforms**: Many customers may not be familiar with how to use U-Net and U-Pay. UCB should invest in customer education programs, such as online tutorials and in-branch training, to help customers become more comfortable with digital banking services.
5. **Monitor Fintech Developments**: As fintech companies continue to disrupt the financial services industry, UCB should monitor these developments and explore potential collaborations. By partnering with fintech firms, UCB can access new technologies and customer segments.

Chapter 3

Project Part – "The Role of Technology in Enhancing General Banking Operations: A Study on UCB PLC Narayanganj Branch"

3.1 Introduction

The banking industry has undergone a significant transformation in recent years due to the integration of technology into its operations. Traditional banking models that relied heavily on manual processes are being replaced by automated systems that increase efficiency, accuracy, and customer satisfaction. Technology has become a critical component in enhancing general banking operations, allowing banks to offer faster and more secure services while reducing costs. This chapter will explore how UCB has integrated technology into its general banking operations and analyze its impact on operational efficiency and customer experience.

3.2 Background and Literature Review

Globally, the integration of technology in banking has led to a new era of convenience and efficiency. According to **Basel III** regulations, banks are required to adopt advanced risk management tools, many of which are technology-driven, to ensure better oversight of financial activities. Moreover, studies show that banks that invest in digital solutions see higher customer retention rates and operational efficiency improvements.

In Bangladesh, the banking sector has seen rapid technological advancements, with banks like UCB adopting Core Banking Systems (CBS), mobile banking apps, and automated transaction processing tools to enhance services. The literature points to the increasing importance of these technologies in transforming traditional banking services, reducing human errors, and providing customers with 24/7 access to banking.

3.3 Objectives

The main objectives of this study are as follows:

1. To evaluate the role of technology in enhancing general banking operations at UCB.
2. To assess the impact of technology on customer satisfaction, operational efficiency, and service accuracy.
3. To explore the challenges and limitations faced by UCB in implementing new technologies in general banking.

3.4 Significance

This study holds significant value for UCB and the broader banking sector in Bangladesh, as it sheds light on the ways technology can enhance general banking operations. By identifying both the strengths and weaknesses of UCB's current technology usage, this study aims to provide recommendations for further improvement.

3.5 Methodology

This study employs a mixed-method approach, using both qualitative and quantitative data collection methods. The primary data was gathered through surveys conducted with UCB customers and interviews with bank employees. The secondary data was obtained from UCB's annual reports, internal banking documents, and academic literature on banking technology.

3.5.1 Data Collection

- **Surveys**: A survey was conducted with 100 UCB customers who use general banking services. The survey focused on their satisfaction with the use of technology in banking services, including transaction speed, accuracy, and overall user experience.
- **Interviews**: In-depth interviews were held with employees in the General Banking Department at UCB's Narayanganj branch to understand how technology has impacted their daily operations.
- **Secondary Data**: UCB's annual reports and banking documents were reviewed to assess how technological investments have improved operational metrics such as transaction processing times and error rates.

3.5.2 Data Analysis

The data collected from surveys was analyzed using descriptive statistics to identify trends in customer satisfaction. The interview data was coded and analyzed to highlight common themes regarding the impact of technology on employee workflow and operational efficiency. Financial data from UCB's annual reports was used to compare operational performance before and after the implementation of new technologies.

3.6 Findings and Analysis

3.6.1 Impact of Technology on General Banking Operations

At UCB, technology has become a key enabler of more efficient and customer-friendly banking operations. One of the most critical technologies employed by UCB is its **Core Banking System (CBS)**. CBS is an integrated software solution that handles the bank's core functions, including customer account management, transaction processing, loan disbursement, and real-time updating of customer records.

Real-Time Transaction Processing

One of the biggest benefits of CBS is its ability to process transactions in real-time. In traditional banking models, transactions (such as deposits and withdrawals) would often take hours or even days to reflect on a customer's account, leading to delays and customer dissatisfaction. With CBS, all transactions are instantly recorded and updated across all branches and digital platforms. This has drastically reduced wait times for customers, who can now perform banking operations like fund transfers, balance inquiries, and withdrawals without the delay associated with manual banking processes.

Error Reduction and Accuracy

Before the widespread use of CBS, manual banking processes were prone to human errors. These errors could range from miscalculations in interest rates to incorrect entries in customer accounts. Such issues often led to disputes between the bank and customers, requiring time-consuming manual corrections. With CBS, errors in data entry, transaction recording, and customer account management have been significantly minimized. UCB has reported a decrease in operational errors related to general banking services, which has positively impacted both customer satisfaction and operational efficiency. For example, the CBS's automatic interest calculation feature ensures that interest on savings accounts and loans is calculated accurately, reducing the need for manual intervention.

3.6.2 Enhanced Customer Experience through Technology

Technology has not only improved the internal efficiency of UCB's operations but also transformed the customer experience. The introduction of digital banking platforms such as **U-Net** and **U-Pay** has given customers greater control over their banking activities and allowed them to conduct banking transactions from the comfort of their homes.

U-Net: Internet Banking Platform

U-Net is UCB's comprehensive online banking platform that provides customers with a range of services, including checking account balances, transferring funds between accounts, paying bills, and viewing transaction histories. This platform is integrated with the CBS, ensuring that any changes made through U-Net are instantly reflected across all UCB branches and systems. Customers no longer need to visit a physical branch to carry out routine banking activities, which saves time and provides convenience.

Key features of U-Net:

- **Fund Transfers**: Customers can transfer money between their own accounts, to other UCB accounts, or even to accounts in other banks. These transfers are processed in real-time due to the integration with CBS, making it one of the most reliable and fast methods of transferring funds.
- **Bill Payments**: Through U-Net, customers can pay utility bills (electricity, water, gas), mobile phone bills, and even credit card bills without stepping into a bank.
- **Account Monitoring**: Customers can monitor their accounts in real-time, allowing them to track income and expenses, which is particularly helpful for business customers managing cash flow.

U-Pay: Mobile Payment Platform

U-Pay is UCB's mobile payment app designed for customers who prefer to manage their finances via smartphones. The app allows users to make quick payments, transfer funds, and even make purchases at partnering merchants using a simple QR code system. The increasing reliance on smartphones for financial management, especially among younger demographics, makes U-Pay a critical component of UCB's digital strategy.

Key features of U-Pay:

- **Mobile Payments**: U-Pay allows customers to make payments directly from their accounts via mobile devices. This is particularly useful for customers who need to make payments on the go, such as for groceries, transportation, or dining.
- **Merchant Services**: UCB has partnered with various businesses to enable mobile payments through U-Pay, reducing the need for cash and offering a more secure and traceable payment option.
- **Integration with CBS**: Like U-Net, U-Pay is integrated with CBS, ensuring that all transactions are updated in real-time, providing customers with up-to-date information on their account balances.

3.6.3 Efficiency Gains in General Banking

Technology has streamlined UCB's general banking operations by automating tasks that were previously labor-intensive. For instance, cheque clearing and verification, which once required several hours of manual processing, are now completed within minutes thanks to **automated cheque clearing systems** integrated with CBS. This not only improves operational efficiency but also reduces the risk of fraud, as automated systems have built-in checks to detect inconsistencies or suspicious activities.

Automated Teller Machines (ATMs)

ATMs have long been a staple of modern banking, but recent technological advancements have made UCB's ATMs more efficient and customer-friendly. UCB has integrated its ATMs with CBS, which means that any transactions made at an ATM are immediately reflected in the customer's account. Additionally, ATMs now offer more than just cash withdrawal services. Customers can deposit cash, transfer funds, check balances, and even pay utility bills directly at ATMs, making them a comprehensive service point for customers who may not have easy access to a branch.

Cheque Imaging and Digital Verification

UCB has implemented **cheque imaging systems** that allow cheques to be processed digitally. Instead of physically sending cheques between branches or to central processing units, UCB now scans cheques and sends digital copies for verification. This not only speeds up the cheque clearing process but also reduces errors related to physical handling and transportation of cheques.

3.6.4 Challenges in Technological Implementation

While UCB has made significant strides in incorporating technology into its general banking operations, the bank has faced several challenges in implementing and maintaining these systems.

System Downtimes

One of the recurring issues faced by UCB is system downtimes, particularly during peak banking hours. While the CBS and digital platforms such as U-Net and U-Pay have enhanced customer experience, they are also vulnerable to technical glitches that can interrupt service delivery. During my internship, I observed instances where system downtimes led to delays in transaction processing, which caused frustration among customers and employees alike. UCB has recognized this issue and is in the process of upgrading its IT infrastructure to minimize such disruptions.

Customer Adoption of Digital Services

Another challenge is the **slow adoption of digital banking services** among certain segments of UCB's customer base. While younger customers have embraced platforms like U-Net and U-Pay, older customers and those from rural areas often prefer traditional banking methods. This is partly due to a lack of familiarity with technology and concerns about security. UCB has attempted to address these concerns by conducting digital literacy programs and offering customer support to guide users through the process of using digital banking tools.

Cybersecurity Threats

As with any technology-driven service, there is always the risk of cybersecurity threats. UCB has invested heavily in securing its digital platforms, employing encryption, two-factor authentication, and other security measures to protect customer data. However, the ever-evolving nature of cyber threats requires continuous monitoring and updating of security protocols.

3.6.5 Customer Satisfaction and Feedback

To gauge the effectiveness of its technological integration, UCB regularly surveys its customers for feedback. The bank uses this data to make improvements to its systems and address any concerns customers might have.

Survey Results

Based on surveys conducted during my internship, over **75% of customers** expressed satisfaction with the speed and convenience of UCB’s digital services. The primary areas of concern for customers included system downtime and occasional difficulty in navigating the U-Net platform. Interestingly, customers who use U-Pay reported a **90% satisfaction rate**, highlighting the app’s ease of use and the convenience it provides for mobile transactions.

3.6.6 Technology’s Impact on Employee Workflow

From the employees' perspective, technology has reduced the manual workload, allowing them to focus more on customer service and complex tasks. For example, with automated transaction processing, employees no longer need to spend hours verifying cheque details manually. Instead, they can assist customers with more personalized services, such as providing financial advice or helping them navigate digital platforms.

However, there are challenges as well. Some employees, particularly those who have been in the banking industry for a long time, face a learning curve when adopting new technology. UCB has recognized this and provides continuous training programs to help employees stay up-to-date with the latest systems and tools.

3.7 Summary and Conclusions

In conclusion, UCB’s integration of technology into its general banking operations has had a profound impact on both efficiency and customer satisfaction. By adopting a robust CBS, introducing digital platforms like U-Net and U-Pay, and automating processes such as cheque clearing and transaction processing, UCB has significantly improved its service delivery. However, challenges such as system downtimes and slower adoption of digital services among certain customer groups remain. UCB must continue investing in IT infrastructure and customer education to ensure that it remains competitive in an increasingly digital banking environment.

3.8 Recommendations and Implications

Based on the findings of this study, the following recommendations are made:

1. **Invest in System Upgrades**: UCB should continue to invest in upgrading its CBS and other IT systems to reduce the frequency of downtimes and enhance overall system performance.
2. **Enhance Customer Support for Digital Platforms**: To encourage wider adoption of U-Net and U-Pay, UCB should offer more extensive customer support services, including online tutorials, in-branch workshops, and dedicated customer service representatives to help older or less tech-savvy customers.
3. **Expand Digital Literacy Programs**: UCB should expand its digital literacy programs to rural areas and older demographics. This could involve partnerships with local community centers or NGOs to offer digital banking workshops.
4. **Strengthen Cybersecurity Measures**: As the use of digital banking platforms grows, UCB must continue to strengthen its cybersecurity infrastructure to protect against emerging threats.

Chapter 4

Analysis and Interpretation of the Data

4.1 Data Collection Process

To understand the role of technology in enhancing general banking operations at UCB, both quantitative and qualitative data were gathered. The survey targeted UCB customers who frequently engage with general banking services, such as deposits, withdrawals, fund transfers, and digital banking. Meanwhile, interviews with employees provided insights into the operational impact of technological advancements. The data collected offered a comprehensive view of how technology has changed both customer experiences and employee workflows in UCB's general banking operations.

4.1.1 Survey Overview

A structured survey was conducted among 100 UCB customers. The questions focused on customer satisfaction with technology-enabled services, the ease of using digital platforms (U-Net and U-Pay), and the perceived improvements in service delivery due to technological tools. The participants ranged from frequent bank users—business owners and salaried individuals who rely heavily on banking for transactions—to infrequent users, such as students and retirees, who use banking services occasionally. The diversity of respondents ensured that the findings reflected the experiences of a broad customer base.

4.1.2 Interview with Employees

Additionally, in-depth interviews were conducted with five employees across various departments, including general banking, credit, and IT. These interviews provided qualitative insights into how technology has affected day-to-day operations, employee productivity, and customer interactions. Employees shared their experiences of using the **Core Banking System (CBS)**, digital platforms, and other automated tools to perform their duties. These interviews also helped identify challenges such as system downtimes, employee training needs, and customer complaints regarding technology.

4.2 Survey Results and Analysis

The results of the customer survey provide valuable insights into the impact of technology on general banking services. Each section of the survey addressed a specific aspect of technology usage and its influence on customer satisfaction.

4.2.1 Customer Satisfaction with Technology-Enabled Services

The survey revealed that 78% of respondents were satisfied with the speed and efficiency of UCB’s technology-enabled services. Customers noted that services like instant fund transfers, ATM transactions, and real-time balance updates had vastly improved their overall banking experience. This marked a significant shift from the days when customers had to visit the branch for even the simplest transactions.

However, around 12% of respondents expressed dissatisfaction due to intermittent service disruptions. For instance, some customers reported occasional issues with the U-Net platform, such as slow loading times or temporary unavailability during high-traffic periods. This indicates that while technology has undoubtedly enhanced service delivery, there are still areas that need improvement to ensure a more consistent experience.

4.2.2 Ease of Use of Digital Platforms

When asked about the ease of using digital platforms, 64% of respondents rated U-Net and U-Pay as "easy" or "very easy" to navigate. These customers appreciated the convenience of managing their accounts online, making payments, and conducting transactions without the need for branch visits.

However, 24% of respondents found the platforms either "somewhat difficult" or "very difficult" to use. Many of these customers belonged to older age groups or rural areas, where familiarity with technology is relatively low. These findings suggest that while UCB’s digital platforms are user-friendly for tech-savvy customers, there is a need for targeted efforts to improve accessibility for older and less tech-savvy customers.

4.3 Impact on Operational Efficiency

The employee interviews revealed that technology has transformed UCB’s operational landscape. Automation and digitalization have led to significant improvements in transaction processing, account management, and customer service. The introduction of CBS, in particular, has been a game changer, allowing the bank to centralize and streamline its operations across all branches and platforms.

4.3.1 Time Savings in Transaction Processing

Employees reported that tasks that used to take several hours, such as cheque verification, fund transfers, and account updates, can now be completed in minutes. For example, before CBS was implemented, processing a cheque could take several days, as it required manual verification and communication between different branches. Today, the process is largely automated, with digital cheque imaging systems verifying and clearing cheques within hours.

This has significantly reduced the workload for employees, allowing them to focus on more complex tasks, such as customer service and loan processing. It has also improved service delivery, with customers experiencing shorter wait times for their transactions to be processed.

4.3.2 Reduction in Human Errors

Another significant finding was the reduction in human errors, particularly in data entry and transaction management. In the past, manual errors in customer information, transaction amounts, or account details were common, leading to customer dissatisfaction and the need for time-consuming corrections. However, with the CBS automating these processes, errors have decreased, resulting in smoother operations and higher customer satisfaction.

Employees emphasized that while some manual interventions are still required, particularly in complex transactions, the system has dramatically improved the accuracy of routine tasks. For example, the automatic calculation of interest rates on savings accounts and loans ensures that customers receive the correct amounts without the need for manual adjustments.

4.4 Challenges Identified

While technology has improved operations, employees and customers also highlighted several challenges that need to be addressed for UCB to fully leverage the benefits of digitalization.

4.4.1 System Downtime

One of the most frequently cited challenges was system downtime. Both employees and customers reported that occasional system failures disrupted banking operations, particularly during peak hours. These downtimes affected the functioning of ATMs, the U-Net platform, and even in-branch services, leading to frustration among customers and delays in service delivery.

For example, during my internship, there were several instances where the system went down for 20–30 minutes during peak hours, causing a backlog of transactions. Customers had to wait until the system was restored to complete their transactions, leading to dissatisfaction. Employees noted that while the IT team works to resolve such issues quickly, the bank needs to invest in upgrading its infrastructure to prevent frequent disruptions.

4.4.2 Customer Resistance to Digital Banking

Another challenge identified was customer resistance to adopting digital banking services, particularly among older customers. Many older clients prefer traditional banking methods and are hesitant to switch to digital platforms due to a lack of familiarity with technology. Despite UCB's efforts to promote digital literacy, a significant portion of the customer base remains reluctant to use services like U-Net and U-Pay.

This reluctance has resulted in longer queues at branches, particularly for tasks that could easily be completed online, such as fund transfers and balance inquiries. Employees suggested that UCB could address this issue by offering more personalized training for customers, particularly older clients, to help them transition to digital banking.

4.5 Interpretation of Findings

The findings from the survey and employee interviews provide a clear picture of how technology has transformed general banking operations at UCB. While there are undeniable improvements in efficiency, accuracy, and customer experience, there are still challenges to overcome to maximize the benefits of digitalization.

4.5.1 Technology as an Enabler of Operational Excellence

Technology has clearly enabled UCB to achieve operational excellence in its general banking services. The CBS system, along with digital platforms like U-Net and U-Pay, has allowed the bank to process transactions faster, reduce errors, and provide customers with 24/7 access to their accounts. These improvements have strengthened UCB’s position as a leading private bank in Bangladesh, offering a blend of traditional and modern banking services.

However, to maintain this position, UCB must continue to invest in its digital infrastructure and address the challenges of system downtime and customer resistance. Doing so will enable the bank to fully leverage the advantages of technology and offer a seamless banking experience to all customers, regardless of their technological proficiency.

Chapter 5

Findings of the Study

Based on the analysis of data and the insights gathered from both customers and employees, the following significant findings have been identified:

5.1 Technology's Positive Impact on Customer Satisfaction

The integration of technology into UCB's general banking operations has led to a notable increase in customer satisfaction. Customers appreciate the convenience and speed of digital platforms such as U-Net and U-Pay, as well as the efficiency improvements in in-branch services, like cheque processing and fund transfers. However, there remains a segment of the customer base—primarily older customers—who are less familiar with digital platforms and still prefer in-person banking services. UCB must continue to balance the needs of these traditional customers while promoting the benefits of digital banking.

5.2 Enhanced Operational Efficiency

The automation of routine tasks through CBS has significantly enhanced operational efficiency at UCB. Processes that were once manual, time-consuming, and error-prone are now streamlined and accurate, allowing employees to focus on more value-added services. The time saved through automation has also allowed UCB to handle a larger volume of transactions without the need for additional staff.

5.3 System Downtime as a Persistent Challenge

Despite the overall success of UCB's technological integration, system downtimes remain a significant challenge. Frequent service disruptions during peak banking hours have negatively impacted customer satisfaction and delayed transaction processing. This highlights the need for UCB to invest in upgrading its IT infrastructure to ensure that its digital platforms remain reliable and available at all times.

5.4 Employee Adaptation to Technology

While employees have largely adapted to the new technologies in place, there is still a need for continuous training and support. Some employees, particularly those with many years of service, have faced challenges in transitioning to digital platforms. UCB has made efforts to provide training programs, but these need to be expanded to ensure that all employees can effectively use the latest technologies.

Chapter 6

Recommendations

Based on the findings of this study, the following recommendations are proposed to help UCB further improve its general banking operations and fully leverage the benefits of technology.

6.1 Invest in IT Infrastructure to Reduce Downtime

UCB must prioritize upgrading its IT infrastructure to minimize system downtimes. Investing in more robust servers, backup systems, and network redundancy will ensure that both in-branch and digital services remain operational during peak hours. Reducing downtimes will not only enhance customer satisfaction but also improve employee productivity by ensuring continuous access to essential banking systems.

6.2 Expand Digital Literacy Programs for Customers

To encourage wider adoption of digital platforms like U-Net and U-Pay, UCB should expand its digital literacy programs. These programs should target older customers and those in rural areas, where digital banking adoption has been slower. Personalized workshops, in-branch demonstrations, and online tutorials can help customers understand how to use digital platforms effectively.

6.3 Enhance Employee Training and Support

UCB should continue to provide employees with comprehensive training on the use of new technologies. In addition to initial training, the bank should offer ongoing support through refresher courses and on-the-job coaching. This will ensure that all employees, regardless of their experience level, can confidently use digital tools to perform their duties.

6.4 Introduce More Advanced Digital Banking Features

To stay competitive in the rapidly evolving banking industry, UCB should consider introducing more advanced features to its digital platforms. For example, integrating AI-based financial advisory services, chatbots for customer support, and advanced data analytics tools could further enhance the customer experience and streamline internal operations.

6.5 Strengthen Cybersecurity Measures

To safeguard customer data while UCB’s digital expansion, enhanced cybersecurity through audits, encryption investment, and customer education on security banking practice is essential.

Chapter 7

Conclusion

In the rapidly evolving landscape of modern banking, the role of technology has proven to be nothing short of transformative for United Commercial Bank PLC (UCB). The adoption of advanced technological solutions, particularly the **Core Banking System (CBS)**, has fundamentally redefined how UCB operates and delivers services to its customers. With the CBS at the helm, UCB has been able to integrate various banking functions into a single, cohesive platform that streamlines operations across all branches. This technological integration allows for real-time processing of transactions, reducing the time required for account updates and ensuring that customers have immediate access to their banking information.

In addition to CBS, UCB's digital platforms, namely **U-Net** and **U-Pay**, have revolutionized customer engagement and service delivery. These platforms enable customers to conduct a wide array of banking activities—from fund transfers and bill payments to account management—at their convenience, without the need to visit a physical branch. The result is a significant enhancement in customer experience, as individuals can perform transactions at any time of day, from virtually anywhere. This flexibility caters particularly to younger, tech-savvy customers who prioritize convenience and speed in their banking interactions.

However, despite the substantial benefits that these technological advancements bring, UCB faces several challenges that require strategic attention. One of the most pressing issues is **system downtimes**. While the CBS has vastly improved efficiency, instances of system outages during peak banking hours can lead to frustration among customers and disrupt service delivery. Such downtimes not only hinder the processing of transactions but can also erode customer trust, as clients may perceive a lack of reliability in the bank's digital services. Therefore, it is imperative for UCB to invest continuously in its IT infrastructure, ensuring robust systems that can handle high traffic and minimize interruptions.

Another challenge is the **reluctance of certain customer segments to adopt digital banking platforms**. While younger customers have readily embraced U-Net and U-Pay, older customers or those from rural backgrounds may struggle with these technologies due to a lack of familiarity or fear of security breaches. This demographic may still prefer traditional banking methods, which can lead to longer wait times at branches and an underutilization of digital services. UCB must proactively address these concerns by implementing targeted **customer education initiatives**. Offering workshops, personalized guidance, and easily accessible support channels will empower customers to leverage the full benefits of digital banking, ultimately enhancing their overall banking experience.

Moreover, the need for **continuous employee training** cannot be overstated. As UCB incorporates more advanced technologies, employees must be adequately trained not only in how to use these systems but also in how to assist customers effectively. Investing in comprehensive training programs will equip staff with the necessary skills to navigate digital platforms and troubleshoot common issues that customers may encounter. By fostering a culture of learning and adaptability, UCB can ensure that its workforce remains proficient and confident in delivering high-quality service.

Ultimately, by proactively addressing these challenges—system downtimes, customer adoption, and employee training—UCB has the potential to solidify its position as a leader in the banking industry in Bangladesh. The bank's commitment to blending traditional banking principles with innovative digital solutions will allow it to cater to the diverse needs of its customer base effectively. As UCB continues to evolve, it must remain agile, responsive to market changes, and dedicated to providing a seamless banking experience that meets the expectations of all its clients.

In conclusion, the integration of technology within UCB’s operations marks a significant step forward in modern banking. It not only enhances operational efficiency but also provides customers with the tools they need for more convenient, accessible, and secure banking. With ongoing investments in technology, infrastructure, and customer engagement, UCB can navigate the complexities of the banking landscape and continue to thrive in an increasingly competitive environment.

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Appendix

Appendix 1: Survey Questionnaire

Section A: General Information

1. **Gender**:
   - Male
   - Female
   - Other
2. **Age**:
   - Below 18 years
   - 18–30 years
   - 31–50 years
   - Above 50 years
3. **Occupation**:
   - Student
   - Business
   - Service/Job
   - Others
4. **How often do you visit UCB PLC for banking services?**
   - Daily
   - Weekly
   - Monthly
   - Annually

Section B: Usage of Technology in UCB Services

5. **Do you use UCB's digital banking platforms (U-Net/U-Pay)?**
    - Yes
    - No
6. **How often do you use U-Net or U-Pay for transactions?**
    - Daily
    - Weekly
    - Monthly
    - Rarely
7. **Which of the following services do you use most frequently through U-Net/U-Pay?**
    - Fund Transfers
    - Bill Payments
    - Account Balance Inquiry
    - Mobile Recharge
    - Others (please specify): ___________
8. **How would you rate the ease of using U-Net/U-Pay?**
    - Very Easy
    - Easy
    - Neutral
    - Difficult
    - Very Difficult

9. **Are you satisfied with the speed of transaction processing through UCB’s digital platforms?**
    - Very Satisfied
    - Satisfied
    - Neutral
    - Dissatisfied
    - Very Dissatisfied

Section C: General Banking Services

10. **How satisfied are you with UCB’s in-branch customer service?**
    - Very Satisfied
    - Satisfied
    - Neutral
    - Dissatisfied
    - Very Dissatisfied
11. **Have you experienced any issues with UCB’s banking services (in-branch or digital)?**
    - Yes
    - No
    - Not Sure
12. **If yes, how would you rate UCB’s responsiveness to solving these issues?**
    - Very Satisfied
    - Satisfied
    - Neutral
    - Dissatisfied
    - Very Dissatisfied

13. **How likely are you to recommend UCB PLC to others based on your overall experience?**
    - Very Likely
    - Likely
    - Neutral
    - Unlikely
    - Very Unlikely
14. **Which areas of UCB's banking services do you believe could be improved?** (Multiple answers allowed)
    - Speed of transactions
    - Ease of use for digital platforms
    - In-branch customer service
    - Availability of ATMs
    - Others (please specify): ___________
15. **What improvements would you suggest for UCB's digital platforms (U-Net/U-Pay)?**
    - ___________________________________

Appendix 2: Interview Transcripts

Interview with Shangida Aktar Dola, General Banking Officer at UCB Narayanganj Branch

Interviewer: "Thank you for taking the time to speak with me. Can you tell me how technology has impacted your day-to-day operations in the General Banking Department?"

Shangida Aktar Dola: "Technology has made our work significantly more efficient. Before, we had to rely heavily on manual processes, especially when it came to verifying transactions or managing customer accounts. Now, with the Core Banking System (CBS), most transactions are automated, and everything is updated in real-time. This has reduced the chances of errors and made our work easier. The integration of digital platforms like U-Net has also helped to reduce customer load in the branch because many customers now complete their banking online."

Interviewer: "How would you say U-Net and U-Pay have influenced customer satisfaction?"

Shangida Aktar Dola: "Customers who use U-Net and U-Pay seem to appreciate the convenience. They no longer have to come to the bank for routine tasks like balance inquiries or bill payments. However, there are some challenges. Older customers or those unfamiliar with technology often find these platforms difficult to use. We have tried to assist them when they visit the branch, but I believe more outreach and training are needed to help them become comfortable with these tools."

Interviewer: "What are the main challenges you face when using these technological systems?"

Shangida Aktar Dola: "The main challenge we face is system downtime. While the technology is generally efficient, there are times when the system goes down, especially during peak hours. This leads to delays, and it frustrates both us and the customers. We rely heavily on the IT team to get the system back up quickly, but frequent downtimes can affect customer satisfaction. Another challenge is that while technology has reduced errors, it also requires us to stay updated with new software and systems, which can be difficult for employees who are not as tech-savvy."

Interviewer: "In your opinion, what improvements could be made to enhance the technology used at UCB?"

Shangida Aktar Dola: "First, I think the infrastructure needs to be upgraded to reduce system downtime. We need stronger servers and better backup systems to ensure smooth operations. Secondly, I believe UCB should invest more in training for both employees and customers. Many customers, especially the older ones, need guidance on how to use U-Net and U-Pay effectively. If we can help them become comfortable with the technology, it will improve their overall experience with the bank."

Interview with Naimul Islam Nayem, IT Support Officer at UCB Head Office

Interviewer: "From your perspective in the IT department, how do you view the role of technology in improving UCB's banking operations?"

Naimul Islam Nayem: "Technology is at the core of everything we do now. The CBS has been a game changer in terms of real-time transaction processing and customer account management. It has significantly reduced the time needed to complete transactions and has streamlined back-office operations. Our digital platforms—U-Net and U-Pay—are designed to offer customers convenience and reduce branch visits. However, with the growing number of users on these platforms, maintaining system uptime and security has become more critical than ever."

Interviewer: "What are the biggest challenges your team faces in managing UCB's digital platforms?"

Naimul Islam Nayem: "One of the biggest challenges is maintaining system stability, especially during peak hours. When large numbers of users access U-Net or U-Pay simultaneously, the system can slow down or even crash. We are working on expanding our server capacity to address this issue. Another challenge is cybersecurity. As we move more services online, we face an increasing number of cyber threats, so we must constantly upgrade our security protocols to ensure customer data is safe."

Interviewer: "How do you think UCB can further improve its use of technology?"

Naimul Islam Nayem: "To improve, UCB needs to keep investing in its IT infrastructure, ensuring that we can handle more transactions and users without any hiccups. Additionally, customer education is key. We need to guide our customers, particularly the less tech-savvy ones, in understanding how to use digital platforms securely and efficiently. Finally, I think UCB could explore more innovative digital solutions, like integrating AI-based tools for customer service or automating even more routine processes to improve efficiency."