



Internship report
on
Retail Banking & Customer Service Activities of
BRAC Bank Ltd

FALL' 2015



Report

On

**Retail Banking & Customer Service Activities of
BRAC Bank Ltd**

Guided by

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**An Internship Report Presented in Partial Fulfillment
of the Requirements for the Degree
Masters of Business Administration**

BRAC UNIVERSITY, BANGLADESH

LETTER OF TRANSMITTAL

14th December, 2015
Mr. S.M. Arifuzzaman
Assistant Professor
BRAC Business School,
BRAC University.

Subject: Submission of internship report

Dear Sir,

I hereby take the opportunity to submit my report on "Retail Banking and Customer Service activities of BRAC Bank Limited ". While preparing this report, I worked as an intern at BRAC Bank Ltd. under the supervision of Mr. Maruf Hossain, Customer Service Manager. I feel most privileged to be associated with an experienced, efficient and professional team in one of the most reputed banks of Bangladesh. I tried my best to make this report as informative, practical, reliable and relevant as possible. I strongly believe that this report will satisfy your requirements and expectations. I have concentrated my best effort to achieve the objectives of the report and hope that my endeavor will serve the purpose. The practical knowledge and experience gathered during my report preparation will immeasurably help me in my future professional life. I would like to thank you for the guidance and support you have provided me during the course of this report. With deep gratitude, I also acknowledge the help provided by Mr. Maruf Hossain for providing me utmost supervision during my internship in the organization.

Hereby, I hope that you would be kindly accepting my sincere effort and oblige thereby. Thank you again for your support and patience.

Yours Sincerely,

Christer Andrews
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BRAC Business School

ACKNOWLEDGEMENT

The successful accomplishment of this Internship Report is the outcome of the contribution and involvement of a number of people, especially those who took the time to share their thoughtful guidance and suggestions to improve the report.

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Then, I express my sincere gratitude to Mr. Maruf Hossain, Customer Service Manager, BRAC Bank, for supervising me throughout the entire internship period. I would also like to express my gratitude to Mr. Rajan Basak (BSSO) for teaching me and supporting me throughout my internship experience. I want to thank all the Branch Sales and Service Officers who have helped me at every steps of my internship. It was a great honor to work with such kind, hard-working and helpful officers.

Finally my sincere gratitude goes to my family, friends, classmates and colleagues who helped me whenever I needed.

EXECUTIVE SUMMARY

This report represents the working experience gained in a private commercial bank operated in Bangladesh named “BRAC Bank Limited” (BBL). BRAC Bank intends to set standards as the market leader in Bangladesh. It demonstrates that a locally owned institution can provide efficient, friendly and modern full banking on a profitable basis. The operations process of Bank is smooth and excellent. The main objective of the study is to get knowledge about the Retail Banking and Customer Service activities of the bank and also gain the practical experience of corporate life and view the application of theoretical knowledge in the real life. As an intern, I got the opportunity to work at Gulshan branch for 12 weeks. Based on the observation and question answer sessions with the Branch Sales and Service Officers (BSSO), I found some unique and common comments on customer service. Bank has some strong points, some weak points and some opportunity along with threats in their customer service. Organization can take steps to get the better output from employees by providing effective trainings and by increasing the motivation level of employees’ .To make the strong points sustainable and to develop the weak points, employee satisfaction level needs to improve along with better remuneration packages and facilities. Moreover according to the changing economic conditions, BRAC bank has to change its strategy relating to its customer service.

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Introduction:

Banking industry is one of the most promising industries of our country. Generally by the word 'Bank' we can easily understand that the institution deals with money. There are different types of banks such as: commercial bank, agricultural bank, industrial bank, savings bank & exchange Bank. But when we use the term 'Bank' without any prefix or qualification, it refers to the 'Commercial Bank'. Commercial banks are the primary contributors to the economy of a country. It helps to flow funds from surplus unit to deficit unit and through this it facilitates 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 and financial reforms. BRAC Bank Limited is a scheduled commercial bank with local and international institutional shareholding (Shore Cap Int'l Ltd., IFC). It was established under the Banking Companies Act, 1991 and incorporated as private limited company on May 20, 1999 under the Companies Act, 1994. Its operation started on July 4, 2001 with a vision to be the market leader through providing all sort of support to people in term of promoting corporate and small entrepreneurs and individuals all over the Bangladesh. BRAC Bank, for the first time among local commercial banks, started providing loan facilities to small and medium trading, manufacturing and service oriented enterprises all over the country. In this competitive banking industry BRAC Bank is trying to differentiate itself through its services. BRAC bank is striving to provide best-in-the-class services to its diverse range of customers spread across the country under an on-line banking platform. 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.

Chapter One

Objective and Methodology



1.1. Objective of the internship:

The main objective of the internship is to gather practical knowledge regarding banking system and operation. This practical orientation gave me a chance to coordinate out theoretical knowledge with practical experience. The following are some of the objectives for this practical orientation in bank:

- To apply theoretical knowledge in the practical field.
- To know about the general banking activities.
- To observe the working environment in commercial banks.
- To study the existing overall banker - customer relationship.

1.2. Methodology and sources of data:

Methodology of the Study:

This report is based mainly on observations that I experienced during the internship period. Data required for this report were collected from the annual report of BRAC Bank Limited. Apart from this, helpful information was collected from online resources.

Sources of Data:

In order to make the report more meaningful and presentable, the following data and information have been used widely:

- Face to face conversation with the respective officers.
- Conversation with the customers.
- Relevant file study as provided by the officers concerned.
- Personal Observation.

Chapter Two

Overview of BRAC Bank Ltd.



2.1 Knowing BRAC BANK:

BRAC Bank Limited is a scheduled commercial bank in Bangladesh. It was established in Bangladesh under the Banking Companies Act, 1991 and incorporated as private limited company on 20 May 1999 under the Companies Act, 1994. The primary objective of the Bank is to provide all kinds of banking business. At the very beginning the Bank faced some legal obligation because the High Court of Bangladesh suspended activity of the Bank and so it failed to start its operations till 03 June 2001. Eventually, the judgment of the High Court was set aside and dismissed by the Appellate Division of the Supreme Court on 04 June 2001 and the Bank started its operations from July 04, 2001. BRAC Bank Limited, with institutional shareholdings by BRAC, International Finance Corporation (IFC) and Shore cap International, has been the fastest growing Bank. 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. BRAC Bank Limited intends to set standards as the market leader in Bangladesh by providing efficient, friendly and modern fully automated on-line service on profitable basis. Since inception, it has introduced fully integrated online banking transaction to provide all kind of banking facilities from many of our conveniently located branches.

The goal of BRAC Bank is to provide mass financing to enable mass production and mass consumption and thereby contribute to the development of Bangladesh. The management of the Bank believes that this sector of the economy can contribute the most to the rapid generation of employment in Bangladesh. 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 is a knowledge-based organization where the bank professionals learn continuously from their customers and colleagues worldwide to add value. The bank promotes broad-based participation in the Bangladesh economy through the provision of high quality banking services. BRAC Bank does this by increasing access to economic opportunities for all individuals and business in Bangladesh with a special focus on currently under-served enterprises and households across the rural – urban spectrum. BRAC Bank is surviving in the large banking arena through its unique and

competitive products and it is the only local bank that started providing 100% integrated online banking facility.

The promoter of BRAC Bank is BRAC – the largest development agency of the world rooted in the economy of Bangladesh. BRAC's traditional expertise in the field of multifaceted development program has been one of the driving forces behind BRAC Bank. The Bank draws its strengths from the image of BRAC not only in Bangladesh but also across the globe where it is regarded as a beacon for the development of the economy.

BRAC Bank Limited is a fully operational commercial bank that focuses on pursuing unexplored market niches in the Small and Medium Enterprise Business, which till now has remained largely untapped within the country. In the last several years of operation, the bank has disbursed over BDT 9,750 cores in loans to nearly 300,000 small and medium entrepreneurs. The company consists of 155 branches, 400 SME unit offices, 675 Remittance Delivery Points, over 320 ATMs and 14 Kiosks across the country. BRAC Bank is among the last few organizations to have received a commercial banking license from Bangladesh Bank. BRAC Bank practices upon a model where fund accumulated from urban deposits disseminates in the rural and uplift Small and Medium Enterprises (SME). By now it has become fourth largest SME bank globally. The company also offers Probashi banking, which specifically caters to non-resident Bangladeshis abroad. Other areas include customized treasury and foreign exchange solutions, cash management and custodial services.

2.2 Vision, Mission and Goals of BRAC Bank Limited:

Vision

BRAC Bank will be a unique organization in Bangladesh. It will be a knowledge-based organization where the BRAC Bank professionals will learn continuously from their customers and colleagues worldwide to add value. They will work as a team, stretch themselves, innovate and break barriers to serve customers and create customer loyalty through a value chain of responsive and professional service delivery. Continuous improvement, problem solution, excellence in service, business prudence, efficiency and adding value will be the operative words of the organization. BRAC Bank will serve its customers with respect and will work very hard to instill a strong customer service culture throughout the bank. It will treat its employees with dignity and will build a company of highly qualified professionals who have integrity and believe in the Bank's vision and who are committed to its success. BRAC Bank will be a socially responsible institution that will not lend to businesses that have a detrimental impact on the environment and people.

Mission

BRAC Bank will adhere to highly professional and ethical business principles and internationally acceptable banking and accounting standards. Every BRAC Bank professional will need first of all a commitment to excellence in all that he/she does, a keen desire for success, a determination to excel and a drive to be the best.

Goals

BRAC Bank will be the absolute market leader in the number of loans given to small and medium sized enterprises throughout 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. To establish, maintain, carry on, transact and undertake all kinds of investment and financial business including underwriting, managing and distributing the issue of stocks, debentures, and other securities. To develop the standard of living of the limited

income group by providing Consumer Credit & finance the industry, trade and commerce in both the conventional way and by.

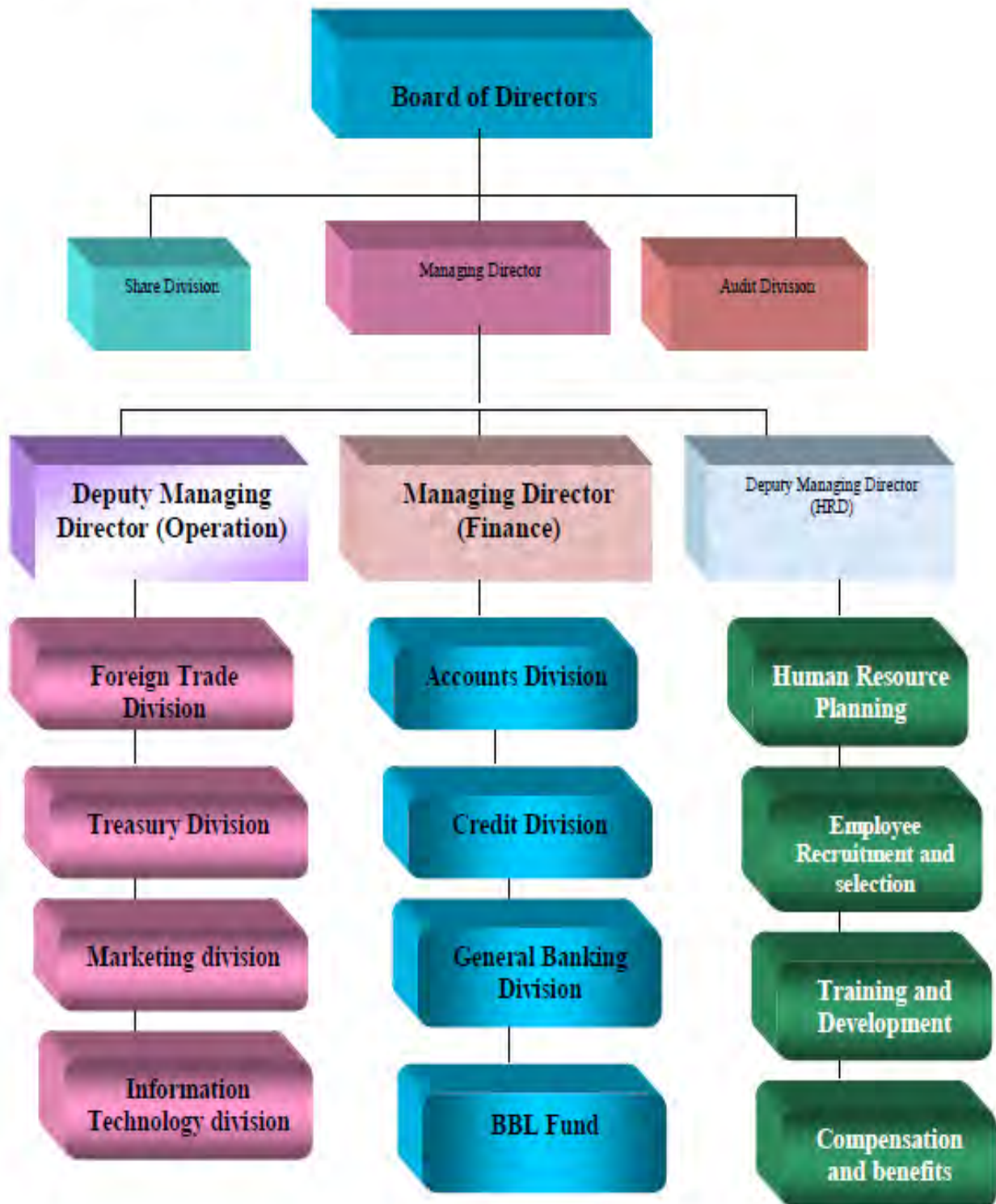
2.3 Objectives of BRAC Bank Limited:

The objective of BRAC Bank Limited is specific and targeted to its vision and to position itself in the mindset of the people as a bank with difference. The objective of BRAC Bank Limited is as follows:

- Building a strong customer focus and relationship based on integrity, superior service.
- To creating an honest, open and enabling environment
- To value and respect people and make decisions based on merit
- To strive for profit & sound growth
- To value the fact that they are the members of the BRAC family – committed to the creation of employment opportunities across Bangladesh.
- To work as a team to serve the best interest of our owners
- To relentless in pursuit of business innovation and improvement
- To base recognition and reward on performance
- To responsible, trustworthy and law-abiding in all that we do
- To mobilize the savings and channeling it out as loan or advance as the company approve.
- To establish, maintain, carry on, transact and undertake all kinds of investment and financial business including underwriting, managing and distributing the issue of stocks, debentures, and other securities.
- To finance the international trade both in import and export.
- To develop the standard of living of the limited income group by providing Consumer Credit.

2.4 Organogram of BRAC Bank Limited:

**BRAC BANK
ORGANOGRAM**



2.5 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.

Strengths:

- **Company Reputation & Sponsors:** Retail Banking 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 is headed by its Chairman Sir Fazle Hasan Abed. Therefore, BBL has a strong financial strength and is 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 equipment to provide better services to the customers. The bank has computerized and online banking operations under the software called MBS 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. 26 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 between the superior and 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.

- **Teamwork 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.

Weaknesses:

- **Advertising and promotion of SME loan:** This is a major setback 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.

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.

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. 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 onslaught of foreign banks.
- **Contemporary banks:** The contemporary banks of BBL such as Dhaka bank, Prime bank and Dutch Bangla Bank are its major rivals. Prime bank and other banks are carrying out aggressive campaign to attract lucrative clients as well as big time depositors.
- **Default culture:** This is a major problem in Bangladesh. As BBL is a new organization the problem of non-performing loans or default loans is very minimum or insignificant. However, as the bank becomes older this problem arises and the whole community suffers from this chronic diseases.

Chapter Three

Lessons learnt from the internship program



3.1 Knowing what is Retail Banking:

Retail banking is when a bank executes transactions directly with consumers, rather than corporations or other banks. Services offered include savings and transactional accounts, mortgages, personal loans, debit cards, and credit cards. The term is generally used to distinguish these banking services from investment banking, commercial banking or wholesale banking. It may also be used to refer to a division of a bank dealing with retail customers and can also be termed as Personal Banking services. Retail Banking Operations (RBO), an integral part of retail banking, complement the ever-flourishing retail business through account opening, customer statement generation, inter-bank cheque clearing, ATM & credit card production, cheque-book production and processing government bond and SME Banking.

3.2 Products / Services offered:

Deposit Products:

Savings Accounts	Current Accounts
• Triple Benefit Savings Account	• Current Classic Account
• Savings Classic Account	• Current Plus
• Aporajita Account	• EZee Account
• Future Star Account	• Salary Account
• Term Deposits	• Campus Account

Loan Products:

➤ Salary Loan

- Loan amount up to 15 times of their Salary
- Having one year of service experience.
- Having a minimum income of BDT 25,000

➤ Quick Loan

- Loan up to BDT 1000,000
- No cash security or collateral required
- Minimum documentation & faster processing

➤ **Auto Loan**

- Both salaried executives and business persons
- Age between 21 at the time of application to 60 at the time of maturity
- Minimum monthly income BDT 25,000

➤ **Home Loan**

- Maximum Loan amount is BDT 50, 00,000 but not exceeding 80% of the property value
- Maximum age at the time of loan maturity is 65 years.

➤ **Secured Loan/Overdraft**

- All BRAC Bank account holders aged from 21 to 65
- People from all income groups - salaried

Travel Related Services (TRS):

Travel Related Services deals with the sale of AMEX Travelers Cheque (TC) and Cash FCY against individual's Travel Quota and Medical File. This entitlement is for a Calendar Year i.e. from 1st January to 31st December.

Travel Quota (For a Calendar Year):

- USD 5000 or equivalent for SAARC Countries
- USD 7000 or equivalent for Non SAARC Countries
- Maximum Cash limit USD 2000

Medical File Quota (For a Calendar Year):

USD 10,000 or equivalent (If patient requires more than USD 10,000 for treatment, Bangladesh Bank's permission is required)

Education Related Services (ERS):

BRAC Bank ERS offers '**Student File**' services which eases educational related financial transactions abroad. **Student File** opening is a mandatory requirement set by Bangladesh Bank for Foreign Exchange transfer to other countries. Through opening **Student File**, educational related expenses can be remitted abroad.

Trade Finance

Corporate Cash Management

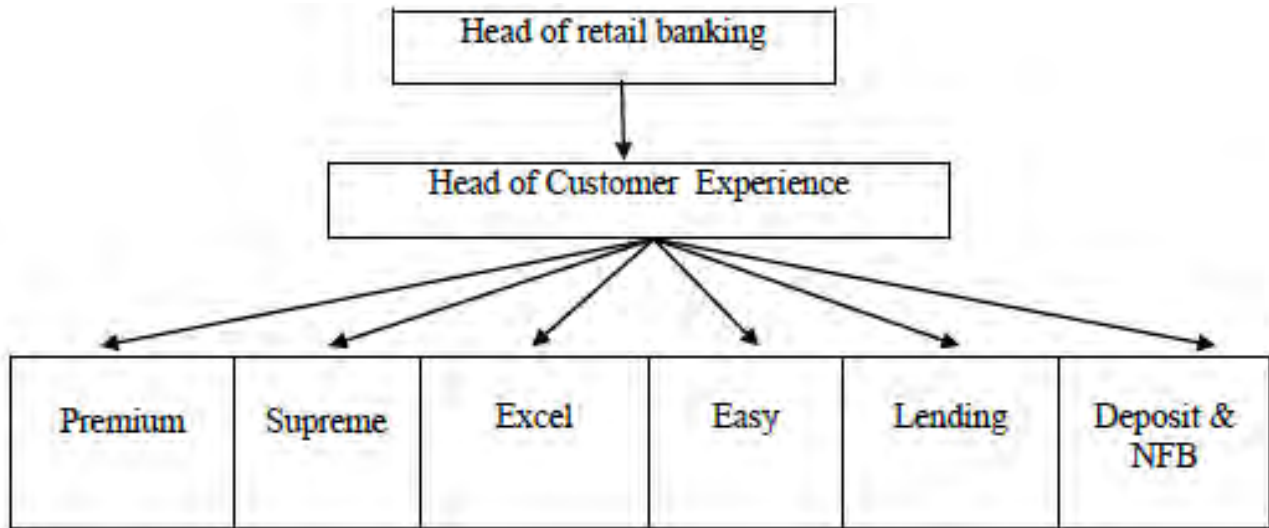
Cash & Trade Unit provide a wide range of Corporate Fund Management Solutions for the large, medium and small business enterprise. Our strategy is to provide tailored comprehensive solution to the clients of this segment. We have designed and redefined our services, which are flexible and customizable in terms of individual corporate requirement.

Custodial Service

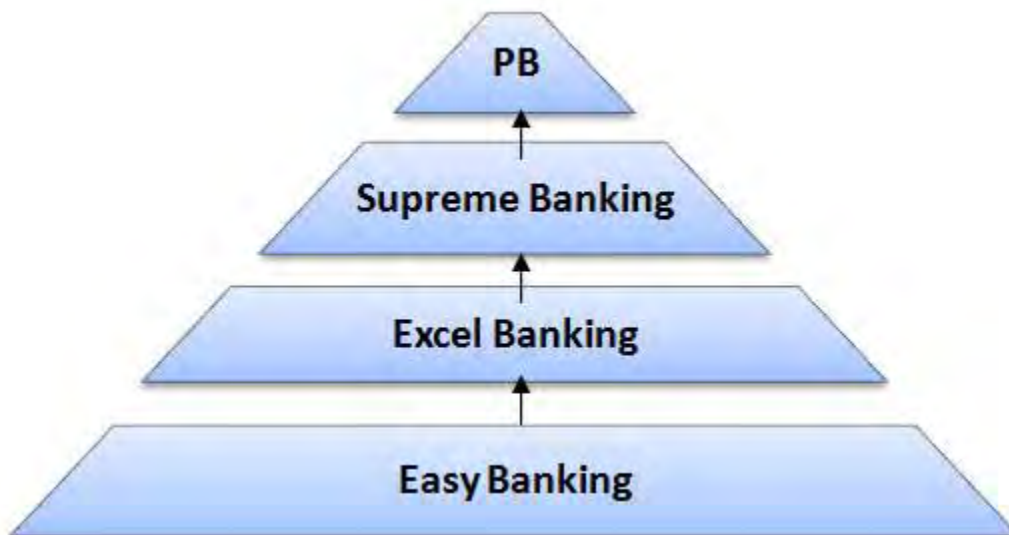
BRAC Bank Limited offers 'Probashi Biniyog' – a product that exclusively provides Non-Resident Bangladeshis (NRBs) the opportunity to invest in the Bangladeshi Capital Market through a Beneficiary Owner's (BO) account which will be funded by a Non Resident Investor's Taka Account (NITA). Both BO account and NITA will be held with BRAC Bank Limited.

3.3 Customer Experience:

Customer experience department comprises of 4 customer segments (Easy ,Excel, supreme & Premium) their respective BDM terms, products (Liability & asset) & retail sales of Supreme, Excel and Easy segment. The main activity is to ensure experience through offering products, value proposition and services based on customer need. The organogram of Customer Experience Department is as follows:



The customer experience section is the centric retail banking business model to launch new customer. Through this model customers will get benefit of demand driven banking service instead of supply driven services. This is a major shift in conventional banking system in Bangladesh towards value based banking with focus on designing products and services as per financial needs of customers. In order to facilitate more customized and convenient services as per the requirement of the customers, Retail banking customer are grouped into following segments-



- What are the differences between Easy Banking customer and other 3 (three) segments customer?

Criterion	Easy Banking	Excel Banking	Supreme Banking	Premium Banking
Minimum Annual Average Balance	Less than BDT 50,000	BDT 50,000 to Less than BDT 10 lac	BDT 10 lac to less than BDT 50 lac	BDT 50 lac & above
Customer Service	ATM, CDM, AponSomoy, Call Center & Internet Banking	Branch, AponSomoy, ATM, CDM, Call Center & Internet Banking	Dedicated Relationship Manager and Counter selective branches in	Premium Banking lounges, Dedicated Relationship Managers
Credit Card Eligibility	BRAC Bank VISA/ MasterCard Classic Credit Card	BRAC Bank VISA/ MasterCard Classic Credit Card	VISA/ MasterCard GOLD Credit Card	VISA/ MasterCard PLATINUM Credit Card along with Priority Pass
Debit Privilege Card Eligibility	Planet Card (VISA/ MasterCard)	Planet Card (VISA/ MasterCard) & Excel Privilege Card	Planet Card (VISA/ MasterCard) & Supreme Privilege Card	Premium Banking Platinum Debit Card (VISA/

3.4 Retail Marketing:

Retail Banking is always agile in taking new initiatives. Inherently, it needs to be customer focused and marketing driven. Retail marketing drives this demand for the large array of retail banking products of BRAC Bank. Retail marketing of BRAC Bank creates value for customers in each product of the bank in order to build strong customer relationships and capture value from customers in return. They generate the strategy that underlines the sales technique, business communication and business development. They are responsible for creating the brands of BRAC Bank. The unit of Retail Marketing Team works side by side with the product team in order to integrate the product propositions with the customers' needs. The Retail Marketing unit is of prime importance within the functional level of the bank as every unit needs to be in

constant cross functional communication with marketing team so that the team can fully comprehend the essence of each brand that is created.

The major areas that the marketing team looks after are:

- Touch point branding and merchandising (Branch, ATM, Apon Shomoy)
- Strategic Alliance (Value proposition and features for different segments)
- Retail Brand management (Brand equity creation and health maintenance)
- Creative design

BRAC Bank is known for proficient customer service to all. This is proven by the outstanding track record of customer's acquisition by the bank. The different segments of customers' mean that customer behavior varies widely. This varied behavior of customers mean that they need to be served with care and need to be understood with passion. Retail Marketing is the sensory organ of the bank. They create the receptive fields for each brand to emanate a particular sense, and they make arrangements to deliver these senses to the customers' lap. Either way, retail marketing senses the pulse of the brands in order to create timeless global brands for the country. Some brands of BRAC bank created by the Retail marketing team include: Apon Ghar, Apon Shomoy, Planet Card, and Future Star.

Channel Development:

BRAC Bank has wide range of Banking channels that includes Branches, ATMs, CDMs, Call Center, Phone Banking, Apon Shomoy (kiosk based banking outlet), Internet banking, Point of Sales [POS], etc.). The objective of Channel Development team is to reengineer the processes for banking channels to increase the overall productivity. In addition to that, the team also contributes in the day to day functioning of the Channels such as getting branch license, evening banking license, branch feasibility study etc). The major activities of Channel Development team are given below:

- Identification of improvement/development of process and services delivery
- Effectively manage projects (IT solution, Automation).
- Works with other divisions for setting up new Branches/ATMs.
- Pay Back Period Analysis of proposed channels
- Tracking business growth of the Channels.
- Assists 4 segments in developing new products/services/processes.

3.5 Daily activities at BRAC Bank:

I worked under retail banking division of the bank, where all the employees were generous and helpful in providing information. Overall, I experienced a very friendly and supporting environment at BRAC Bank Limited which gave me pleasure and satisfaction to be a part of them for a while. I was also encouraged to learn from the bank employees. They discussed in details about their respective task. It also helped me to understand how they deal with the customer. Followings are some of the lessons I have learned from my internship program:

- Knowing about corporate culture & process to work in structured organization.
- Developed communication skills & learned about ways to interact with the customers.
- Learned how to complete given task within specified time frame & process to prioritize the work based on their importance.
- Learned how to work in a team & also was able to broader networking of contact which may help to build my career.
- Deliver cheque books, debit cards, captured debit cards, hardware token, different types of sanchaypatra and tax certificate to the customers/authorized person after proper verification of their identity and signature according to the signature card.
- Prepare debit card request form for the customers and assist in processing of the request.
- Communicate with different departments of the bank relating to different issues of customers.
- Prepare letters for customers to collect their uncollected cheque books and debit cards.
- Assist in the daily reconciliation process of cheque books, debit cards, and hardware token.
- Communicate with customers over phone relating different service issues.
- Assist other officers in the branch in any other tasks.

3.6 SWOT Analysis:

I have used SWOT analysis in order to analyze the customer service activities in Gulshan Branch.

Strength:

- Quick Service
- Reliable Service
- Strong and dedicated officers
- Different types of services according to customer demand
- Large number of service providing points
- Strong management
- Service Priority
- Strong IT support
- Accountability
- Large ATM network

Opportunity:

- Can extend service for rural areas
- Internet based banking service
- Offshore Banking
- Global Banking
- Using Large ATM network for other banks
- Use of advance technology for better service
- Can set new service quality goals for better service
- Can decentralize every service in different branches
- Can arrange skilled service provider for every service point

Weakness:

- Lack of product knowledge
- Lack of sincerity at every level
- Technological Difficulties
- Lack of commitment among the sales and service officers
- Time management
- High Service charges
- Notification problems
- Lack of loyal customers
- No clear instruction for customer service provider
- Biasness during service providing
- Lack of knowledge at software execution
- Limited manpower

Threats:

- Number of competitor is very high
- Some other banks have better service packages
- Changing economic conditions
- Customers are choose in terms of service parches
- Customers have so many choices in terms of investment
- Emancipation of service providers

Chapter Four

Findings of the Study



4.1 Positive and negative findings:

Positive Findings

Analyzing customer service system of BBL I have found out following issues-

- BBL always tries to satisfy their customers through quality services.
- BBL tries to provide quick services to the customers and tries to solve problems of the customers as soon as possible.
- Customers of the Bank pursue a great attitude about the Bank.
- BBL provides excellent banking environment for both the customer and the bankers.

Negative Findings

- BBL customer service charges are much higher than other commercial Banks in Bangladesh. This charge system should be reduced. Otherwise it can be a threat for the bank in future.
- The remuneration package dissatisfies the bankers because it is less compared to their hard work.
- There is some hidden cost in products or services which cause the customer some difficulty and sometimes the officers do not tell it to the customers properly which in the long run can hamper their business. Officers should clear every paisa about the costing to the customer clearly.

4.2 Some sectors where service officers need to have training:

- **Software execution:** During my internship period I observed that many officers are unable to operate the official software properly due to which they are unable to provide efficient services to customers. So proper and effective training on different softwares used by the bank should be implemented.
- **Product knowledge:** The secret of success in business is to have crystal clear and broad knowledge about products sold by the organization. If the officers do not have clear or broad knowledge about the product, then they will not be able to play an important role in the growth of the bank and the bank will be unable to excel in the business. Many of its lucrative packages will remain unsold due to lack of knowledge about the packages of the bank officials themselves.
- **New product introduction:** The bank regularly introduces new products based on the market demand and scenario. So it is very important to keep the officers and the customers updated about new products and their detail features.
- **On the job training:** Practical training is very important for any professional. Any theoretical knowledge gained remains incomplete without practical experience. Likewise officers in the bank must be provided with on the job training facilities in order to increase their efficiency and effectiveness and thus increase their performance.
- **Training on customer support:** Special training needs to be organized for the front end officers and sales officers who regularly deal with customers in order to increase the customer satisfaction. Much emphasis must be placed on the behavioral issue of the individuals.
- **Foreign exchange services:** More individuals in the bank should be trained on foreign remittance services so that the branch does not get dependent on a single or two officers. It will thus create a healthy competition in the branch among the officers to get more skilled and thus perform even better.

Chapter Five

Concluding Note



5.1 Recommendations:

From the analysis and observation, the following recommendations have been formulated in order to smooth operation of Banking Business and to make the A/C processing more efficient-

- Skilled manpower in the line of Retail Banking Operation must be accomplished through proper training, remuneration and job satisfaction.
- Latest development in the business should be introduced accordingly.
- Since the whole process is largely depend on human skill, properly planned training program should be arranged and implemented for the improvement of technical and conceptual skills of the dealing officers.
- The time requirements in the processing of A/C have to be minimized.
- Step should be taken to improve the coordination between the officers involved in the A/C issuing process
- Service charge should be minimized.
- Need to arrange training on varies software execution
- Need to review the training session's output regularly
- Often the information of sales team differ with the branch sales and service officers which need to sort out urgently.
- Sales team should have clear guideline and should be monitored strictly.
- Need to synergy strongly sales team and BSSO
- Should take strong and effective steps to attract potential customers.
- One BSSO should have capability to give every service solution.
- Should reduce the misguidance regarding information.
- Should have a minimum time limit to provide per customer service.
- Need to provide the description of all charges to the customers
- There should introduce a feedback system for customers.
- High authority should take necessary steps to motivate employees immediately
- Need to improve on welcome and goodbye greetings of BSSO.
- Need to improve the printing system of this particular branch.
- Need to improve internet banking service.

- Need more workforce to meet the customer's need and especially for telephone operating and file management.
- Need to relate strongly service quality department with branch customer service department.
- Should reduce the frequent changes in rules and regulations.

5.2 Conclusion:

In the end I can say it was a lifetime achievement for me to work in BRAC Bank and gather knowledge. BRAC Bank as an organization is trying to establish their service and they can improve their service through low price service with skilled service provider. The level of satisfaction among the customers and employees can go up by the dedicated steps of organization and it is necessary.

Bibliography

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