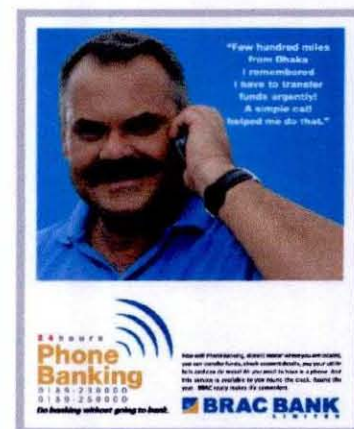


“ANALYSIS OF CUSTOMER SERVICE QUALITY AND PRODUCT PROMOTIONAL STRATEGY OF BRAC BANK LIMITED.”



Internship Report On

**"Analysis of Customer Service Quality and Product Promotional
Strategy of BRAC Bank Limited."**

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Date of Submission: 31-05-2009

LETTER OF TRANSMITTAL

Date: 31/05/2009

Mr. Mahmudul Haq,
Assistant Professor,
BRAC Business School,
BRAC University.

Subject: Submission of Internship Report.

Dear Sir,

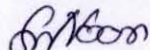
With due respect and great pleasure I submit my internship report on BRAC Bank Limited. The twelve-week internship program was a great experience to me as it provided me with wide exposure to the professional environment. The topic of my report is "Analysis of Customer Service Quality and Product Promotional Strategy of BRAC Bank Limited". My main focus of the study is to find out the present position of BRAC Bank Limited, Tongi Branch.

I have tried my level best to follow the guidelines that you have provided. The whole experience of this Internship Program enabled me to get an insight into the real life situation i.e. corporate world.

I will be always available for answering any queries on the paper. Any sort of query or any criticism on this report will be beneficial for me, as it will give me the opportunity to learn more and enrich my knowledge. I hope you will consider the mistakes that may take place in the report in the spite of my best effort.

Thank you for all your support and Understanding.

Sincerely Yours,



Sahali Noor

ID: 05304032

BBS Department

BRAC University.

ACKNOWLEDGEMENT

The successful accomplishment of this project work is the outcome of the contribution of number of people, especially those who have given the time and effort to share their thoughts and suggestions to improve the report. At the beginning, I would like to pay my humble gratitude to the Almighty for giving me the ability to work hard under pressure. However, the space involved does not allow us to mention everybody individually. It gives me immense pleasure to thank a large number of individuals for their cordial cooperation and encouragement who have contributed directly or indirectly in preparing this project.

This is a great pleasure for me to be assigned under the guidance of Mr. Mahmudul Haq, Assistant Professor, and BBS Department, BRAC University. I am very grateful to my teacher for all his kind cooperation and guidance in preparing this project paper. His professional and practical experience enriched me to a great extent at the time of preparing this study.

Then, I would like to express my gratitude to Mr. Shamit Manzur, Assistant Vice President & branch Manager of BRAC Bank Limited, Tongi Branch.

I convey my gratitude to Customer Service Department -Farhana Nadia, Monzur Morshed and Forkan Kabir (General Banking) and Tongi branch, without their Guidance and assistance, this report would not have seen the light of day.

Finally, I would like to thank all those people who have shared their views about my work, provided me with necessary information, criticized me, and congratulated me. This acknowledgment is not enough to tell them how profound the impact of their opinion is on this report, how indebted I am to them. I express my heartiest gratitude to all of them.

This report is not free from limitations. There might still be some minor mistakes such as typing errors despite my utmost care. I apologize for this.

PREFACE

Theory is obviously a big fact for practical implication. But without practical practice theory may become useless. Particularly as a student of Business Administration, we need to practice the theories we learn through every semesters for the better understanding of business & economic environment. Considering the facts, our course instructor has taken the initiative to assign every student to analyze or submitted a report on the basis of my practical experiences that I acquire in the 12 weeks Internship on BRAC Bank.

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Executive Summary

This report represents the working experience on private sector commercial bank operated in Bangladesh named "BRAC Bank Limited" (BBL) as internship report for BBA program.

BRAC Bank intends to set standards as the Market leader in Bangladesh. It will demonstrate that a locally owned institution can provide efficient, friendly and Modern full- service banking on a profitable basis. The main objective of the study is to conduct an assessment of the implementation of Customer Service Quality and Product Promotional Strategy of BRAC Bank Limited. Besides, the objective of the study is to have a clear knowledge about the service delivery status of private commercial Bank and different types of service they provide to the customer.

In these report different types of assessment tools is discussed that bank used for the assessment of their staff such as Mystery Shopping, score card .Different type of promotional techniques that bank use for the promotion of their product promotion also be discussed basis on qualitative and quantitative strategy. Based on their promotional activities some recommendations will also suggest that will helpful to increase the product selling and quality of customer service.

A survey research is also conducted for measuring the customer satisfaction and Brac bank position in the Market. After discussing the whole topic a general recommendation has also done on the basis of some problem that identified in the report. After conducting the survey research it can be said customer are more or less satisfied with the bank performance but many customer complaint about over charging price strategy of the Bank. Most of the customer are satisfied of their modernized an excellent idea of their customer service quality.

BBL is a well established Bank in Bangladesh. It is providing maximum services to the customer then other Bank. Entering as a new bank in private banking scenario of Bangladesh, BRAC Bank is constantly try to cross the obstacles regarding typical business oriented ideas and come up with innovative curtailed to its Consumers need to harvest maximum benefit for them. BRAC Bank Limited is a third generation bank inaugurated on 4 July 2001 with a mission of providing best banking service in the country to enhance economic activity.

BRAC Bank is maintaining it's competitiveness by leveraging on its on line Banking Software and modern IT infrastructure. It is the pioneer amongst the local banks in introducing innovative products like SMS Banking, Phone Banking, and Internet Banking and so on.

1. Introduction

1.1 Back ground of the study:

Banking Industry is one of the most promising industries of our country. The importance of the sector revealed through its contribution in the economic growth of the country. This sector accelerates economic growth through mobilizing funds from surplus unit to the deficit unit. Banking Industry is moving towards rapid changes due to technological innovation and diversified needs of its customers.

Banks deal with the most important factor of the economy i.e. Money. It flows funds from surplus unit to deficit unit and through this it facilitated the efficient allocation of the resources as well as accelerated economic growth. This sector is moving towards new dimension as it is changing fast due to competition, deregulation, financial, reforms.

As the pace of globalization competition in banking sector is increasing very fast. Banks are becoming more customers oriented and offer High tech customized products to its target market to hold the market. Our central bank always keep monitoring banks performances. Individual banks also need to assess their own performance to satisfy the parties those are related to its growth.

- For Shareholders.
- For depositor.
- For Bangladesh Bank.
- For its own Assessment to view the future growth and profited.

1.2 Origin of the Report

After my completion in B.B.A (bachelors in business administration) from BRAC business school Department of BRAC University, I have been placed in BRAC bank limited for my internship program, which is a graduation requirement for the BBA students. The primary goal of internship is to provide the job revelation and an opportunity to implement theoretical knowledge in real life situation with the changing eve of banking industry. I have decided to

prepare my report on “Analysis of Customer Service Quality and Product Promotion Strategy of BRAC Bank Limited”. This report has been prepared on my practical experiences from 18th January 2009 to 16th April 2009 in BRAC bank Limited, Tongi branch, Tongi.

1.3 Objective Of The study:

General Objective: The general objective of preparing this report is to fulfill the requirement of project work as well as completion the BBA Program through gaining the experience and view the application of theoretical knowledge in the real life.

Project Objective:

The objectives of this report are the followings:

- Get introduced with the idea of “ Customer Service Quality” in BRAC Bank Ltd.
- Introduce with the Bank service quality assesment tools
- Techniques to win a strong customer base
- To know the expectations of customers of BRAC Bank
- To Know about the Retail Product and promotion techniques of BRAC Bank ltd
- To Know tha BRAC Bank position in the Market
- To know the study’s and conditions of overall performance
- To make some recommendations and conclusion to further the development of Retail products of BRAC Bank Ltd.

1.4 Methodology Of The study

Study design:

The study is analytical in nature. It was conducted using both quantitative & qualitative instruments. Depth interviews as well as assessment of different historical data were used to analyze the performance of BRAC bank limited.

Sources of data

In conducting the study, data and information have been collected from different sources. All these data were collected from the secondary sources and very few from primary sources. The sources of data include the following:

Primary Sources are as follows:

- Personal observation: Experience gather through internship programme under BRAC Bank ltd.
- Discussion with bank's officers: My Supervisor & Branch Manager Mr. Shamit Manzur, CSO- Farhana Nadia, Manzur Morshaed and Forkan Kabir is helped me a lot to prepare this report.
- Desk work in different section/division: Working in Different customer service departments is added a great advantage for me to gather knowledge about their working procedure.
- Survey research: I collect information about customer satisfaction level through a survey research.

Secondary Sources are as follows:

- Different statements of bank
- Annual report of BRAC Bank Limited
- Consultation of related books and publications
- Vouchers, leaflets, Product files, of the bank
- Files, balance sheet and various documents of BRAC Bank Limited
- My previous Bank report- Dhaka Bank report, Mutual Trust Bank report, Brac Bank report etc.

2. Organization profile

2.1 History of BRAC Bank

BRAC Bank Limited, with institutional shareholdings by BRAC, International Finance Corporation (IFC) and Shore cap International, has been the fastest growing Bank in 2004 and 2007. The Bank operates under a "double bottom line" agenda where profit and social responsibility go hand in hand as it strives towards a poverty-free, enlightened Bangladesh. A fully operational Commercial Bank, BRAC Bank focuses on pursuing unexplored market niches in the Small and Medium Enterprise Business, which hitherto has remained largely untapped within the country. In the last six years of operation, the Bank has disbursed over BDT 7500 corer in loans to nearly 2,00,0,000 small and medium entrepreneurs. The management of the Bank believes that this sector of the economy can contribute the most to the rapid generation of employment in Bangladesh. Since inception in July 2001, the Bank's footprint has grown to 56 branches, 429 SME unit offices and 112 ATM sites across the country, and the customer base has expanded to 4,65,000 deposit and 1,87,000 advance accounts through 2008. In the years ahead BRAC Bank expects to introduce many more services and products as well as add a wider network of SME unit offices, Retail Branches and ATMs across the country.

BRAC Bank intends to set standards as the Market leader in Bangladesh. It will demonstrate that a locally owned institution can provide efficient, friendly and Modern full-service banking on a profitable basis. It will produce earnings and pay out dividends that can support the activities of BRAC, the Bank's major shareholder. Development and poverty alleviation on a countrywide basis needs mass production, mass consumption and mass financing. BRAC Bank goal is to provide mass financing to enable mass production and mass consumption, and thereby contribute to the development of Bangladesh. The Bank's goals are thus aligned with those of BRAC.



2.2 Shareholding Structure: The shareholding structure of BRAC Bank Limited consists of different group with institutional shareholdings by BRAC, International Finance Corporation (IFC), Shore cap International and general public is also included through IPO.

BRAC

BRAC, a national, private organization, started as an almost entirely donor funded, small-scale relief and rehabilitation project initiated by Fazle Hasan Abed to help the country overcome the devastation and trauma of the Liberation War and focused on resettling refugees returning from India. Today, BRAC has emerged as an independent, virtually self-financed paradigm in sustainable human development. It is one of the largest Southern development organizations employing 97,192 people, with 61% women, and working with the twin objectives of poverty alleviation and empowerment of the poor.

International Finance Corporation

International Finance Corporation (IFC) is the commercial wing of World Bank. Using certain channels and overseas representatives, IFC it helps local financial institutions find profitable ways to target small and medium sized companies. Funding comes from the Asian Development Bank, Canada, the European Commission, the Netherlands, Norway, the United Kingdom and IFC itself.

IFC is a 19% shareholder in BRAC Bank. A new assistance program signed in August 2005 aims to double the bank's number of small and medium enterprise clients in 18 months through campaigns to target women entrepreneurs and rural clients, introduce new products and train branch managers.

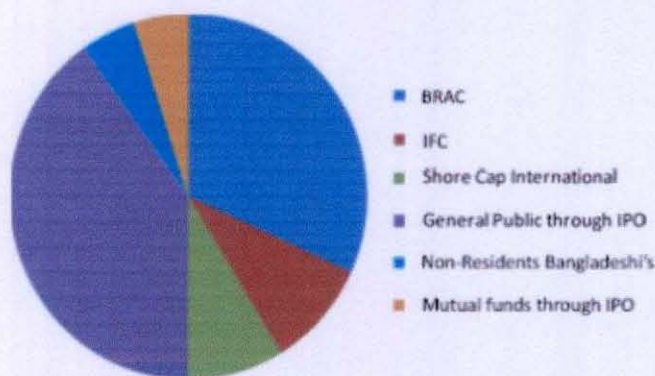
ShoreCap International

ShoreCap International Ltd. is an international private non-profit, equity company seeking to invest in small business banks and regulated micro finance institutions in countries with developing and transitional economies. Founded in mid 2003, ShoreCap has a current base of \$28.3 million in capital commitments and seeks to support the growth of development finance institutions in Africa, Asia and Eastern Europe. The institution has made investments totaling \$7 million in Bangladesh, India, Cambodia, Armenia, Mongolia and Kenya.

ShoreBank is a 9% investor of ShoreCap and runs the management company, which oversees investment activities.

ShoreCap typically invests between \$500,000 and \$2 million for an ownership position of 10-25% of a company. As a minority shareholder, ShoreCap seeks financial institutions with a strong, experienced management team and a committed set of local development-minded investors. ShoreCap currently owns 18% of BRAC Bank Limited.

Shareholders	Percent
BRAC	31.74%
IFC	9.50%
Shore Cap International	8.76%
General Public through IPO	40%
Non-Residents Bangladeshi's	5%
Mutual funds through IPO	5%
Total	100%



2.3 Goals

BRAC Bank will be the absolute market leader in the number of loans given to small and medium sized enterprises through out Bangladesh. It will be a world - class organization in terms of service quality and establishing relationships that help its customers to develop and grow successfully. It will be the Bank of choice both for its employees and its customers, the model bank in this part of the world.

2.4 Vision

"Building a profitable and socially responsible financial institution focused on Markets and Business with growth potential, thereby assisting BRAC and stakeholders build a just, enlightened, healthy, democratic and poverty free Bangladesh".

2.5 Mission

- Sustained growth in 'small & Medium Enterprise' sector
- Continuous low cost deposit growth with controlled growth in Retained Assets
- Corporate Assets to be funded through self-liability mobilization. Growth in Assets through Syndications and Investment in faster growing sectors
- Continuous endeavor to increase fee based income
- Keep our Debt Charges at 2.5 % to maintain a steady profitable growth
- Achieve efficient synergies between the bank's Branches, SME Unit Offices and BRAC field offices for delivery of Remittance and Bank's other products and services
- Manage various lines of business in a fully controlled environment with no compromise on service quality
- Keep a diverse, far flung team fully motivated and driven towards materializing the bank's vision into reality.

2.6 Corporate Values

BBL's strength emanates from their owner - BRAC. This means, we will hold the following values and will be guided by them as we do our jobs.

- Value the fact that we are a member of the BRAC family
- Creating an honest, open and enabling environment
- Have a strong customer focus and build relationships based on integrity, superior service and mutual benefit
- Strive for profit & sound growth
- Work as a team to serve the best interest of our owners
- Relentless in pursuit of business innovation and improvement
- Value and respect people and make decisions based on merit
- Base recognition and reward on performance
- Responsible, trustworthy and law-abiding in all that we do

2.7 Achievements

- Fastest growing bank: BRAC Bank has been the fastest growing Bank in 2004 and 2007. It is one of the local private commercial bank that set the standard of banking for the leader bank of Bangladesh banking industry.
- Leader in SME financing through 429 SME unit offices: The idea of SME unit are become very popular to the BRAC bank customer. In the last six years of operation, the Bank has disbursed over BDT 7500 corer in loans to nearly 2,00,0,000 small and medium entrepreneurs.
- Biggest suit of personal banking & SME products: BRAC Bank has variety of products for their customer in Branch and also in SME office.
- Large ATMs (Automated Teller Machine) & POS (Point of Sales) network. Now BRAC Bank has 112 ATM Machine all over the country.

2.8 Performance and investment impact

- Four-fold growth in size and earnings in three years.
- Loans outstanding grew by 87% during 2007 and total deposits increased by 51% to US\$200m.
- SME lending of US\$81.7m to nearly 15,000 SME customers in 2007.
- Growing retail market presence with 125,000 account holders and 60,000 cash cards in circulation.
- The bank now has a total of 2500 full-time staff (475 in 2003).
- BRAC Bank customer surveys reveal that an estimated 18,000 new jobs have been created thanks to SME loans helping business expansion.
- BRAC Bank's SME focus has proved so successful that many of the larger commercial banks are now competing for customers in this sector.
- The bank is planning to open another 20 branches in 2009

2.9 MANAGEMENT HIERARCHY OF BRAC BANK LIMITED

Board of director
Chairman
Vice Chairman
Directors
Managing Director
Deputy Managing Director
Executives
Senior Executive Vice President
Executive Vice President
Senior Vice President
Vice President
Senior Assistant Vice President
First Assistant Vice President
Assistant Vice President
Officer & Staff
Senior Principal officer
Principal Officer
Senior officer
Probationary officer
Assistant officer/ Assistant cash officer

Table – 04 Management hierarchies

2.10 Wings of BRAC Bank Ltd.

BRAC Bank Limited consists of four major business divisions namely:

- A. Corporate Banking Division**
- B. Retail Banking Division**
- C. Small and Medium Enterprise (SME)**
- D. Foreign Trade & Treasury**

A. Corporate Banking Division:

Corporate Division provides full range of commercial banking products and services to any potential corporate clients including multinationals, large or medium local corporate, NGOs, institutional bodies.

The Corporate Banking Division has a centralized structure through on-line banking system. Any credit facility is processed at the Corporate Banking Division, Head office. After sanctioning of the facility, the limit is put on line and the customer can enjoy the facility from any of the BRAC Bank branches. Strict adherence to internal control guidelines and other legal and statutory compliance are followed. The Credit approval process involves separate Credit Division, the Managing Director and finally the Board.

Other departments like Foreign Trade, Treasury, and Credit Administration etc. play the support role for a comprehensive range of service to the Corporate Banking Division.

B. Retail Banking Division

Retail Division offers a wide array of lucrative and competitive banking products to the individual customers of the bank. Currently there are six lending products and a number of other attractive new products will be launched shortly. It also offers different types of term deposit scheme and attractive STD & Savings deposit schemes giving interest on daily balance.

C. Small and Medium Enterprise (SME)

SME is an additional and specialized horizon of the bank which serves the bank's special focus in promoting broad based participation by catering to the small and medium entrepreneur. The network of SME has already been established through out Bangladesh.

The SME market in Bangladesh is large. BRAC Bank is the absolute market leader in the number of loans given to small & medium enterprises throughout Bangladesh. The Bank disburses almost BDT 700crore of their loan to the SME unit. SME unit is dealing with small scale loan which is known as "ANONNO"

D. Foreign Trade & Treasury

Treasury Division is one of the major divisions of BRAC Bank. Treasury Division deals with money market. All treasury related products are processed in conformity with the Bank's Operational, Trading, Money market, Overnight, Term placing, Deal settlement, Commercial position keeping, Treasury, Credit, Finance & other applicable policies.

Treasury Operations calculates investment figure, prepares the auction application, forwards the application to Bangladesh Bank for Bid and Treasury Operations maintains and reconciles all accounts with foreign and local banks.

2.11 Bank Products or Service

At BRAC Bank Customers are served by dedicated Account Managers who understands their specific requirements. The following services are rendered to BBL's valuable customers

BRAC Bank product and services can be divided into four categories. The Following figure shows the categories of product & services:

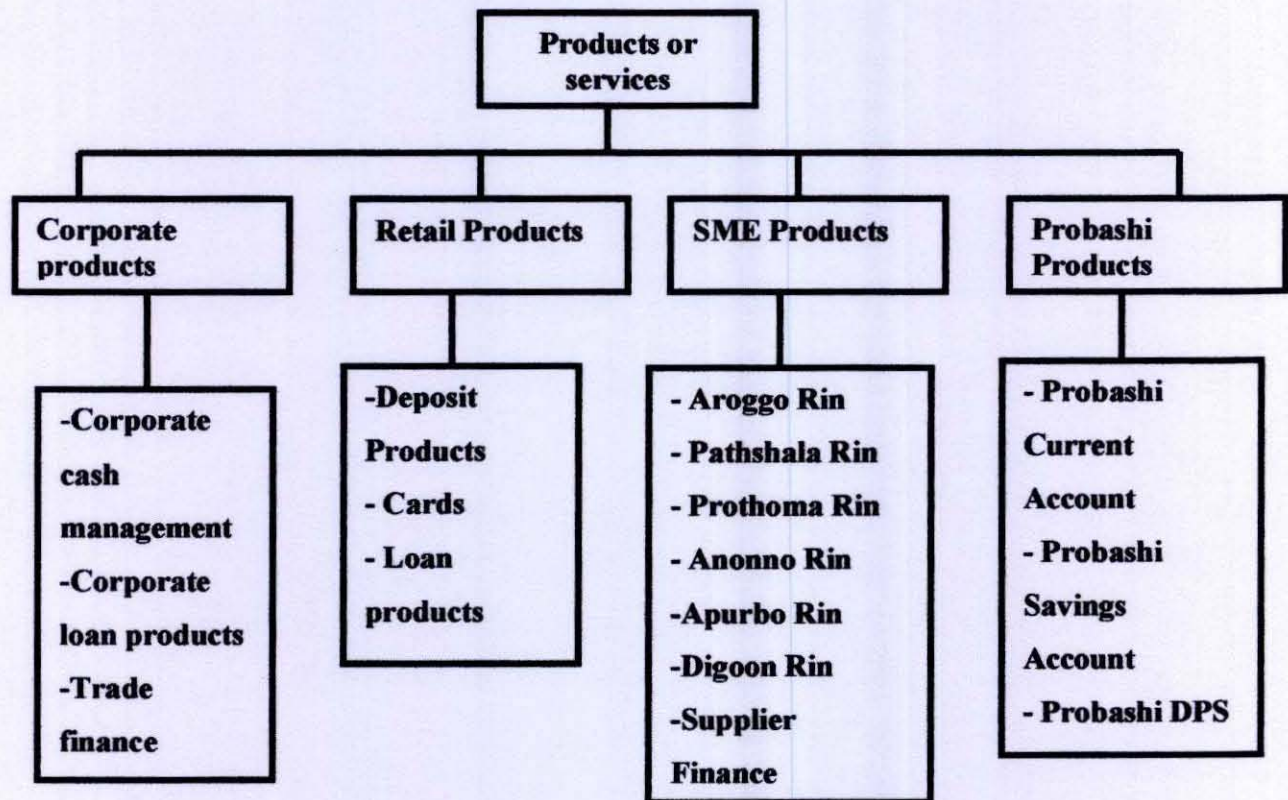


Fig- 2.10: Products and services

2.11.1 Corporate Product

✓ cash management

BRAC Bank's national Collection Services (NCS) is designed to assist corporate with nation wide collection requirements by providing faster funds availability in a cost- effective manner.

✓ Corporate loan products

Product Name	Description
Overdraft:	This is an on-demand credit facility designed to meet day-to-day operational activities of the business, including purchase of raw materials and expenses.
Term Loan:	This scheme is to meet different short-term fund requirements of the client. Payment of duty, Tax, VAT and other expenses related to the release of goods from customs through pay orders in the name of customs authority or Bangladesh Bank cheque is payable through this scheme.
Lease Finance:	One of the more convenient long-term sources of acquiring capital machinery and equipment. The client is given an opportunity to have exclusive rights to use an asset, for an agreed period of time, against payment of rent.
Loan against Trust Receipt (LATR):	This is advancement against a Trust Receipt provided to the client when the documents covering an import shipment are given without payment. Under this system, the client will hold the goods of their sale proceeds in trust for the bank, until the loan allowed against the Trust Receipt is fully paid.
Work Order Finance:	BRAC Bank provides Work Order finance facility for its valued clients. Through this arrangement, clients can avail loan facilities against valid Work Orders up to a certain proportion.
Medium Enterprise:	The products offered under this sort of financing are versatile in nature and each product is tailored according to the need of the borrower, under certain parameters. The range of organizations this sort of financing caters to include proprietorship concerns, private limited companies, educational institutions as well as NGOs.

2.11.2 SME Products SME is an additional and specialized horizon of the bank which serves the bank's special focus in promoting broad based participation by catering to the small and medium entrepreneur. The network of SME has already been established throughout Bangladesh. The SME market in Bangladesh is large. BRAC Bank is the absolute market leader in the number of loans given to small & medium enterprises throughout Bangladesh. The Bank disburses almost BDT 700crore of their loan to the SME unit. SME unit is dealing with small scale loan which is known as "ANONNO"

Product Name	Description
Anonno Rin	This is a small-scale loan designed to finance small scale trading, manufacturing and service ventures, especially to aid the purchase of fixed assets, and to finance working capital.
Apurbo Rin	In order to help our SME borrowers for financing working capital or to purchase fixed assets, BRAC Bank offers APURBO. It caters to the need of entrepreneurs who are operating in trading, manufacturing, service, agriculture, non-farm activities, agro- based industries and other sectors of our economy.
Pathshala Rin	This is a loan designed to meet the needs of small and medium sized private educational institutions, such as kindergartens, schools and colleges etc.
Aroggo Rin	This loan is suitable for private clinics, diagnostics centers and doctors' chambers to purchase fixed assets under equated monthly installments.
Digoon Rin	Digoon Rin is a loan facility for Small and Medium enterprise. This product's main objective is to help various Small and Medium entrepreneurs to meet their short-study cash flow shortages or bridge the fund-flow gaps. Double loan on your deposit. For your business expansion, you do not need to encash your savings rather you can take double amount of loan on your deposit.
Supplier Finance	Supplier Finance is a loan facility for the enlisted Suppliers of various large retailers, marketing companies, distributors, exporters etc. This product's main objective is to help various Suppliers to meet their short-study cash flow shortages or bridge the fund-flow gaps.

2.11.3 Probashi Products As part of the total banking solution it has introduced an innovative and one of its kinds Remittance Service under the style and name “Secured & Easy Remittance Service” (SERS). The aim of the program is to introduce easy and secured remittance service whereby people will be comfortable and secured in remitting funds without hassle and delay. Using the countrywide network of BRAC comprising more than 1100 field offices the SRS will ensure secured and only 24 hour lead time delivery of remittance anywhere in Bangladesh.

Product Name	Description
Probashi Current Account	It is ideal for Probashi Bangladeshis / Returning Bangladeshis who do not wish to earn interest due to religious or other reasons. This account also comes with cheque book and ATM card and is ideal for regular transaction. Accounts will be maintained in Taka.
Probashi Savings Account	Probashi Savings Account offers a regular savings account in local currency for the NRBs who is residing abroad and want to save their hard-earned money to utilize in future after coming back to Bangladesh.
Probashi DPS	To secure your hard-earned money, BRAC Bank introduces the ideal saving scheme for Probashi Citizens.
Probashi Fixed Deposit	A fixed deposit account allows you to deposit your money for a set-period of time, there by earning you a higher rate of interest in return. Fixed Deposits can be made from 3 months to 3 years. Interest is paid on the maturity at a very attractive rate. Accounts will be maintained in Taka.
Probashi Abiram	Probashi Abiram is a Fixed Deposit, which is ideal for NRB's who want to get a return every month. If you have sufficient funds, this can be made into a fixed deposit from 1 year to 3 years and interest will be paid every month on your Savings Account automatically. This is ideal for customers who want to pay their DPS installments. Accounts will be maintained in Taka.
Probashi Education Saver	This is a package offering combination of products for both Bangladeshi Students pursuing studies abroad and/or for NRB parents who want to secure their children's studies in future by saving little by little every month. In summary, the package has – Student file against a student a/c for Bangladeshi students and a DPS for NRB parents for their children's future.

3. Retail Banking

Most of the Bank In our country are operating locally basis. That is why most of their functions are concentrated on retail banking. BRAC Bank Limited is not exception of them. It has 56 Branches all over Bangladesh. Retail banking is divided into three divisions. They are given below:

Retail Products:

- Deposit product
- Loan product
- Card product

3.1 Deposit Product

3.1.1 Deposit Account:

<u>ACCOUNTS IN BBL</u>	
Type	Name
Current Account	1.Current Account(CD) 2.Ezee Account 3.Bizness Account 4.Campus Account 5.Salary Account
Savings Account	1.Saving Account 2.Femina Account 3.Probashi Subidha Account
Short Term Deposit Account Term Deposit Account	1.Short Term Deposit Account 2.Classic Deposit Account 3.Freedom Fixed Deposit 4.Abiram Fixed Deposit 5.Interest First Fixed Deposit 6.Money Multiplier Scheme 7.DPS & FDPS
Foreign Currency Account	1.Non Resident FC Account 2.Resident FC Account

Different Types of account:

1. Current Account:

An absolute transactional account through which a customer can transact any amount. This is a Cheque bearing account normally no interest paid, no bar on deposit and withdraw and it has easy access to other deposit and loan facilities. This account is normally operated by Businessman.

Product Name	Description	Special Features
<i>Current Account</i>	BRAC Bank's Current Account is a normal checking account, giving the option to deposit and withdraw money for your day-to-day needs.	<ul style="list-style-type: none"> -ATM card for easy cash withdrawal -Deposit cheques at any of the branches and get the fund transferred to your account immediately -Use online banking facility for free
<i>EZee Account</i>	'Banking That Sets You Free' BRAC Bank offers the EZee Account a non-cheque interest bearing account for small savers who are in frequent need of transaction.	<ul style="list-style-type: none"> -24 hour access to ATMs and POS -Interest on daily balance -No minimum balance -No ledger fees
<i>Bizness Account</i>	Bizness account is an interest bearing account only for business and Enterprise for SME and Retail Banking.	<ul style="list-style-type: none"> -Smart Bizness card -Interest on daily balance -No minimum balance -No ledger fees
<i>Campus Account</i>	Campus account is a non-cheque individual account for students of different educational institutes.	<ul style="list-style-type: none"> -Smart campus account card -Discount at different store -Interest on daily balance
<i>Salary Account</i>	BRAC Bank Salary Account is a payroll account for Employers and Employees. An organization can opt for our Salary Account to enable easy disbursements of salary & enjoy numerous other benefits.	<ul style="list-style-type: none"> The organization needs to have a minimum of 10 employees and a payout of Tk.1 lac per month. -Non-Checking Account -ATM Debit Card -Saving Interest

2. Savings Account:

A type of transactional account through which a customer can transact on a daily basis. Special features of this account include: Limitation on transaction & Size of transaction, large withdrawal require prior notice, Cheque bearing account, Interest paid on saving rate, Access to other deposit facilities and loan facilities except overdraft facility.

Product Name	Description	Special Features
Saving Account	A regular savings account offering you interests on your deposit amount.	-8 transactions maximum -Cash withdrawal and deposit Of above 5 need clarifications -No forfeiture rules or hidden costs
Femina Account	It's a non cheque bearing account designed exclusively for only lady customers with certain exclusive privileges.	-Interest on daily balance -No minimum balance -No ledger fees -Smart ATM/Debit card
Triple Benefits Savings Account	BRAC Bank now offers attractive Triple Benefits Savings Account. The more you save, the more you earn. You can earn interest up to 8% p.a. which is the highest savings rate in the market.	-Opening Balance BDT 50,000 -No annual Debit Card fees -Half-yearly average balance or upfront fee Interest threshold.

3. Short term Deposit account:

An absolute transactional account through which a customer can transact any amount with prior notice. Special features of this account include: Normally operated by businesses with less transaction and individual, More like current account, Interest paid, No bar on deposit & withdrawal, Access to other deposit facilities and loan facilities, Bar may be imposed on balance maintenance.

Product Name	Description	Special Features
Short Term Deposit	A deposit scheme to give returns on your savings.	-Minimum balance required is Tk. 100,000 -Interest paid twice a year but calculated monthly if balance
DPS	BRAC Bank's Deposit Premium Scheme is a savings plan that adds value to your hard earned money.	-Monthly installments can be as low as Tk. 500 or any multiples of it -Choose any day as your installment date -Receive a Savings a/c with a personalized cheque book.

4. Term Deposit Account:

A type of non transactional Account and the amount payable after maturity only. Special features of this account include: Amount can be fixed by both business & individual with permission from bank, Interest paid is comparatively higher than TA, No access to other deposit facilities and loan facilities, Term Deposit receipts are given from bank, Example 1/3/6 month Fixed Deposit ½ year fixed deposit, DPS etc.

Product Name	Description	Special Features
<i>Fixed Deposit</i>	A term deposit with a guaranteed monthly return on investment. Opening Requirements » A Current Account or Savings Account	- Competitive interest rates -Early encashment flexibility -Secured Loan and/or Secured Overdraft eligibility.
<i>Abiram Account</i>	BRAC Bank 'Abiram' Account is a special type of Fixed Deposit scheme, which offers the flexibility & comfort of having a guaranteed monthly return on your investment.	-Monthly interest on your deposit Attractive rate of return -95% loan against deposit
<i>Interest First Fixed Deposit</i>	This time you don't have to wait till maturity to receive interest on your Fixed Deposit. BRAC Bank Interest First Fixed Deposit give the interest instantly at the time of your deposit.	-Instant interest on fixed Deposit -Interest reinvestment opportunity -Attractive rate of return Loan facility against the IFFD.

5. Foreign Currency account:

A type of Transactional accounts both national & foreigners can open. Special features of this account include: Rational require for opening such accounts (Business, Remittance, Foreign income), Special documentation require, Only authorized dealer (AD) branches can open, Can be interest bearing / non interest bearing ,Maintained as per foreign Exchange guideline of Bangladesh Bank.

Broad Classification

Different Types of account:

<u>Classification Criteria</u>	
Category	Description
Account Type	<ul style="list-style-type: none"> ▪ Transactional & Non Transactional ▪ Current, Savings , STD
Currency	<ul style="list-style-type: none"> ▪ Local, Foreign , Convertible
Customer Segment	<ul style="list-style-type: none"> ▪ Individual, Joint ▪ Business (Sole Proprietorship, Partnership, Limited Company)
Eligibility Criteria for Opening	<ul style="list-style-type: none"> ▪ Age, Identity, Income, Demography, Legal Status, KYC
Benefits and Features of the Product	<ul style="list-style-type: none"> ▪ Interest Rate and Frequency ▪ Check Book and Debit Card ▪ Statement Facility ▪ Transaction Limit ▪ ADC Facility (Phone Banking , Internet Banking, BPM, SMS Banking) ▪ Loan Facility
Balance	<ul style="list-style-type: none"> ▪ Minimum deposit for opening ▪ Minimum Balanced for Opening ▪ Special Requirement
Fees and Charge	<ul style="list-style-type: none"> ▪ Relationship Fee, Debit Card Fee, ADC Fee as per bank's guidance
Excise and other duty	As per prevailing Bangladesh Bank Guidance

Account Type:

✓ **Transaction Based**

1. Transactional A/C
2. Non Transactional A/C

Transactional Account:

Transactional account helps the customer to perform his/her daily transaction with deposit and withdrawals. A customer is benefited with the interest payment by the bank and receives cheque books and also can avail loan facilities that the bank offers.



Non Transactional accounts are accounts created specially the transactions of the transactional accounts.

1. Office Accounts
2. Term Deposit Accounts

Transactional Accounts:

Basic Features:

Name	Cheque	Debit Card & POS Facility
Current A/C	Yes	On Request
Ezee A/C	No	Yes
Bizness A/C	No	Yes
Campus A/C	No	Yes
Salary A/C	No	Yes
Savings	Yes	Yes
Femina A/C	On Request	Yes
STD A/C	Yes	No

Currency

✓ **Currency Based**

1. Local Currency A/C
2. Foreign Currency A/C
3. Convertible A/C

3.2 Loan Products:

Product Name	Description
Salary Loan	Keep an extra 15 month's salary in pocket. Client can get BRAC Bank Salary loan, Loan against salary. If He/She is a salaried individual working in Bangladesh.
NoW Loan	'You choose while we pay'!! Life is good making it better when anyone can enjoy BRAC Bank NoW Loan. In case you need to

	purchase home appliances, furniture's, computer or other consumer durables for personal use, we offer you the most appropriate solution with our NoW loan.
Car Loan	'Why toy with your dreams when you can own one' , BRAC Bank Car Loan can stop your dreaming and Start driving Whether you want to purchase a brand new car or a reconditioned one, BRAC Bank have the most customer-friendly car loan scheme available for you.
Teachers' Loan	'Honest profession, Honest Service' . BRAC Bank Teachers' Loan provides a wedding or a dream holiday, financing a business or surviving an emergency, Teachers Loan can be yours just within three days of application!
Study Loan	'Your gateway to the world' BRAC Bank Study Loan gives your child deserves the best education and you have planned it ahead. But worried about financing? BRAC bank has the perfect solution for your child's future.
Travel Loan	'It's time to fly' , BRAC Bank Travel Loan opens the door for planning to take a trip abroad and worried about financing? BRAC Bank has fast and easy loan processing will simply add excitement to your travel plan.
Credit Card Loan	'When you have a credit card sky is your limit' with BRAC Bank. Now, a credit card is all you need to get a loan from BRAC Bank. Loan can be used for any reason from buying consumer goods, automobile to vacation expenses. Just decide what to do and start planning for it.
Top Up Loan	Is your loan track record playing smooth? BRAC Bank Top Up Loan is easy loan for good borrower. This unsecured loan is designed to meet various personal needs without mentioning the purpose at all. Just apply according to your requirements
HighFlyer Loan	Enjoy life to the fullest and take benefit of the varied opportunities it offers you. BRAC Bank's HighFlyer Loan is for airline, GSA & Travel Agency professionals is to makes your long cherished desires an absolute reality.
Secured Loan/ OD	A special scheme that allows you to avail cash at nominal interest rates. Your security is kept untouched in the Bank's custody as the value grows.
Doctor's Loan	Anti-Headache solution for Doctor's. BRAC Bank introducing Doctor's Loan, an exclusive loan facility for the Doctor's fraternity. Now practicing Doctor's can avail this loan very easily to meet their professional needs.

3.3 card products:

- ✚ **Visa Debit Card:** VISA cards are accepted at all BBL, VISA & Q-Cash ATMs & POSs.



- ✚ **Aarong Card:** It's a co-branded ATM Card with special cash back feature. Unlike other ATM cards, the holder of this card can enjoy 5% cash back facility while shopping at any Aarong outlet and the discount shall be automatically credited to customer's account with BRAC Bank.



- ✚ **Alico Card:** It's a co-branded ATM Card with Life Insurance coverage. Unlike other ATM cards, the holder of this card can enjoy a special life insurance facility.



- ✦ **DIA Gold Card:** It's a co-branded ATM Card with special cash back and cash discount feature. Unlike other ATM cards, the holder of this card can enjoy 10% cash



back facility while buying diamond products and 8% cash discount on the making charge of purchased gold items at any DIA GOLD outlet.

3.4 DEPOSIT PENSION SCHEME (DPS):

A certain amount is deposited every month in an account (also called monthly pension scheme), which is accumulated over a specified period of time. Deposit Pension Scheme (DPS) is the most attracting deposit scheme that is offered by BRAC bank limited. Deposit Pension Scheme is specially designed for the fixed monthly income group. Upon maturity the total amount (total accumulated deposits with accumulated accrued interest) is made available to the DPS account holder.

Special Feature of this Scheme:

Features

- Monthly installments can be as low as Tk. 500 or any multiples of it
- Choose any day as your installment date
- Receive a Savings a/c with a personalized cheque book
- On-line banking facilities
- You don't need to stand in a long queue to deposit your DPS Installments. You can always deposit more than one installment in your savings account and we'll automatically transfer the installment to your DPS account on due dates

Monthly Installment Amount (BDT.)	Maturity amount after completion of all regular installments payment*			
	4 Years	7 Years	11 Years	14 Years
500.00	28,667.00	58,650.00	116,603.00	179,550.00
1000.00	57,334.00	117,300.00	233,207.00	359,101.00

BRAC Bank is well positioned to be the leading Personal Banking business amongst the local private banks. Bank's conscious efforts in brand building, introducing and supporting new packaged products, developing PB organization along with non-traditional delivery channels have resulted in good brand awareness amongst its chosen target markets. Installment based savings schemes are a major category of saving instruments amongst mid to upper middle-income urban population.

DPS is an installment based savings scheme (Deposit Pension Scheme) of BRAC Bank for individual clients. The key differentiators of the product will be –

- Amount of monthly deposit** - The scheme offers the clients the flexibility of tailoring the amount of monthly deposit based on his monthly cash flow position. The minimum monthly deposit will be BDT 500.00. The client will have the option of depositing any amount in multiples of BDT 500.00.
- Flexible tenor of the scheme**- The client has flexibility of deciding on the tenor of the scheme in-terms of number of months. However, the minimum tenor would be 10 years.
- Flexibility to open any number of DPS Account**- A client can open maximum five DPS accounts in client's name, in his/her spouse's name or in the name of his/her children or in joint names with any of his/her family members.
- Premature encashment** – if any client closes the deposit account before one year, s/he will not be entitled to any interest. Account running more than a year will be eligible for the prevailing interest offered in the savings account.
- NO Late payment fee** – Clients failing to deposit any installment will not pay any late payment fee

- f. **Payment through Account** – Clients will have to open an Account with BRAC Bank Limited and a standing instruction will be executed for auto-debit to effect the monthly installment.
- g. **OD Facility against DPS** - Clients will have the option of taking advance upto 90% of the deposited amount at the time of application. However, to be eligible for the OD facility, the account must be at least 2 years old .

RESTRICTIONS AND CLIENT ELIGIBILITY

- Any Bangladeshi Citizen attaining 18 years of age will be eligible to avail this product by opening an account in any of the branches of BBL. Branch will ensure compliance with account opening formalities.
- A minor operated by the legal guardian may also open the account.
- The tenor and the deposit amount agreed by the applicant and accepted by the Bank at the time of opening the account cannot be changed afterwards.

CLOSURE OF ACCOUNT

The account will immediately cease to operate in case of the following:

- Death of the account holder.

SETTLEMENT OF THE ACCOUNT DOCUMENTATION - In order to open the account, the account holder will execute the following documentation:

- Fulfilling Account opening formalities
- Filling up the DPS Application form
- 2 copy Pass port size Photograph of the applicant
- 1 copy passport size photograph of the nominee attested by the applicant

4. Product Promotion

4.1 Strategic Promotion Plan: BRAC Bank select both type of qualitative and quantitative promotional tools for their product promotion.

4.1.1 Qualitative:

Qualitative Promotion plan is the future goals of Brac bank what they will try to achieve within the next few years. Brac bank set short-term goals for 5 years & within that period of they devote all their resources & skilled manpower to avail the desired goals or targets. After the introduction Brac bank has proved itself the leading small loan provider to small businesses & entrepreneurs in this industry. Brac bank does not want to confine its business only to taking deposits & giving away loans but it has a well-diversified plan to deliver all the services provided by any multinational bank. Brac bank's ultimate goal is to become the market leader in banking industry & to reach the apex it has the following short-term goals.

1. Promotional Tools: Now days a business or organization success totally depends on what the promotional tools they using for their service or product. Brac Bank use Billboards, Brochures, Leaflet, prospectus, Newspaper and on road advertisement for the promotion. Brac Bank's BSSO (Branch sales and Service Officer), CRO (Client Relationship officer) and Sales people is the main promotional party. BRAC bank has a satisfied customer segment they also promote the product to other client.

2. Geographic Expansion: For any successful business expansion is an inevitable part of the strategic plan. Crossing the border or define geographical boundaries indicates the growth of the business. Brac bank started with a mission statement "The Fastest Growing Bank". Indeed it is growing very rapid pace. Brac bank is planning to set Branches to more than 60 districts within the next 5 Years. Brac bank also established a branch in Afghanistan to prove its capital strengths compare to other local banks.

3. New Customer Segment: Brac bank is blessed with a high degree of corporate clients & household savings. Brac bank is now trying to identify new segments & customer groups to facilitate its rapid expansion. The bank's highly talented HR unit discovers that a large number of private university students belong to mostly affluent families. So they found potential business opportunity there if they can make ATM card available for this segment. To make this plan a real success Brac bank has appointed highly motivated & energetic sales force & they are running various promotional campaigns in several private universities.

4. New POS, Booth: Brac bank already established ATM booth to as many as 112 locations. By the end of 2009 they are going to set ATM booths to more than 200 locations across the country. Brac Bank is also providing point of purchase (POS) facility. This is nothing but making instant payment for the purchase at the location of purchase. Famous brands like Artistic, Aarong, DIA gold, PQS etc are now part of POS service. Brac bank is planning to collaborate with at least 30 more brands to take the POS facility.

5. Branded Card: Brac has a plan to collaborate with VISA & Master Card to provide Branded card to their Corporate & High Class clients.

4.1.2 Quantitative

The company's Quantitative Promotional plans are the objectives of the company that they must achieve within a particular time frame. The bank's primary concern is making profit & thereby assisting the high growth potentials. At present the bank has 400000(two hundred thousand) deposit holders of various kind & the bank will try to get another 100000(one hundred thousand) clients in the coming 1 years.

1. Increase sales: Revenue is the heart of any business. A bank's main source of income is the interest earned on loans provided, so a bank must have sufficient fund to provide loans & maintain strong liquidity positions. The main source of fund is the deposits of clients to various accounts like savings, current, fixed deposit scheme etc. Recently Brac bank has taken massive promotional programs to entice a vast group of customers to accept various



services it offers. ATM card adds a new dimension for Brac bank to give more value to the existing clients as well a new segment which is first time introduced by Brac in Bangladesh called campus account, which is nothing but providing ATM card to university students with an initial balance of only Tk 2000.

2. Selling Style: For Transaction Account: New Business Selling

Actually the concept of Brac ATM is totally new in Bangladesh. It came to the ATM market at the beginning of 2005. AS the products are new so they are following new business selling style for their ATM card, which is under TA (Transaction Account).

3. For (High Network) HNW: Missionary Selling

HNW (High Network) sales manager deals with the sale of bulk customers like a corporation where they follow Missionary Selling.

For new business selling the Brac Bank sales executives need to be very creative and enthusiastic. So they have to do their homework about the prospect on and on under the supervision of Sales Manager and Sales Team Leader.

For Missionary Selling Brac Bank basically send a bit higher level sales officials sometimes the Sales Manager as they deal with Bulk customer.

Brac bank has now mainly four group of customer:

1. Existing customers
2. Students
3. Women
4. Businessman

4.2 Recommendations: After analyzing the the promotional techniques of BRAC Bank Limited I recommend the following strategy that will increase the product selling of BRAC Bank Limited.

1. Strategic Sales plan:

Ensure more integration:

As personal selling is a part of promotional mix so it should capitalize the other form of advertisement like POP (Point of Purchase) and Outdoor (Billboard) therefore it would treat as an aid to other marketing activities. Now many bank use TV for promote their product BRAC Bank cab also use this channel to promote their product.

2. Basic Selling style:

Introduce Technical Selling

This will deal primarily with the established accounts and aims to increase their customer service by providing technical assistance. As ATM Card needs a machine called Automated Teller Machine, which requires some technical knowledge to operate so Brac Bank can have a Technical Salesperson in all of their ATM booth and POS.

3. Sales Territories:

Should introduce more control unit:

Local – All districts (city)

More branches in Dhaka, Chittagong, Sylhet

Foreign: Afghanistan

Should introduce more ATM booth and POS

4. Job description:

- More supervision should be given
- Should monitor the progress of the trainees and feedback them on a continuous process

5. Organizational Structure:

We are recommending less management level while more sales manager based on the territory both current and future and under that there will be sales person directly reporting to the sales manager. So there will be more span of control and more decentralization, which will be cost effective and time savvy.

6. Training:

Can implement OJT – On the job training both Mentoring and job rotation. Also can implement Behavioral simulation; role-playing as promotional training method. Give more training on the issue 'How to promote a specific product to the customer', 'Winnig a customer'. Branch sales and service officer need to more specialized training on customer behavior and mind understanding.

5. MARKETING ACTIVITIES OF BRAC BANK LTD.

5.1 Current marketing activities:

The current market activities of BBL are as follows:

- Promoting their existing product through their branches and outlets.
- BRAC Bank Participates in 1st Bangladesh Remittance Fair at Chittagong.
- BRAC Bank receives the prestigious DHL – DAILY STAR BEST BUSINESS AWARD.
- BRAC Bank donates Tk. 50 Lacs to ICDDR,B's Dhaka Hospital.
- BRAC Bank Supports DMP to Build “One Stop Service Center” at DC Police Office, Tejgaon in Dhaka.
- BRAC Bank & Persona Organizes a Workshop on Beauty Solutions.
- BRAC Bank Sponsors a Workshop for Professional Women.
- BRAC Bank Launches its “Premium Banking Lounge”.
- BRAC Bank Distributes Prizes of Wall Magazine Competition to commemorate the event of International Women's Day 2009.
- BRAC Bank signs MoU with Apollo Hospitals Dhaka.
- BRAC Bank gets ICAB National Award.
- BRAC Bank receives National Award as the Highest VAT payer for the financial year 2007-2008.
- BRAC Bank participated in Career Fair.
- BRAC BANK CALENDAR 2009.
- Launching of SMS and Internet Banking.
- Bangla Academy recognizes BRAC Bank for its support.


5.2 Marketing mix (product, price, promotion, place)

PRODUCT Corporate: Bizness account Personal banking: 1.Femina Account 2.Triple Benefit Savings Account 3.Car Loan 4.Deposit Pension Scheme 5.Ezee Account 6.Campus Account 7.Education Loan 8.Money Multiplier 9.SME	PRICE Savings rate 4%, 5%, 7.50% etc. Debit card fee 520+15% vat Account Maintenance Fee 920-1400 tk. Shot term 6.00% Tk 4 for every check leaf. Personal loan rate 18%
PROMOTION DIFFERENT KINDS OF PROMOTIONAL ACTIVITIES <ul style="list-style-type: none"> - CSR activities - Leaflet, prospectus - Newspaper - Award - Workshop 	PLACE 56 BRANCHES, 112 ATM BOOTHS AND 429 SME UNIT OFFICES

5.3 Societal marketing concept

Society, Customer and Profit these three are the factors of societal marketing concept.

5.4 Overall marketing size

In local office of BRAC bank ltd. the customer base has expanded to 400,000 deposit and 83,000(approx). Among these customers there are individuals, corporation, NFBI, govt.bodies, NGO, autonomous bodies etc. but most of the customer of  bank is corporate customers.



5.5 Annual market growth rate:

The product quality of BRAC bank is high. They have different kinds of product and them always tries to ensure good quality products for their customers.

5.6 Brand reputation:

The brand reputation of BRAC bank Ltd. is also high. They have 9 years experience in banking sector. And in this period of time they tried to provide their customer verities of good quality products and services. Patience, focus, transparency, goal, experience, loyalty, care, sincerity, foresight, punctuality, trust, and knowledge these 12 commitments help the bank to create a strong brand.

5.7 Distribution network

The distribution network of BRAC bank Ltd. Is strong enough to distribute the marketing activities of the bank throughout the country. So far BRAC bank has 56 branches and 112 ATM booths all over the country from which they are doing their marketing activities. Other than this they are participating in different occasions and events and promotional activities to promote their bank. The bank is also participating in social welfare activities and charity show.

6. Customer Service Quality

Let's see what business Guru's thinks:

“Customer Service is an organization's ability to supply their customers' wants and needs”

“Customer Service is any contact between a customer & a company, that cause a +ve /-ve perception by a customer”

At first BRAC Bank introduce the concept of customer service quality at banking sector in Bangladesh. BRAC Bank is always careful to provide their customer the best service and always try to make them happy. That's why in every branch has a customer service department that consisting two level of employee.

🚩 **BSSO (Branch sales and service officer):** They give all the service to the customer except cash transaction.

- Seek information about products /service
- Get more Clarity on something
- Solving Problems
- Lodge complaint & seek Solution
- Multiple affaires: FDR Receipt order and delivery, PO etc.

BSSO are responsible to solve this problem of customer.

🚩 **Floor Supervisor:** Floor Supervisor normally carefull about customer

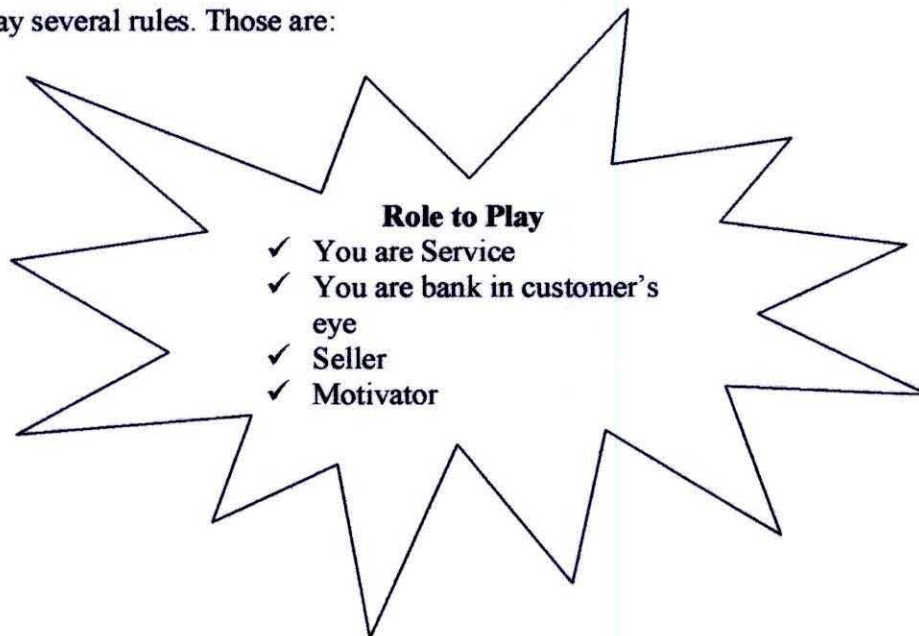
- Timing: They give the customer Token and Serial Number.
- Correct Placement: Sometimes new or uneducated customer come to branch and they not know about where they go for which service. Floor Supervisor places them in correct department.
- Information: Floor Supervisor also gives necessary information to the customer.

Normally customers are come to branch in some specific reason .BRAC Bank thinks that is the opportunity for bank to make them satisfied, loyal and ambassador. That's why Brac bank is tried to provide excellent customer service to their customer instead of only customer service. In this purpose all the Bank staff makes the promise to make Customer satisfied or even delighting Customers which means excellent customer service to them.

6.1 Importance of Good Customer Service: Good customer service always has to play some rule. BRAC Bank customer service is always tried to provide certain service to their customer. Those are:

- **Customer Satisfaction:** Customer satisfaction is the main purpose of customer service. All the branch staff is always try to give the best service to their customer.
- **Building Relationship:** BRAC Bank treat customer as their guest. That's why floor supervisor always cordially invited the customer when they enter into the branch and serve them until they leave the branch. That's help customer to make loyal to the Bank.
- **Customer Expectation:** As a service organization BRAC Bank always try to provide the best service that expected by its customer.
- **Higher Service Charge – Expectation of better Service**
- **Positive & Negative Word of Mouth:** BRAC Bank is always following the motto 'Customer is always right' and also behaves softly with the customer.
- **Customer Loyalty:** BSSO and CSM always show sympathy in the any sad news of the customer or share a happy moment with their existing customer. ex: Send Eid card, Calendar, Inform about new facility.
- **Increasing market Competition:** BRAC Bank introduce new strategy day by day to make their potential client as their loyal customer.

6.2 Role of Customer Service Peoples in Service Delivery: In the branch the branch manager, customer service manager, customer service people (BSSO and OCCS) have to play several rules. Those are:



6.3 Service Quality in the Eye of BRAC Bank:

- Service quality is service check points for customer service or any other issues in branches and backward linkage departments.
- Service Auditing and Monitoring
- SQ works with process & people part of customer Service

6.4 Purpose of Service quality:

- Access & Monitoring the performance of CSO & OCCS on Regular basis.
- Process Designing and Reengineering
- Complaint handling
- Launching different service related campaign
- Design new customer service
- Asses and monitor customer Service standard in branches

6.5 How BRAC Bank Tracks the performance of BRANCH Service quality:

For tracking the performance of CSOs & OCCSs, SQ usually apply the following approaches:

- Score Card
- Mystery Shopping
- Pop-Up Visit
- Customers' Feedback

Score Card:

Score Card is the tool used for assessment of the individual performance in the branches.

Contents of Score Card

Productivity: How many account opened in every month (CSO). How many transactions took place (OCCS).

Asset: Achieved asset target in a single month.

Liability: Achieved Liability target in a single month.

Service Quality: Individual Feedback from Mystery Shoppers survey report (both form CSO and OCCS)





<u>Score Card</u>								
S L	Staff Name	Position	KPIs (Weighted)				Total	Rating
			Service Quality	Asset	Liability	Pty		
1	Mr.X	CSO	32	20	20	6	78	U
2	Mr.Y	OCCS	36	10	10	4	60	U
3	Ms.Z	OCCS	35	10	10	2	57	U
			52	20	20	6	69	U

Mystery Shopping:

Mystery shoppers work just like an ordinary customer to gain real customer experience, with respect to selected activities. The mystery shopper monitors each CSO, OCCS and CSM (Customer Service Manager) twice in a month.

Parameter of Evaluation in Mystery Shopping: There are some parameters fixed by bank. Mystery shoppers go to branch and assess the staff in these attributes.

Attributes of assessment (Individual)

-  **Personal Aptitude:** How an employee is behaving with customer? Includes: Acknowledgement & Greetings, Introduction and Offering seat, Facial Expression, Body Language, Closing Conversation
-  **Professional Conduct:** A Customer service person always shows professionalism in their work, Dress Up and Appearance, Impression Management & professional attitude, Addressing & accent, Dispute Handling Ability, Apologizing for Mistake, Confusing by Referring, Do it Right at the First Time.
-  **Product Knowledge & Service focus:** Complete knowledge about different type of product is mandatory. Adequate Product Knowledge, Presentation Ability, Reasonable Timing, Error Free Service Delivery, All information should be well Communicated.
-  **Inappropriate Conduct:** Some behaviors are restricted for bank staff in front of customer. Those include: Referring Without Completing, Left Seat & Kept Vacant for long time, Eating and Drinking, Receiving PERSONAL Phone Call, Prolonged Conversation with other, Casual body language, Rudely & Loudly Talking, Identical Discrimination, Act as nothing Wrong, Improper, Falls & Unsure statement, laughing at Customer, Lack of Commonsense, and Subjective Impression.

6.6 Can bank Control over their Customer:

- 1% die
- 3% move away
- 5% seek alternatives or develop other relations
- 9% begin doing business with the competitors
- 14% are dissatisfied with the product or service
- 68% are upset with the treatment they received

That means bank have some control over 96% of the reason customers stop doing business with bank.

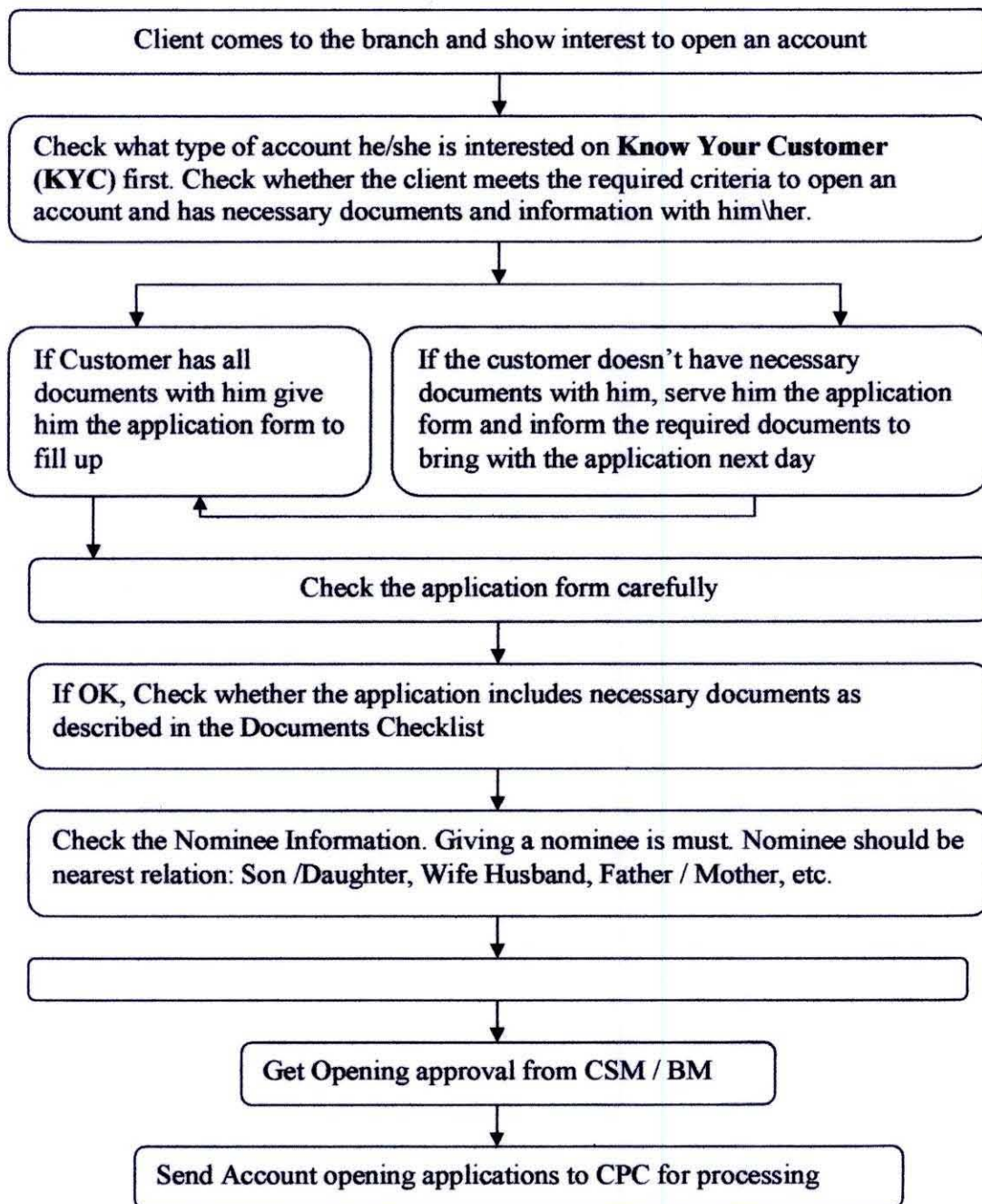
6.7 Customer service Quality Rules (Code of Conduct) of BRAC Bank:

1. Know your customer (KYC): When a client comes to open an account, try to get a clear idea about that person prior to open an account. Common facts required to be noticed are:

- **Social Position:** Take prior permission from Head office and be careful in case of opening account for people who are Politicians, Customs, Technocrats, Judicial, Defense personnel, law enforcing agency, Income tax, Vat authority etc.
- **Occupation:** Type & nature of Business job nature and duration. Check the Trade License / employment documents. Take Prior permission from Head office and be careful when the occupation is in jewelry, Exchange House, Manpower, Courier Company, Hotel & Restaurant, Machine parts.
- **Income Level:** Check whether the level of income complies with the average industry income level for the sector and position where the customer belongs.
- **Address Level:** At least one of the addresses (permanent / present / work) mentioned in the account opening form should be verified by personal visitation of DSE or other officer of the Bank.
- **Purpose of opening the account:** Etc.

2. Points to be checked in the time of account opening:

Process Flow for Account Opening



3. Eligibility

- ✓ Bangladeshi National
- ✓ Foreign National
- ✓ Major (age above 18 years)
- ✓ Age Limit Vs eligibility
- ✓ Allowed Currency of operation
- ✓ Eligible to sign (thumb impression maybe acceptable in some banks)
- ✓ Business Entity operating in Bangladesh
- ✓ Satisfactory “KYC” understanding
- ✓ Having Sound documentation for A/C opening as per bank’s policy

7. SWOT Analysis Of BRAC Bank Ltd.

7.0 SWOT ANALYSIS

SWOT analysis is an important tool for evaluating the company's Strengths, Weaknesses, Opportunities and Threats. It helps the organization to identify how to evaluate its performance and scan the macro environment, which in turn would help organization to navigate in the turbulent ocean of competition.

7.1 Strengths:

Company reputation:

BRAC bank has already established a favorable reputation in the banking industry of the country particularly among the new comers. Within a period of 8 years, BBL has already established a firm footing in the banking sector having tremendous growth in the profits and deposits. All these have lead them to earn a reputation in the banking field

Sponsors:

BBL has been founded by a group of eminent entrepreneurs of the country having adequate financial strength. The sponsor directors belong to prominent resources persons of the country. The Board of Directors headed by its Chairman Mr. F H Abed. Therefore, BBL has a strong financial strength and it built upon a strong foundation.

Top Management:

The top management of the bank is also major strength for the BBL has contributed heavily towards the growth and development of the bank. The top management officials have all worked in reputed banks and their years of banking experience, skills, expertise will continue to contribute towards further expansion of the bank. At BBL, the top management is the driving force and the think tank of the organization where policies are crafted and often cascaded down.

Facilities and equipment:

BBL has adequate physical facilities and equipments to provide better services to the customers. The bank has computerized and online banking operations under the software called Finacle banking operations. Counting machines in the teller counters have been installed for speedy service and the cash counters. Computerized statements for the customers as well as for the internal use of the banks are also available.

Impressive branches:

This creates a positive image in the minds of the potential customers and many people get attracted to the bank. This is also an indirect marketing campaign for the bank for attracting customers. 56 branches of the bank are impressive and are compatible to foreign banks.

Interactive corporate culture:

BBL has an interactive corporate culture. Unlike other local organization, BBL's work environment is very friendly, interactive and informal. There are no hidden barriers or boundaries while interacting among the superior or the subordinate. The environment is also lively and since the nature of the banking job itself is monotonous and routine, BBL's likely work environment boosts up the spirit and motivation of the employees.

Team work at mid level and lower level:

At BBL's mid level and lower level management, there are often team works. Many jobs are performed in groups of two or three in order to reduce the burden of the workload and enhance the process of completion of the job. People are eager to help each other and people in general are devoted to work.

7.2 Weaknesses:

Advertising and promotion of SME loan:

This is a major set back for BBL and one of its weakest areas. BBL's advertising and promotional activities are satisfactory but its SME loan is not advertised well. It does not expose its SME product to general public and are not in lime light. BBL does not have neon sign or any advertisement for SME loan in the city. As a result people are not aware of the existence of this bank.

NGO name (BRAC):

BRAC is one of the largest NGO of the world and it is operating its activities in Bangladesh. BRAC bank is not a NGO bank but many people of them country consider it as a NGO bank like Grameen Bank which is not correct.

Low remuneration package:

The remuneration package for the entry and the mid level management is considerably low. The compensation package for BBL entry level positions is even lower than the contemporary banks. Under the existing low payment structure, it will be very difficult to attract and retain higher educated employees in BBL. Specially CRO's are not satisfied with compensation package provided to them.

7.3 Opportunities:

Diversification:

BBL can pursue a diversification strategy in expanding its current line of business. The management can consider options of starting merchant banking or diversify in to leasing and insurance. By expanding their business portfolio, BBL can reduce their business risk.

Product line proliferation:

In this competitive environment BBL must expand its product line to enhance its sustainable competitive advantage. As a part of its product line proliferation, BBL can introduce the following products.

ATM:

This is the fastest growing modern banking concept. BBL should grab this opportunity and take preparation for launching ATM. Since BBL is a local bank, they can form an alliance with other contemporary banks in launching the ATM.

7.4 Threats**Multinational banks:**

The emergence of multinational banks and their rapid expansion poses a potential threat to the new growing private banks. Due to the booming energy sector, more foreign banks are expected to arrive in Bangladesh. Moreover, the already existing foreign banks such as Standard Chartered are now pursuing an aggressive branch expansion strategy. This bank is establishing more branches countrywide and already launched is SME operation. Since the foreign banks have tremendous financial strength, it will pose a threat to local banks.

Upcoming banks:

The upcoming private local banks can also pose a threat to the existing private commercial banks like BBL. It is expected that in the next few years more local private banks may emerge. If that happens the intensity of competition will rise further and banks will have to develop strategies to compete against an on slaughter of foreign banks.

Contemporary banks:

The contemporary banks of BBL such as Dhaka bank, prime bank and Dutch Bangla are its major rivals. Prime bank and other banks are carrying out aggressive campaign to attract lucrative clients as well as big time depositors.

<u>Strengths</u> <ul style="list-style-type: none"> ▪ Company reputation ▪ Sponsors ▪ Top Management ▪ Facilities and equipment ▪ Impressive branches ▪ Interactive corporate culture ▪ Team work at mid level and lower level 	<u>Weaknesses</u> <ul style="list-style-type: none"> ▪ Advertising and promotion of SME loan ▪ NGO name (BRAC) ▪ Low remuneration package
<u>Opportunities</u> <ul style="list-style-type: none"> ▪ Diversification ▪ Product line proliferation ▪ ATM 	<u>Threat</u> <ul style="list-style-type: none"> ▪ Multinational banks ▪ Upcoming banks ▪ Contemporary banks

Fig: SWOT Analysis of BRAC Bank Ltd.

8. CUSTOMER SATISFACTION

The success of any product is largely dependent on customer's satisfaction and acceptance. Selling a product or a service is just the beginning of a relationship, which is to be built and maintained over the year. Only this way the sense of loyalty is established in customer's mind.

BRAC Bank Limited with the commitment to provide Excellence service in Banking always tries to offer better product to the customers as well as keeping in mind about the volatility of the market.

Here in this part I have shown demand of customer satisfaction is related with its customers' financial position and demand (by their occupation) and are they satisfied with BBL or not.

8.0 A SURVEY ON CUSTOMER SATISFACTION

8.1 Research approach:

We have surveyed on the people of different occupation. Today the demand of Deposit and loan is rapidly increasing. At the preliminary stage, only rich people were interested to take service from BRAC Bank. Now middle class segments are also interested to this sector. So we have surveyed on both high and middle class people. So I have tried my best to go through most of the places.

8.2 Contact Method:

I have contacted to the persons individually with a questionnaires. Then I gave them both close-ended questions and open-ended questions. Most of the person gave answer of my entire question. Some did not because of their busyness and lacking of knowledge about loan procedure.

8.3 Sample Design:

Sample design consists of three parts-

1. Sample size
2. Sampling frame
3. Sample technique

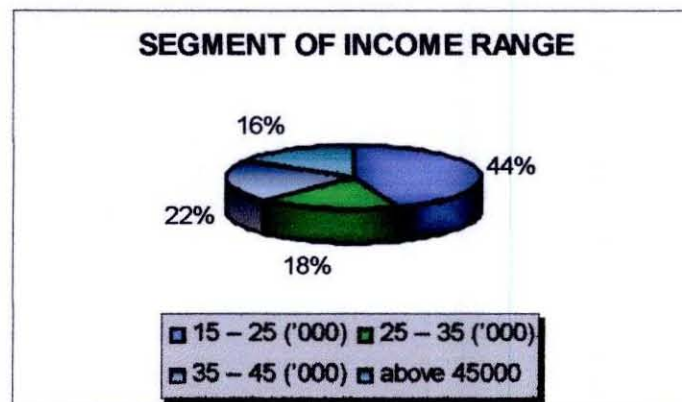
1. Sample size: for this research (the survey on customer satisfaction) the determined sample size is 100.

2. Sampling frame: Opening an account is depending on the occupation of the family. He may be a company owner or related to any other type of business and he may be service holder. So the survey is conducted on these persons – businessmen & service holders.

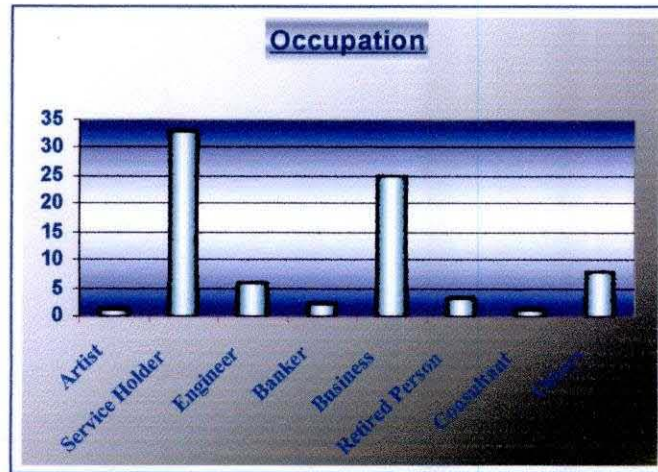
3. Sampling technique: For this research the researcher follows the convenience sampling. As here the main objective was to gather knowledge about the customer satisfaction.

8.4 Research instrument:

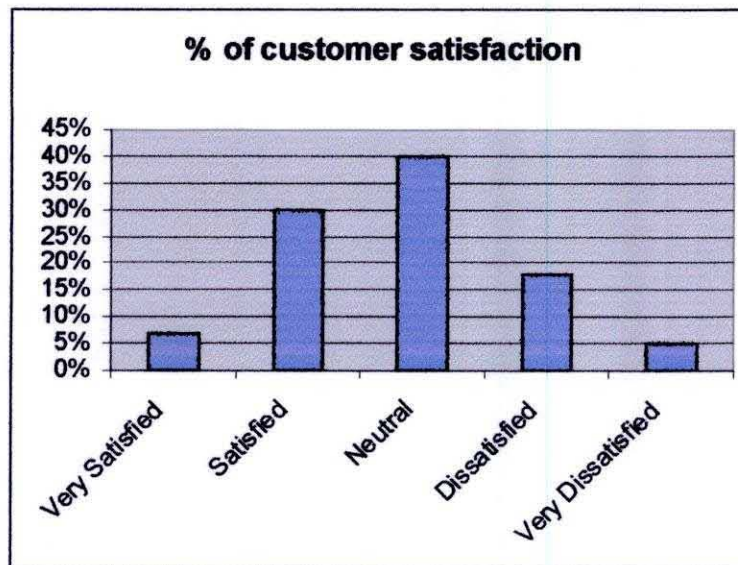
My research instrument was a printed questionnaire to which I gave both close-ended questions and open-ended questions. It is because to make an explanatory research and to easily interpret and tabulate our research work.



Graph:- Segment of income Range



Graph -: Occupation



Graph: % of satisfaction Level

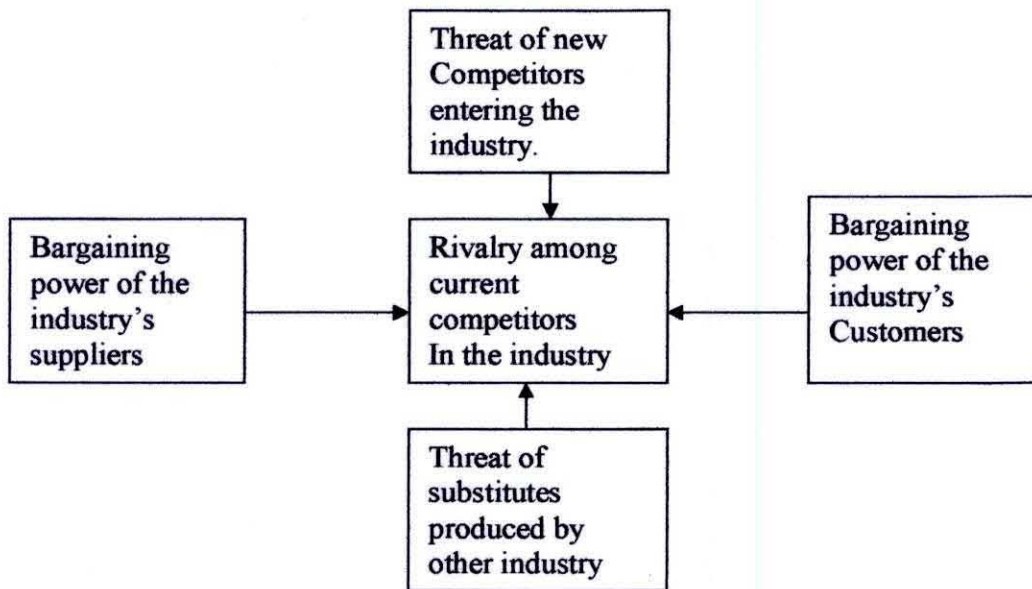
8.5 ORGANIZED DATA FROM THE SURVEY

Part	Description	TOTAL (%)
1)	Personal Information :	
-	Relationship with BRAC Bank	
	0-2 years	45%
	3-4 years	25%
	5-6 years	20%
	More than 6 years	10%
-	Occupation	
	-Artist	1
	-Service Holder	33
	-Engineer/Architecture	6
	-Banker	2
	-Business	25
	-Retired Person	3
	-Consultant	1
	-Others	8
-	Age Range of 21-30	34
	Age Range of 31-40	39
	Age Range of 41-50	17
	Age Range of above 50	3
-	Income Range of 15 – 25 ('000)	41
	Income Range of 25 – 35 ('000)	17
	Income Range of 35 – 45 ('000)	20
	Income Range of above 45000	15
-	Refer BRAC Bank to the Friends/Relatives	
	Yes	55
	No	45
2)	Features: (Average Result)	
-	Fully Satisfied With Performance	6
	Satisfied With Performance	30
	Neutral With Performance	40
	Dissatisfied With Performance	16
	Fully Dissatisfied	1

9. Industry Analysis

Porter introduces five forces analysis. According to this framework, the intensity of competition determines the potential for creating abnormal profits by the firms in an industry. Whether or not the potential profits are kept by the industry is determined by relative bargaining power of the firms in the industry and their customers and suppliers.

Five- forces analysis of the banking industry is given as follow:



9.1 Threat of new entrants:

Economies of scale:

The economies of scale of banking industry are low. As the large percentage of cost of banking industry is fixed. So, by the increasing number of customer per head fixed cost will be decreased, as economies of scale of this industry are low. So, this low economy of scale will attract the new entrant. So, threat will be high. We also observe that the low economies of scale give a signal of high profit. As a result our banking industry is flourishing which is the cause of high threat of new entry.

Product is undifferentiated:

In the banking industry the product is different types of deposits and different types of loan. The banks belonging to the banking industry more or less provide the same type of product. That means the different banks serve the customers with more or less same types of offerings. So, it can be said that the product is undifferentiated which is signal of threat of new entrants.

Capital requirements:

For entering into the banking industry it requires a large capital. So, from this perspective the threat of new entrants is low. If we consider capital requirement then in the Bangladesh banking industry the new entrants will be few.

Customer switching cost:

In the banking industry the switching cost is very low as the product is undifferentiated and more or less same type of services. So, customer can get the same satisfaction with all banks. And if customers want to shift that will be easy because the switching cost is low. So, the threat of new entrants is very high.

Incumbents don't control distribution channels or sources of supplies:

In the banking industry we can see that the Bangladesh bank has recently added some rules and regulation regarding the source of income of the depositors. So, this incumbent has control distribution channels or sources of supplies in banking industry. From the view point threat of new entrants is low.

Bangladesh Bank regulation:

Banking industry is totally regulated by Bangladesh bank. To start a new bank it has to face very complicate regulations. The bank must have to posses TK.100 core of paid-up capital. And other restrictions have to maintain.

9.2 Power of buyers:

Depositors and borrowers both are the major buyers of banking industry. Besides, some customers get other exceptional services from banks like – discounting bills, money drafting, over drafting, credit card service, ATM service, etc. Bargaining power of the buyers can be measures through the following –

Concentration of buyers and volume of purchase:

Buyers of the banking industry are not much concentrated as there are a huge number of customers of banks. Though the buyers trade on high volumes, buyers markets are not concentrated.

Product Undifferentiated:

General products of banking industry are undifferentiated. A little bit difference may exist. Maximum services of bank are unique. Interest rate and service charges differ from bank to bank. But these differences are not much significant.

Buyers' backward integration:

There is a weaken threat of backward integration from borrowers but strong from the depositors. Depositors have the scope to invest their fund directly rather to via bank. They can invest in any business, share market or in any other sector and can gain profit, what is their ultimate goal. But it is quite hard for the borrowers to communicate directly with the depositors. So, the threat from the borrowers is weak.

Transparency of production cost:

The banking operations are in general transparent. The interest rate of sector, cost of each services, the buyers know investment planning of banks, their ability, etc all. So, the buyers have a clear idea about the productive cost.

Products' impact on quality of final product:

Bank is mainly used as a source of money. Either to increase value of money through depositing or to gain profit by borrowing money. Whatever the job the quality of the goal or product of buyers is not much influenced by the point from where the money comes from. Through the interest rate is different bank to bank, it is not much different to influence the job of the buyers.

9.3 Power of suppliers:

Suppliers are directly related to manufacturing industry. But in banking industry there is no vendor as it is a service industry. For banking industry there is no need of raw materials like the manufacturing industry. So, there is no supplier exactly like that. But here we can consider the necessary commodity that is related to administration of a bank like – PC, papers, pen, other furniture etc. But today the most important commodity is software. So, the sources supply this commodity to bank can be called supplier.

So, from this view, it can be said that the power of suppliers is not only low but also has minimal impact on this industry.

9.4 Threat of substitutes:

Few substitute of banking services are available. Other savings institutions, Leasing companies, Credit unions, Pension funds, Insurance companies, Finance companies and Mutual funds are most substitute service source of banks. We justified the following points to measure the threat of the substitute in banking industry –

Profitability of industry of substitute Service:

Profitability of the substitute institutions is not higher than banking industry. As the substitute industries invest their funds for long run. But bank can invest their money for the short run rapidly. Also the risks of the substitute industries are higher than the banking



industry. Bank also provides some exceptional services, like- ATM, Credit cards, Discounting bills, etc which attracts the customers.

Improvement of Substitute services:

Substitute service is improving its price and performance. But still they cannot be the perfect substitute of the service of bank. So, the above analysis viewed that the threat of substitute are lower in the banking industry.

9.5 Intra – industry rivalry:

Number of competitors:

There are a huge number of competitors in the banking industry of Bangladesh. Now in Bangladesh about 49 commercial banks are participating. So, a greater degree of competition exists in this industry, which creates high degree of intra-industry rivalry.

Growth of industry:

At a certain point of the life cycle the industry was increasing rapidly. It was after year 1995. But now the growth of the industry has come almost to a steady rate. As the intra-industry rivalry is fiercest, the industry is growing slowly.

% of Fixed Cost:

Large percentage of the banking industry is fixed. As the bank mainly providing service to its customer the major elements of the business is related to fixed cost. It also reflects the high degree of intra-industry rivalry.

Storage cost of Product:

As the banking industry provides services to its customer there is no question of store product. So, the industry has no storage cost ultimately. So, it gives an opposite look.

Service undifferentiated:

Service of all banks is mostly undifferentiated. This unique feature creates rivalry among the industry participants.

Buyers' switching cost:

Customer of the banking industry face comparatively low switching cost while they switch from one bank to another. But still there is a question of efficiency and reliability of the bank to customer about their service. As the switching cost is low, it is a threat to the bank and it creates great rivalry.

Exit barriers:

Exit barriers for the banks are not much high. If the board of bank wants to have the industry easily it can do it by selling the bank to others. So, the rivalry created by this point is much low.

10. Internship Position

10.1 Internship Position

In the period of my three month internship program, I've learned a lot of things about banking activities which is related to my subject. My main responsibility is to provide customer service & increase share of wallet by achieving deposit target in BRAC Bank Limited. I got three month long training on banking procedures, and banking.

Software called Finacle where I have learned

- ◆ CIF (Customer Information Form) creation by using CCS,ACI,HACLI
- ◆ A/C freeze, unfreeze, verify & close
- ◆ FDR, DPS opening
- ◆ Cheque book, ATM card issue, Active.

My major job purpose & principle accountabilities in the banks are as follows

- Ensure account opening, modification, closing, and ATM card & cheque book requisition and remittance activities.
- Ensure delivery of value added and quality services to the existing and the walking customers
- Implement client service strategies to achieve BRAC Banks objective and plans
- Ensure quick resolving of client quires and issues
- Efficiently handle customer complains
- Properly maintain FDR, ATM, Account and other registers
- Co-ordinate with HO officials and other related departments, branches & SME service center
- Receiving checks, issue cheque book, Fund transfer
- Verifying check book register, Customer Signature verification
- Writing pay order, Statement inquire
- Checking balance as per individual customer request
- Providing all kinds of general banking information to the customers
- Issuing check books and posting them into the system.

11. FINDINGS AND PROBLEM IDENTIFICATIONS

11.1 FINDINGS OF THE STUDY:

From the view point of Porter's 5 forces a conclusive result regarding the potential profitability of the BRAC Bank is identified:

- As the threat of new entrants is high that means competition will be increased in the future, which will reduce the profit.
- Power of buyer is minimum in the banking industry that will increase the profit.
- As the power of suppliers is ignorable, it cannot influence the profit. So, with this force we cannot predict the potential profit.
- Threat of substitutes is low which obviously give positive sign for predicting a potential profit.
- If the intra- industry rivalry will increase at an increasing rate and it create a unhealthy competition then it will surely reduce the profit.

From the view point of **financial performance**:

- Increasing trend in foreign exchange business, profit and investment position.

From the view point of **performance analysis**:

- Interest income has the most influence on loan amount than deposit amount.

From the view point of **comparative analysis**:

- Though BRAC Bank has a positive trend but Prime bank is doing better because its cost of fund is lower and interest rate is lower.
- Credit risk is now stabilizing in BRAC bank but sill needs to be more considerations.

From the view point of **customer satisfaction**:

- Most customers are satisfied with BBL's product.
- Wide range of customer groups in terms of age and occupation.

11.2 SOME OTHER FINDINGS:

- ✦ The Bank had also extended long term loan to a number of projects under syndicated financing arrangement with banks and financial institutions.
- ✦ BRAC Bank Limited had a pioneer role in providing necessary finance to the fixed income group for buying items that are necessary for raising the quality of living through its Consumer Credit Scheme.
- ✦ The Bank provide incentive bonus to its employees on the basis of profit earned during the year. This year the Bank provides five time's basic salary as the incentive bonus to its employees and two festival bonuses which motivate its employees to perform their activities effectively and efficiently.
- ✦ The employees of the Bank are Young, energetic, cooperative and friendly. Their dealings with the client are cooperative and friendly which creates attractive perception about the client and interest to do business with the Bank.
- ✦ Because of the strong marketing effort of BBL the deposits amount has increased. For this even when competition has increased due to the intrusion of some new local banks, BBL has become successful to keep its strong position in credit division.
- ✦ BBL also gives preferences to its local customer through its marketing efforts. The number of branches of PBL is comparatively higher than other illustrative banks. As a result it covers a higher market segment and sector of the whole country.

11.3 IDENTIFICATION OF SOME PROBLEMS:

1. Pressure from Directors and Politicians for Credit
2. Lack of Deposit for Credit Extensions:
3. Loan default culture in Bangladesh.
4. Defective Legal System.
5. Higher cost of fund.
6. Lack of Supervision and Monitoring:
7. Changes in Policies
8. Lower Remuneration Structure
9. Insufficient employees for this reason the bank do not provide sufficient service to its potential customer. Mainly in pick period the presser of customer is very high.
10. In Tongi Branch I have found car parking problem and people do not fell comfort to cross the big road and does banking function.
11. As the lack of employee, they do not give time to the potential client for his (client) own interest, sometime some employees misbehaved to the client.
12. Introduce problem is a great problem most of the employee does not help the new client as an introducer.
13. Careless of the bank if the client's good became damage most of employees do not agree to provide compensation.
14. Most of the employee does not accept torn taka from the potential client.
15. Limitation of proper training for this reason most of one department employee do not know the other department's work properly.

12. OBSERVATION AND RECOMMENDATION

Recommendations:

BBL is a well established Bank in Bangladesh. It is providing maximum services to the customer then other Bank. But it has some limitation that is mentioned above. I want to give some suggestion to remove these problems or reduce these problems BBL should increase manpower. Not only Tongi branch but also other branches need more employees to provide maximum service. At least general banking department and cash department the Bank should provide sufficient employee.

The concluding remarks on the above mentioned topic, its discussions, analysis and evaluation are as follows with recommendation:

- Setting proper planning for each and every work as well as for the whole department. Managerial supervision is also wanted to increase.
- Reduce the service charge for account and other service charge. Because most of the customer complaint about over charging ex: Statement issue charge.
- Proper maintenance of files and necessary files and documents on daily basis.
- Separating Card department and concern operation because in most of the department BSSO doing all types of customer related works.
- Ensure that every one working in Software knows it properly and giving them personal ID.
- Changes in banking policies will not be sufficient the purposes unless it is followed by a change in the attitude and outlook of both the customers and the bankers.
- BRAC Bank Limited should be enforced to expand its activities and loan programs in the rural areas to serve the national interest.
- Diversification of the loan portfolio is, of course, the key to lowering overall credit risk. Default risk can be lowered through diversification of credit programs at each and every corner of the economy as best as possible. So the BBL should diversify the loan portfolio to reduce risk.

- BBL should introduce prime rate for the best customers which will attract the good customers. It is observed that irregular borrowers are given facilities like loan rescheduling, time extension etc. But a regular customer does not get any facility.
- For motivating the employees to perform their activities efficiently and effectively BBL should restructure the remuneration structure of the employees.
- Since the lending rate of BBL is comparatively high, it can attract more customers by lowering the rate of lending
- If the bank wants to provide services to the customer easily and comfortably it should increase the number of branch and should place it in a suitable situation when the client come and parks their cars easily.
- Introducer is an important factor for open an account most of people do not have introduce but they wants to deposit money to the bank so for increasing deposit the employee should do their function.
- To reduce the bad character of employee the bank should provide physical training. Another reason of misbehavior is lack of employee. The present employee became fad up and they misbehave to the client.

13. Conclusion

We moved a long way from the time when the banks were deposit taking and money-lending institution. The old concepts, attitudes and methods in banking have undergone a marked change all over the world. Modern Banking is an outcome development driven by changing financial activities and lifestyle. Bangladesh has not lagged behind. Banks are required to participate in the nation building activities and act as agent for bringing about socioeconomic changes.

Entering as a new bank in private banking scenario of Bangladesh, BRAC Bank is constantly try to cross the obstacles regarding typical business oriented ideas and come up with innovative curtailed to its Consumers need to harvest maximum benefit for them. BRAC Bank Limited is a third generation bank inaugurated on 4 July 2001 with a mission of providing best banking service in the country to enhance economic activity.

In the world of global economy, banking needs have become more diverse and exotic than ever before. In this regard BRAC Bank promises to fulfill every possible Customer needs with high quality service and satisfaction. This success has resulted from the dedication, commitment & dynamic leadership of its management over the periods. To become market leader in providing banking services, introduction of sophisticated banking instruments i.e., on line banking services, ATM services is a demand of time.

BRAC Bank is maintaining it's competitiveness by leveraging on its on line Banking Software and modern IT infrastructure. It is the pioneer amongst the local banks in introducing innovative products like SMS Banking, Phone Banking, and Internet Banking and so on.

Though having some drawbacks the bank's overall performance is satisfactory. I wish a prosperous future for the Bank.

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APPENDIX

QUESTIONNAIRE

A Survey on Customer Satisfaction & Preference

BRAC University
BBS Department

Surveyed By: _____

(Please Put a Tick Mark in your selected one)

□ Personal Information:

1) Your Relationship with BRAC Bank:

a) 0-2 years b) 3-4 years c) 5-6years d) 6or more years

2) In which age group do you belong?

a) 21-30 b) 31-40 c) 41-50 d) 51 or more

3) What is your occupation?

4) Your income range-

a) 15,000-25,000 b) 25,000-35,000
c) 35,000-45,000 d) Above 45,000

5) Did you recommend BRAC Bank to your relatives/ Friends / Colleagues?

a) Yes b) No

□ Features:

1) How satisfied are you with the quality of customer service department?

a) Very Satisfied b) Satisfied c) Neutral d) Dissatisfied e) Very Dissatisfied

2) How satisfied are you with the Token system that determines your handover time?

a) Very Satisfied b) Satisfied c) Neutral d) Dissatisfied e) Very Dissatisfied

3) How satisfied are you with the product Knowledge of customer service officer?

a) Very Satisfied b) Satisfied c) Neutral d) Dissatisfied e) Very Dissatisfied

4) How satisfied are you with the fees/service charge of the bank?

a) Very Satisfied b) Satisfied c) Neutral d) Dissatisfied e) Very Dissatisfied

5) How satisfied are you with the phone banking service?

a) Very Satisfied b) Satisfied c) Neutral d) Dissatisfied e) Very Dissatisfied

6) How satisfied are you with the way of issue / encash fixed deposit service?

a) Very Satisfied b) Satisfied c) Neutral d) Dissatisfied e) Very Dissatisfied

7) How satisfied are you with the system of Pay Order?

a) Very Satisfied b) Satisfied c) Neutral d) Dissatisfied e) Very Dissatisfied

8) How satisfied are you with the delivery method of Cheque book/ FDR Receipt/credit card/Bank Statement?

a) Very Satisfied b) Satisfied c) Neutral d) Dissatisfied e) Very Dissatisfied

9) How do you feel when you come to a BRAC Bank Branch?

a) Very Satisfied b) Satisfied c) Neutral d) Dissatisfied e) Very Dissatisfied

□ External Factors:

1) If changes are needed than what type of changes you recommend?

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.....

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2) Any other Suggestions?

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.....

.....

Thank You