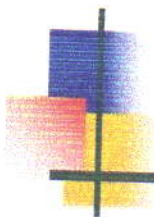


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BBA



*An Appraisal of Customer Service and the Queue Management of
Standard Chartered Grindlays Bank, Dhaka Main Branch*

Internship Report
on
An Appraisal of Customer Service and the Queue Management
Of
Standard Chartered Grindlays Bank, Dhaka Main Branch

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East West University

September 04, 2002

Report - 48

September the 4, 2002

Dr. Tanber Ahmed Chowdhury
Internship Course Advisor
Department of Business Administration
East West University, Dhaka.

Dear Sir:

I have much pleasure in submitting the report highlighting the customer service and the queue management of Dhaka main branch of Standard Chartered Grindlays Bank Limited.

This is the Internship Report that I was asked to prepare as a part of my BBA program. I prepared this report as per the guidelines presented by you.

I would like to take this occasion to express my sincere gratitude for the support and encouragement you have always so generously extended to me in my educational activities.

And lastly, I thank you for giving me this opportunity to get myself in touch with a real life situation and making me prepared for such eventualities in my future career.

Sincerely,

Shakhawat Hossain

Md. Shakhawat Hossain
ID# 1998-1-10-029
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ACKNOWLEDGEMENT

I would like to thank Dr. Tanber Ahmed Chowdhury for his tireless help and guidance in preparing this report. Without his consultation and guidance, this report would not have emerged.

I would like to extend my gratitude towards the account holders and customers of the bank who gave me their valuable time and responded my questionnaire and quarries.

I would also like to thank Miss. Thahia Khalil, Manager of branches and Mr. Feroz Ahmed, teller and other members of the staff who helped me a lot by providing data to prepare the report.

LIST OF ABBREVIATIONS

ANZ	Australia New Zealand
ATM	Automated Teller Machine
FINANZ	Finance from ANZ
GM	General Manager
HBL	House Building Loan
MPL	Miscellaneous Personal Loan
LC	Letter of Credit
OD	Over Draft
PLANZ	Personal Loans from ANZ
SCGB	Standard Chartered Grindlays Bank
STUDANZ	Student Loan with ANZ
SYFANZ	Secure Your Future with ANZ
TC	Travelers Cheque
USD	US Dollar
NFCD	Non-resident Currency Deposit

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Executive Summary

This report on “An appraisal of Customer service and the Queue management of Standard Chartered Grindlays Bank, Dhaka Main Branch” aims to contemplate the knowledge and experience compiled from the internship program at Standard Chartered Grindlays Bank Ltd. In this brief period of 12 weeks, I had the opportunity to work hand in hand with the professionals in one of the biggest multinational banks in the country.

In the organization part of this report, the background of Standard Chartered Grindlays Bank, Organization structure, their Management Practice, and their Products and Services have discussed.

The customer service activities and the satisfaction level of customers have discussed in the overview of customer service part. Every day activities of customer service department and their handling of various quires have thoroughly discussed. A survey has conducted and the pattern of the survey, sample size and design, methodology, analysis and the findings to measure the customer satisfaction level have also discussed here along with graphs. A structured questionnaire was provided to the customers to compare the SCGB with a virtual Ideal bank.

In the appraisal of queue management part of this report, the present techniques to manage the queue, new queue management techniques, and if the new techniques are implemented then what may be happened have thoroughly thrashed out.

In the part of problems of customer service and queue management, the problems relating to customer service and the problems relating to queue management have discussed with specific points. Problems faced by the customers to get the services and service providers of customer service and tellers of the bank faced problems to provide services have also considered.

The suggestions discussed in the suggestions for the development of customer service and queue management techniques part of the project, will enable the bank personnel's to re-establish and re-arrange their administrative settings, and thus ensure higher customer satisfaction and flawless banking performance.

Introduction

An Appraisal of Customer Service and the Queue Management of Standard Chartered Grindlays Bank

Introduction

The Standard Chartered Grindlays Bank is a promising commercial foreign bank operating in Bangladesh for long time. A lot of banks are operating in Bangladesh that makes the market very competitive. In this competitive market Standard Chartered Grindlays Bank has to compete not only with other commercial Banks but also with the public banks. The customer service is one of the most important parts of a bank as well as a branch because they directly provide the services and interact with the customers. Basically a bank plays the role of intermediary. It receives money as deposits from the house holds (customers) which are the surplus unit then pile up the amount and provide the fund to the business units which are the deficit units. So the prime objective of a bank is to satisfy its customers and the customer service department performs this job.

1.1 An Overview of Standard Chartered Grindlays Bank:

Standard Chartered Grindlays Bank Limited is the oldest foreign bank in Bangladesh dating back to 1905 with its forebears, the National Bank of India, opening a branch in Chittagong. Today, there are 11 branches of Standard Chartered Grindlays Bank and 4 cash offices in Dhaka, Chittagong, Narayanganj, Khulna, Sylhet and Bogra.

Standard Chartered Grindlays Bank in Bangladesh is a full service commercial bank consisting of three business units. The business banking operation is built around a core of corporate clients, many of which are multinational relationships of Standard Chartered Grindlays, together with a number of local enterprises from both the public and private sectors. The consumer business provides a broad deposit base of local personal customers, international agencies and diplomatic missions through the extensive branch network.

As a full service commercial bank Standard Chartered Grindlays Bank Limited provides a comprehensive range of financial services and specializes in the area of import and export finance, finance facilities including issuance, advising and confirming Letters of Credit, bonds and guarantees, investment advice, leasing and project finance.

Standard Chartered Grindlays Bank Limited is the leading international bank servicing Bangladesh with 95 years' local experience. It has close contacts with Government

ministries, autonomous, semi-autonomous bodies and provides a variety of products and remittance services.

Similarly, foreign missions, aid and voluntary organizations, consultants, airlines, shipping contractors and their personnel can operate current accounts in both Bangladesh Taka and major foreign currencies, together with full remittance and deposit management services.

Nature of Business

- Full service commercial banking
- Corporate Banking
- Merchant Banking Corporate Banking
- Commercial Banking Quasi Government Banking
- Correspondent Banking
- Institutional Banking
- Consumer Banking Personal Banking
- Consumer Finance
- Investment Management
- Wage Earners Scheme Service
- Lockers
- Deposit Services

Main Products

- Trade Finance
- Letters of Credit
- Bid/Performance Bonds
- Working Capital loans
- Money transfer/remittance
- Deposit Services
- Credit enquiries
- Correspondent Banking
- Credit Cards

No of Branches and Service Centers:

Standard Chartered Grindlays Bank has the largest network than any international bank in Bangladesh.

Sales and service centers:

- 7 Sales and Service center in Dhaka
- 4 Sales and Service center in Chittagong
- 1 Sales and Service center each in Khulna, Narayanganj, Sylhet and Bogra.

Standard Chartered Grindlays Bank has nine ATM (Automated Teller Machine) with 24 hours service in Bangladesh

ATM services:

- 7 ATMs are in Dhaka at Dilkusha, Kakrail, Gulshan, Dhanmondi, Sheraton, Shamoli and Uttara.
- 1 ATM in Chittagong at Nasirabad.
- 1 ATM in Khulna.

7 Sales & Service Centers in Dhaka

- Dhaka Main Sales & Service Center
- Kakrail Sales & Service Center
- Gulshan Sales & Service Center
- Dhanmondi Sales & Service Center
- Kawran Bazar Sales & Service Center
- Uttara Sales & Service Center
- Sheraton Sales & Service Center

4 Sales & Service Centers in Chittagong

- Chittagong Main Sales & Service Center
- Nasirabad Sales & Service Center
- Station Road Sales & Service Center
- Korbaniganj Sales & Service Center

The Standard Chartered Grindlays bank has also correspondence banking relationship with Sonali Bank.

No of employees:

To operate the large network of branches, good amount of employees are needed. Currently around 500 employees are working for Standard Chartered Grindlays Bank all over the country. More than 250 employees are working in the Dhaka main in order to deliver the most superior service in Bangladesh.

The Network of Standard Chartered Grindlays Bank:

Standard Chartered Grindlays bank has a wide range of network all over the world. It is serving full range of banking and other financial activities for a long period of time. As earlier was said, the bank has a number of sales and service centers and ATM facilities in Bangladesh. Also Standard Chartered Grindlays bank has significant presence in the countries from the Middle East through South Asia to Pacific. The network of the bank are presented bellow:

Australia:	Melbourne, Queens land Western Australia, Northern Territory, Australian Capital, New South Wales, South Australia, Tasmania.
Asia:	Bangladesh, India, Nepal, Srilanka, Pakistan, Japan, Hong Kong, China, Taiwan, Singapore, Korea, Malaysia, Vietnam, Indonesia, Thailand.
New Zealand:	Auckland, Wellington.
Europe:	France, Germany, Greece, Switzerland, United Kingdom,.
Middle East:	Iran, Bahrain, Qatar, Jordan, Oman, Dubai.
U.S.A.	New York
South America:	Brazil, Chile.
Pacific Island:	Fiji, Vanuatu Western Samoa, Papua New Guinea, Cook Islands.

1.2 Objective of the study

The Objectives of the study are:

1. To present an overview of Standard Chartered Grindlays Bank
2. To evaluate the activities of customer service
3. To apprise the customer satisfaction level
4. To apprise the queue management techniques
5. To identify the special features of customer service and queue management of Standard Chartered Grindlays Bank
6. To identify the problems relating to customer service and queue management of Standard Chartered Grindlays Bank
7. To suggest strategies for the development of customer service and queue management of Standard Chartered Grindlays Bank

1.3 Scopes and Methodology

Basically a brief overview of the customer service department and the queue management in front of the cash department in Standard Chartered Grindlays Bank Ltd. was made. Also some recommendations were made by which the customer service department and cash department of Standard Chartered Grindlays Bank (Dhaka main) may improve their service.

The project is based on primary and secondary information. Data required for the report are collected from the reports, journals, and publications of the bank and from the activities and queries during my internship period. I also interviewed a number of consultants and relevant bank officials for more information. These interviews were verbal and after that important points were identified.

To collect the first hand data and information in order to assess the customer satisfaction level and queue management technique of Standard Chartered Grindlays Bank, a structured questionnaire has been developed.

Data has been collected from a sample size of 30 customers of Standard Chartered Grindlays Bank to evaluate the strategy after the merging.

1.4 Sources:

The relevant and required data have been collected basically from two sources. Also close observation of the customers and the performances of related department have been done. The main sources of collected data for this report are

- Primary sources
- Secondary sources

Primary Sources

Mainly the data for the analysis had been collected through observing the customers and also the current situation. Data also collected through the survey of customers by using questionnaires. Moreover some personal interview of customers were made and got their suggestions for improving the performance of the bank.

Secondary sources:

The secondary sources are:

- Business Magazines
- Related books
- Business journals
- Different reports and Brochures of Standard Chartered Grindlays Bank

Another important source is the personal interview of different bank officials and specialists.

1.5 Limitation for the study

- Due to the acquisition by Standard Chartered bank many previous strategies have been changed and in this we have considered the information after the acquisition and it is the reason behind not to considering the long time data.
- Internship duration is only for 3 months, which is really short. Time limitation is a big factor to evaluate the financial performance of the whole bank.
- Limited access to the needed data or other materials because the bank is a private limited company in Bangladesh.
- The project concentrates only on the customers of the Dhaka main branch.
- Very small sample size is a big factor to find the real fact.
- Tremendous work pressure is a big hinders to manage time to collect the necessary information.

The *Organization*

The Organization

2.1 Historical Background of Standard Chartered Grindlays Bank

Australia and New Zealand Banking Group Limited was formed in 1969 and began trading on October 01, 1970. In September 1984, Grindlays Bank Limited became a wholly owned subsidiary of Australia and New Zealand Banking group Limited (ANZ). ANZ Grindlays Bank Limited. is the result of integrated activities of both the banks operating in Bangladesh. It is one of the largest six foreign banks operating in this country. It was incorporated in the United Kingdom and is the first bank operating in this part of the world since 1905.

ANZ is the result of mergers and acquisition over the last 157 years. Australia and New Zealand Banking Group Limited can trace back its origin to the bank of Australia and Union Bank of Australia over 157 years ago. The most significant changes over the years were merger with the English, Scottish and Australian bank ltd. In 1970, bank of Adelaide in 1979 and the acquisition of Grindlays Bank Ltd. in 1984. Headquarters in Melbourne, ANZ group has over 2400 offices in 48 countries to assist customers in corporate, personal and correspondent banking.

Grindlays and Co. was established in 1882 I England with captain Grindlays as a partner. It was purchased by National Provincial Bank Ltd. in 1924 and merged with Ottoman Bank in 1984. in 1969 share holding was rearranged according to which Lloyds Bank acquired 41.7% of Grindlays Holding Limited and City Bank owned 40% of Grindlays Bank Ltd. In 1984 ANZ Group both off the Bank and Holding Company to expand their network on global scale.

In the intervening years, changes and developments, together with natural growth, has led ANZ to where they are today, one of the top 10 listed companies in Australia and ranked among the 100 largest banking group in the world. Their geographical representation is unmatched with any other Australian banks and matched any with a handful of the major world banks. We can now find ANZ Group office or branches in around 48 countries worldwide. In addition to this network of ANZ Group offices, they also maintain correspondent relationship with over 600 banks in 157 countries across the globe.

Through a high degree of specialization and experience together with prudence and traditional value, ANZ has demonstrated its ability and commitment to assist clients who wish to develop or expand their presence in the area of international trade and investment.

2.2 Standard Chartered Grindlays Bank in Bangladesh

In this subcontinent the whole operations of ANZ Grindlays has been purchased by another multinational bank, Standard Chartered Bank. Now the bank has got the name Standard Chartered Grindlays Bank. When it was ANZ Grindlays, it was owned by number of ANZ Group and was considered as the oldest foreign bank operating in Bangladesh. Standard Chartered Grindlays Bank is one of the major financial institutes with full range of banking and financial activity in Bangladesh. It is one of the oldest banks in Bangladesh as well as it has the widest network among the foreign banks operating in this country. Standard Chartered Grindlays Bank differentiates itself from other banks by their technological capabilities, the higher quality of services and professionalism. Standard Chartered Grindlays Bank is the fastest growing bank in the country with global network of operation in 42 countries. Standard Chartered Grindlays Bank is fifth largest private bank in Bangladesh. Total funds deployed to deposits and advances make this bank the largest among all foreign banks in Bangladesh. It is the first bank in Bangladesh who offered computerized service in 1984 as well as the first introducer of corporate finance in 1989. The bank has divided personal and business banking in 1993 in the country.

Standard Chartered Grindlays Bank has the highest number of branches among the foreign banks. All of the branches are well decorated and situated at the convenient places in this country. The head office of Standard Chartered Grindlays Bank is at Dilkusha Motijheel, which is the center of all business.

2.3 Organizational Structure

2.3.1 The General Manager's Office:

The General Manager is also designated as the Country Head and is responsible to all the performance of the bank in a specific country. He reports to the GM South Asia in Mumbai. He is assigned to perform several jobs or to supervise all the activities of each unit and he is assisted by.

Head of credit:

Look after of over all credit operations done by this specific unit.

Head of Corporate Financial Services:

Supervising corporate section and give the necessary decision, Institutional Commercial Banking.

Head of Retail Banking:

Managing the total retail banking operation.

Head of Administration:

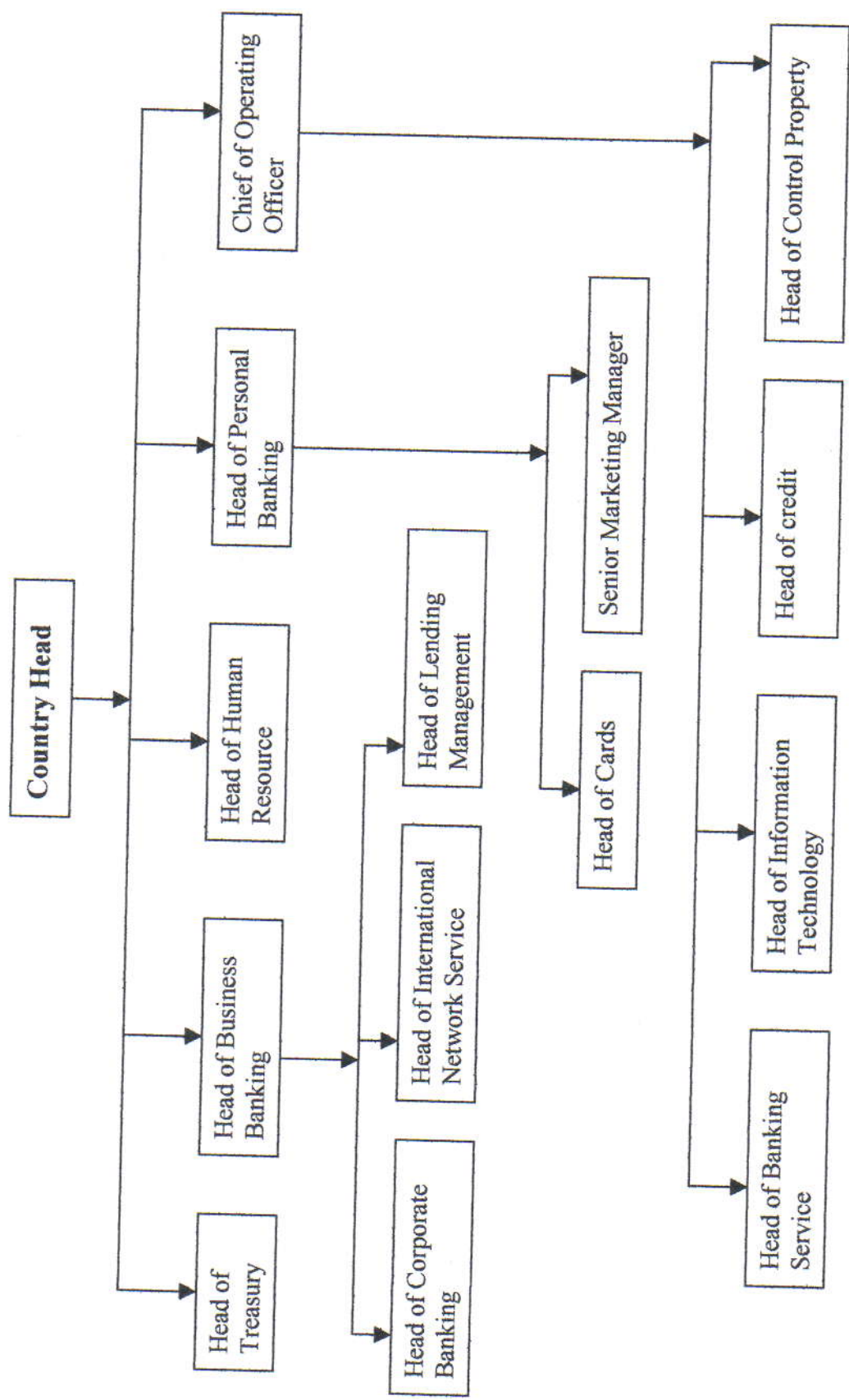
Control and make effective decisions about treasury, audits, administration and back office operations.

Manager Planning & information Technology:

He looks after taxation, planning and information technology areas.

Head of Human Resources:

Manage the overall employees, set them in appropriate place to solve the existing human resources problems. He also manages training and career progression planning.



2.4 Major units of the Bank:

The bank is separated in five units, which are supervised by each unit head and the General Manager of the Bank controls all these. These five units are:

- Corporate banking
- International network service
- Personal banking/ Consumer banking
- Card service
- Treasury

2.4.1 Corporate Banking Service:

Corporate banking section is very important for any bank. The corporate banking of Standard Chartered Grindlays Bank aims to specify and satisfy the need of different business and corporate entities in Bangladesh. Relationship Management team furnishes the needs of corporate clients and provides a comprehensive range of financial services to the subdivisions: Local corporate and Multinational Corporate operating in Bangladesh. The bank offers following services to the corporate customers:

- ❖ Current account in Taka as well as foreign currency.
- ❖ Corporate deposit account
- ❖ Convertible and Non-convertible account.
- ❖ Skilled and responsive attention to verify lending needs
- ❖ Project finance and investment Consultancy
- ❖ Syndicate loans
- ❖ Bonds and Guarantees
- ❖ Local and International treasury Products

Products provided by corporate financial services

- ❖ Overdraft for working capital
- ❖ Commercial Bill discounting
- ❖ Term loan
- ❖ Letter of Credit
- ❖ Import loan/ Discounting
- ❖ Bill negotiation/ Discounting

2.4.2 International Network Service:

The International Network service provides services to corporate customers of the Bank. The bank offers all commercial concerns in import and export finance services; which are as follows:

- ❖ Trades finance facilities, which consist of correspondent banking network, advising, issue of important Letter of Credit, confirming export Letter of Credit, etc.
- ❖ Investment advice
- ❖ Bonds and Guarantees
- ❖ Leasing
- ❖ Project finance opportunities for import substitution and export oriented projects
- ❖ Market intelligence and status report

2.4.3 Retail/ Personal Banking:

A sound and helpful personal banking helps the retail sector clients and fulfill their needs. Retail Banking of Standard Chartered Grindlays offers individuals the best banking services in Bangladesh including the following:

- ❖ Personal banking
- ❖ Private banking
- ❖ Consumer finance
- ❖ Investment management
- ❖ Wage earner's service
- ❖ Deposit service
- ❖ Locker service
- ❖ ATM service

The bank also offers some other retail services like:

- ❖ FINANZ
- ❖ OD (Over draft)
- ❖ SYFANZ
- ❖ PLANZ
- ❖ House Building Loan
- ❖ Miscellaneous personal Loan

2.4.4 Cards Service:

Standard Chartered Grindlays Bank of Bangladesh is liable for a unique range of products and services, among them credit card was a unique product. Standard Chartered Grindlays Bank provides issuing and acquiring services for Master card, Visa and JCB card brands. Recently, the bank in Bangladesh has launched the first Taka credit cards. These are:

1. Standard Chartered Grindlays VISA Card
2. Standard Chartered Grindlays Silver Master Card
3. Standard Chartered Grindlays Gold Master Card

These cards are valid for use in Bangladesh. The bank also has International credit card. The card service division can be divided into six sections or departments according to their jobs. They are:

- ❖ Issuing
- ❖ Risk assessment
- ❖ Customer service
- ❖ Operation
- ❖ Collection
- ❖ Merchant service

2.4.5 Quasi Government Banking:

Standard Chartered Grindlays is the international bank with over 80 years experience which offers following services to the Government ministries, autonomous and semi-autonomous organizations:

- ❖ The opportunity of debenture finance for new projects
- ❖ Skills in barter, swaps and counter trade deals
- ❖ Efficient and knowledgeable management of foreign trade
- ❖ Hard currency loans and lease deals
- ❖ Syndicate hard currency financing and loans import letters of credit
- ❖ Merchant banking advisory services
- ❖ Highly efficient account management and remittance handling within the country and abroad

2.5 Management of Standard Chartered Grindlays Bank:

The management team of Standard Chartered Grindlays Bank has the responsibility of planning, organizing, directing and controlling the total resources of the organization. The various aspects of Strategic management system of Standard Chartered Grindlays Bank are given below:

2.5.1 Planning in Standard Chartered Grindlays Bank:

Basically the top management level gives the strategic management decision. The overall planning approach in this bank is top-down. The corporate head is the main policy maker. The bank has a planning and administration department and this department is mainly responsible for the overall planning process. The top management has developed a concept of business and forms a set of specific values. The value entails a strong customer focus and builds a close relationship with the customers. Both long term and short term planning is exercised in the bank. Although there is a separate department for planning, major planning is done by the two major line divisions- the business bank and the retail bank.

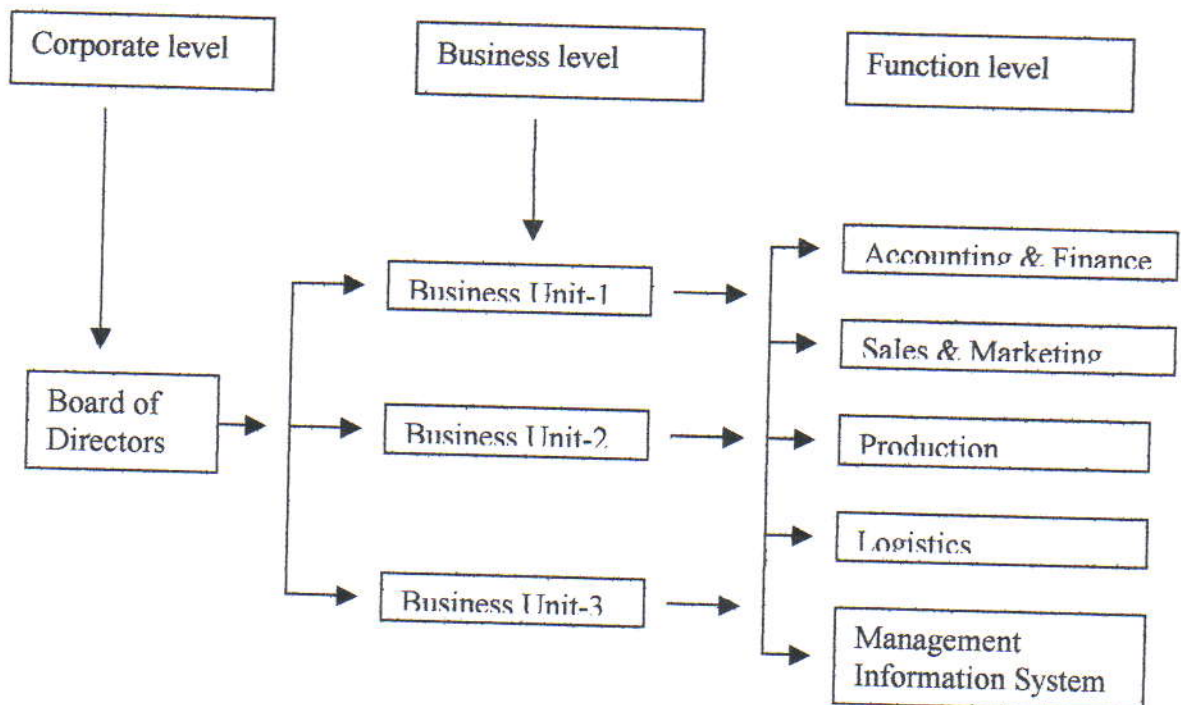


Fig: Three level of Strategic Planning

2.5.2 Organizing in Standard Chartered Grindlays Bank:

Standard Chartered Grindlays Bank in Bangladesh is organized as project organization. It has seventeen branches. Each unit is responsible for its performance and a manager or a senior manager, who is directly responsible for the performance of his/ her unit, heads each. Within each branch, it is organized functionally, mainly with line division like business bank and retail bank and with some other staff departments like administration, planning and information technology.

2.5.3 Staffing in Standard Chartered Grindlays Bank:

Standard Chartered Grindlays Bank's sound human resource planning helps the management find the right people for the right job at the right time. The recruitment in Standard Chartered Grindlays Bank is done in two ways. One is as "Management Trainee" who has a probation period of nine months and another is as "Non-Management Trainee". Management trainees are recruited in officer category and their career path is headed towards different managerial jobs. Now a days another way is being practiced for the staffing of the bank and that is "Contractual Job". In this process, employees work for the bank at a fixed payment basis for a specified period. After that their contract may be extended or may become permanent staff.

2.5.4 Controlling in Standard Chartered Grindlays Bank:

The management approach in Standard Chartered Grindlays Bank is authoritative. Every information slides through lower management layer. Participative management approach is totally absent here. Management by objective could be practiced. Management by objective is a process that converts organizational objective into individual objective. The top-level management only assigns a task to his/ her subordinates without any explanation or details. Instead of participation, authoritative approach is more common in the bank.

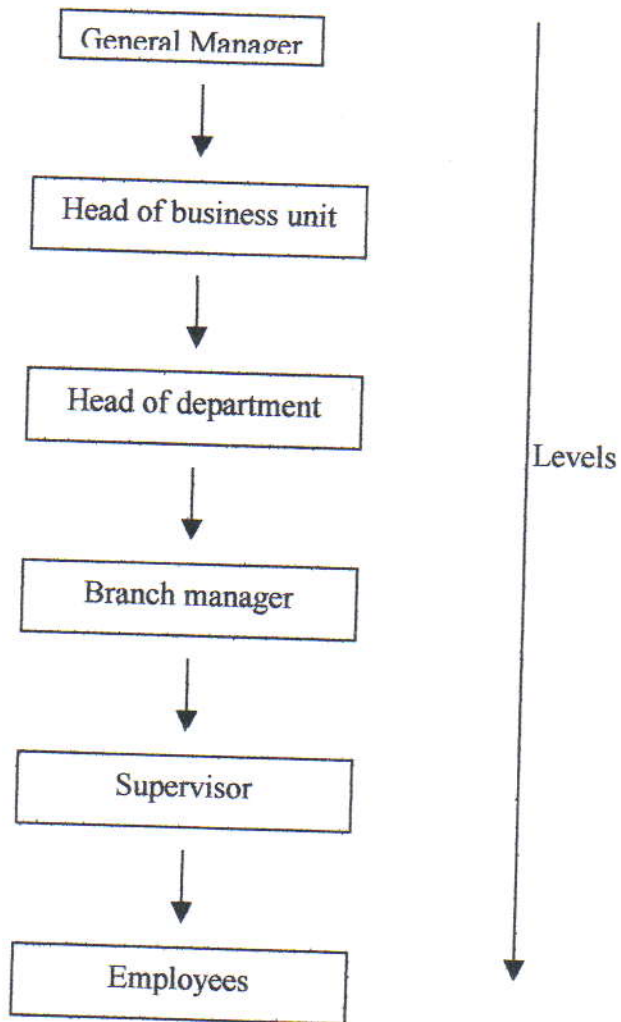


Fig: Downward Communication Process

2.6 The products and services of Standard Chartered Grindlays Bank:

Customer satisfaction is a big factor for every bank and customer satisfaction depends up on the quality of services deliver to the customers of the bank. Usually bank is a service-oriented organization and the products of the bank are basically the overall services and products provided by the bank. Among the banks that can deliver better service has a competitive advantage over other banks and customers become attracted to that bank and deposit their money for the reputation of that bank. Knowledge of the bank officials plays a vital role to make the bank distinctive than others, because knowledgeable officials can understand the actual demand of the customers. After observing all the demand of customers, they have to introduce different products than others, which is beneficial for the customers as well as for the bank. The main services or products that the Standard Chartered Grindlays Bank provides to the customers are:

2.6.1 Deposits:

This category of service includes the following:

1. Savings accounts
2. Current accounts
3. Fixed deposits
4. Convertible accounts
5. Foreign currency accounts
6. Short term deposits

2.6.2 Export:

To facilitate the export sector, the bank provides the following services:

1. Cheque purchase
2. Cheque collection
3. Bill negotiation
4. Bill collection
5. Letter of Credit advising and confirming

2.6.3 Import:

To facilitate importers the bank services include:

1. Letter of credit opening (LC)
2. Presentation/ retirement of import documents

2.6.4 Remittance Funds transfer:

The global networks of Standard Chartered Grindlays facilitate prompt and efficient transfer of funds to any part of the world. Pay orders, drafts, telegraphic transfers, account transfers- all have become easier and faster because of the latest computer and communication systems used by the bank.

1. Demand drafts
2. Pay orders
3. Mail transfer
4. Telegraphic transfer
5. Dealings with TC, USD and other products
6. Standing instruction

2.6.5 Guarantees:

The guarantees provided by the bank include the followings:

1. Shipping guarantees
2. Bid bonds
3. Performance bonds

2.6.6 Retail products:

The retail products of the bank are as follows:

1. PLANZ
2. FINANZ
3. SYFANZ
4. EASY START
5. MPL
6. HBL
7. OD
8. INSTANZ
9. STUDANZ
10. Fast card
11. ATM card
12. Credit card

2.6.7 Other securities:

Securities include:

1. Dealings with savings certificates, defense certificates etc.
2. Encashment of savings certificates
3. Lending and advances

2.6.8 Savings Scheme:

The most popular savings scheme offered by the Standard Chartered Grindlays Bank is SYFANZ.

SYFANZ: it stands for *Secure Your Future with Standard Chartered Grindlays Bank*. In this scheme, the bank invests on behalf of customers. A customer is required to finance only 20% of the total invested amount and the bank will fund the remaining 80%. This 80% of the bank's participation is a loan to the customers, which they have to repay through 36 monthly installment payments. Rate of interest charged is very minimal since it is very much secured scheme. One can save little every month for three years and get a handsome amount at the end.

2.6.9 Wage Earners' Scheme:

This scheme deals with incoming remittance, out going remittance and Wage Earner's Bond – A savings bond for Bangladeshi's living abroad. Another savings product of Standard Chartered Grindlays Bank is non-resident currency deposit (NFCDD), which is an attractive interest bearing fixed deposit scheme.

2.6.10 Mobile Banking:

This unique service is introduced exclusively for large business and organizations like Bangladesh Biman. It brings banking services at customer's door steps. Mobile banking officials serve their customers weekly, fortnightly and monthly. But an emergency service is provided any time they required.

2.6.11 Tele Banking:

Tele-banking is the latest addition to Standard Chartered Grindlays Bank services. It provides customers the opportunity of getting 24 hours instant service such as balance inquiry, transaction details, and issue of Chequebooks etc.

2.6.12 Automated Teller Machine:

Standard Chartered Grindlays Bank has been launched Automated Teller Machine (ATM) facilities since 1998 in Bangladesh. The bank is the first introducer of such facilities in this country. Currently the bank has established this electronic banking service at every branch.

*An overview of customer service of Standard
Chartered Grindlays Bank*

An overview of customer service of Standard Chartered Grindlays Bank

3.1 An overview of present Customer service activities:

There are basically three parts in the sales and service center and they are as follows:

- Customer service department
- Small finance and loan department
- Cash department

3.1.1 Introduction to Customer Service department:

Customer service department is one of the most valuable departments of a bank. The reasons behind of its being important are this department deals directly with the customers and deliver various services to them. The customer service department of Standard Chartered Grindlays Bank has three main goals. These are:

- To retain the existing customers.
- To get more business from existing customers.
- To get additional customers and secure the business for the bank.

The employees of the bank should be well behaved, sincere, courageous, responsive, and trustworthy to the customers. They should handle the customers with full satisfaction and perform the jobs successfully as the customers demand.

There are different types of services provided by the customer service department. They are:

- Opening of different types of accounts
- Requisition of Cheque Book
- Delivery of Cheque Book
- Change of address and change of signature pattern
- Delivery of Hold Statement
- Delivery of Solvency certificate duplicate statement to individuals on charge

- Replacement/ delivery of captured ATM card
- FDR opening
- Closing of Account
- Apply for ATM card and Tele-banking
- Issuance of counter Cheque
- Maintenance of Deceased Account & Dormant Account
- Issuance of BCD's
- Collection of Sanchayapatra Purchasing Forms
- Collection of Sanchayapatra Encashment Forms

3.1.2 Handling of different types of Quires from the Customers:

Customer service department has to handle various types of quires from the customers related and unrelated to the bank. So, customer service department of SCGB is always ready to satisfy the customers by answering all types of their questions.

The types of quires usually asked by the customers are

- The current balance position of the account
- Deposited amount is credited to the account or not
- The time to get the Cheque book delivered
- Information of different types of products of the bank
- The account number is correct or not
- The fund is transferred or not
- The clearing Cheque is returned or not
- Information about remittance
- The way to pay the credit card bill
- The way to fill up the deposit slips
- Account opening related information
- Information regarding Sanchayapatra
- Information about the renewed ATM card
- Procedure to get back the captured ATM card
- Information about different departments of the bank
- The procedure to operate the ATM Machine

3.1.3 Different types of services provided by the customer service department everyday

Every day job of customer service department is to open different types of accounts according to the customers needs. If a customer wants to open an account with Standard Chartered Grindlays Bank he/she has to fill in the necessary documents provided by the bank and have to present the required documents to the customer service. Usually, the customer has to fill up the following forms:

1. Personal/Company/Association Account Form
2. Access Card Request Form
3. Cheque Book Requisition Form
4. Tele-Banking Application Form
5. Customer Identification Form (CIF)
6. Signature Card.

The estimated time to open a new account is not more than 15 minutes if everything goes smooth. The customer receives a card holding Account Title and Eleven digits Account Number. Middle seven digits are the Muster Account number and first two digits define what type of account it is. After the account is opened, a welcome letter to the new account holder and an introduction letter to the Introducer are sent through mail within a week, signed by customer Service advisor of this bank.

Requisition of Cheque Book:

For the requisition of a new Chequebook, an existing customer is needed to fill in the slip attached with the issued Chequebook and a new customer needs to fill in the Cheque requisition form. Then the customer service advisors process it.

1. Receives the requisition form
2. Verifies the customer's signature
3. Enlist all the requisition slips and forms
4. Send these to the customer service support officer at the end of the day for the print and issuance.

Delivery of Hold Statement

Every three month a statement of account is sent through mail to the customer or may be collected by the customer over the counter. The statement of account may be weekly, monthly or quarterly, depends upon the account type. Following steps are maintained for the delivery of Hold Statement:

1. Record account name and account no. against the statement
2. Verifies the signature of the customer
3. Verifies the signature on the Letter of Authority for collecting hold statement, if a person other than the account holder comes to pick up the statement.

Solvency Certificate and Duplicate Statement:

To get the solvency certificate the customer needs to go through few procedures. Firstly the customers have to fill in the customer instruction form requesting for the solvency certificate. If the customer wants to get extra statement, he has to fill up the duplicate statement form.

To get the delivery of the statements, it takes one or two days. To get the solvency certificate and duplicate statement the bank charges Tk 300 only.

Delivery of Chequebook:

Normally personal Chequebooks of individual customers are always sent to the customer's address by mail and Company or corporate Cherub books are delivered over the counter. But in case of any returned chequebooks that are not delivered by mail because of improper address or absence of the recipient, the counter deals with such type of delivery. The steps maintained by the advisor to deliver Cherub books are:

1. Record account name, account number and loading no. against the Cheque book
2. Verifies the signature of the customer
3. Verifies the signature on the Letter of Authority for collecting hold statement, if a person other than the account holder comes to pick up the statement.

Usually Chequebooks are prepared and delivered within two days of requisition.

Closing of account:

Some times customers want to get their account closed. Some formalities are maintained by the bank to close an account. These are:

1. Closing charge is Tk-300 (100 is bank charge and 200 is government excise duty). The customer can withdraw rest of the balance.
2. Customer must surrender the Chequebook
3. Status of the account is needed to be adjusted after the completion of the closing procedure
4. Cheque book is destroyed immediately
5. Physical presence of customer is obligatory.

Maintenance of Deceased account and Dormant account:

In case of death of any account holder, his or her is treated as Deceased account. But is necessary to maintain properly because the claim by the relatives over the account is subject to true judgment on legal point of view.

If in an account no transaction occurred for the last six months, the account becomes Dormant account. After six months automatically the account becomes stopped and inactive. To activate the account the customer needs to fill up a form in the customer service and the adviser makes the account active.

Issuance of BCD's:

The steps taken for the issuance of BCD account are as follows:

1. A form of account has to be filled up by the customer
2. Verification of the documents is to be completed
3. Cash amount should be deposited through deposit slip
4. After completion the steps BCD is prepared and delivered to the customer

Issuance of counter Cheque:

Counter Cheque or withdrawal slip may be issued or provided to the customer for the least often causes. These are:

1. Immediate need of money of the customer but the ATM machine is out of service or not in operation due to technical problems
2. If the customer needs to withdraw money instantly but Chequebook is not available or forgot to bring.

Collection of Sanchayapatra Purchasing forms:

The customer service department collects the purchasing forms filled up by the customers. There are different types of Sanchayapatras

1. 3 years Sanchayapatra
2. Protirakhsa Sanchayapatra (8 Years)
3. Family Sanchayapatra (5 Years)
4. Bangladesh Sanchayapatra (5 Years)
5. 5 Years Sanchayapatra

After collecting the purchasing form, fill up the customer; it takes two days for the processing of the purchase form. After processing that desired Sanchayapatra is delivered to the customer.

Collection of Sanchayapatra Encashment forms:

At the maturity the purchaser of Sanchayapatra can encash it. The Sanchayapatra even can be encashed before the maturity. But in case of that there will be no interest for the purchaser. The encashment procedures for Sanchayapatra are

1. The customer must fill up the encashment form
2. The matured interest folio must be attached with the form.
3. A photocopy of the original Sanchayapatra should be attached with the form
4. Customer service advisor will verify all the papers

Normally it takes two days to make the encashment amount credited to the respective account.

Delivery of captured ATM cards:

ATM card is nowadays the most efficient and convenient way of drawing money any time of the day because it operates 24 hours. Sometimes, the ATM cards and Credit cards are captured by the ATM machine because of pressing wrong buttons, pressing invalid pin number, time out problem or other technical problems.

Customer service department delivers the captured ATM cards and the card service department delivers the captured Credit cards. The procedure of captured card delivery is:

1. The customer needs to fill up a form
2. The service provider will verify the account number and signature.

After fulfilling all these requirements the customer service department return the captured ATM card to the cardholder.

Alterations to be made by the Account holder:

The customer service department also helps the account holder if he or she wishes to make any change to his or her account. The types of changes usually the customers desire to make are:

1. Change of second authority
2. Change in signature pattern
3. Change of address
4. Change of signatory
5. Change of nominee
6. Change in account type
7. Renewal of FDR
8. Interest adjustment for FDR
9. Auto debit instruction
10. Standing order instruction
11. Transfer of fund (account to account)
12. Transfer of fund (draft or telegraphic transfer)
13. Stop payment instruction
14. Regularization of the account

To make any sort of alteration by the customers, the Customer service advisor provides relevant forms & papers. The customers fill up the form as instructed and submit to the customer service department. There are different forms for every type of alteration.

3.2 An evaluation of the customer satisfaction:

Customer satisfaction is a subjective thing. It is quite tough to measure the customer satisfaction because their satisfaction depends upon how fast they get the services and the quick delivery of service depends upon how efficient the service provider is.

The main objective of a bank is to provide fast and satisfactory service to the customers because it is basically an intermediary organization as well as a service oriented organization. Customers go to those banks that provide quicker delivery of service with verities of service products. Customers have a lot of options to choose their banks. To attract the customers every bank wants to satisfy its customers.

Here a survey has been conducted to measure the customer satisfaction level of Standard Chartered Grindlays Bank, Dhaka main branch. A structured questionnaire has been organized and provided to the customers of Dhaka Main branch to respond. A total number of 30 customers, who were randomly selected, were interviewed and were asked to fill up the questionnaire.

All the collected data have been analyzed and presented in this report both in table and graphical format. Comments have also been done regarding the questions and customers opinions.

3.2.1 Survey Pattern:

The survey has been conducted from April the 20 to May the 20 during the bank transaction hour (9 a.m. to 3 p.m.)

3.2.1.1 Sample Design and Size:

The study was based on a survey of the head office (Dhaka main) of Standard Chartered Grindlays Bank Limited and a well-organized questionnaire was used to collect the data. For the sample testing, random sampling technique was applied. The sample size was 30 and randomly the samples were selected to avoid any sort of biased testing. The samples were selected during the transaction hour and questionnaire was provided to them.

3.2.1.2 Methodology:

The data for the analysis was collected through the well-organized questionnaire and to analyze the collected data statistical tools were used in order to measure the overall service condition delivered by the Standard Chartered Grindlays Bank (Dhaka Main). The attitude or view of the respondents was measured by using the '*Likert Scale*'. Also, graphical presentations were used for every question to make it more clear and meaningful.

The questionnaire consists of 32 questions and there are two parts. One part of the questionnaire consists of *Standard Chartered Grindlays Bank* and another part consists of *Ideal Bank*. Ideal bank is a virtual or conceptual bank which has perfect service system, efficient employees, well furnished and decorated, good investment policy, safe for the customers and above all the bank provides such services that customers always expect. To measure the customer's satisfaction level, numbers are assigned for the answers. The alternative of the questionnaire is based on the Satisfaction Level as 5 (strongly agree) and 4 (agree) is considered to measure satisfaction, 3 (neutral) to measure neither satisfied nor dissatisfied, 2 (disagree) and 1 (strongly disagree) to measure dissatisfaction.

Satisfaction level	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
Points/Factor	5	4	3	2	1

After collecting the data the mean of both *Ideal Bank & SCGB* has been tried to find out. After finding out the means analysis has been done to find out the difference between two means

$$\text{Difference} = \text{Mean of Ideal Bank} - \text{Mean of SCGB}$$

It denotes the following:

- ✳ **If difference = 0**, that means service provided by the SCGB is absolutely perfect and customers are totally satisfied with its service
- ✳ **If difference > 0**, that means there is a gap between the service provided by SCGB and the expectation of the customers from the bank. The customers are not satisfied with the present service of the bank. The more the difference is positive, greater the dissatisfaction is.
- ✳ **If difference < 0**, that means the service of the bank (SCGB) is outstanding and customers are over satisfied with the present service of the bank.

The questionnaire consists of 32 questions and all questions are based on the service of the Standard Chartered Grindlays Bank. The questions are formulate such a way that the analysis clearly can show the overall service condition of the bank and the satisfaction level of the customers.

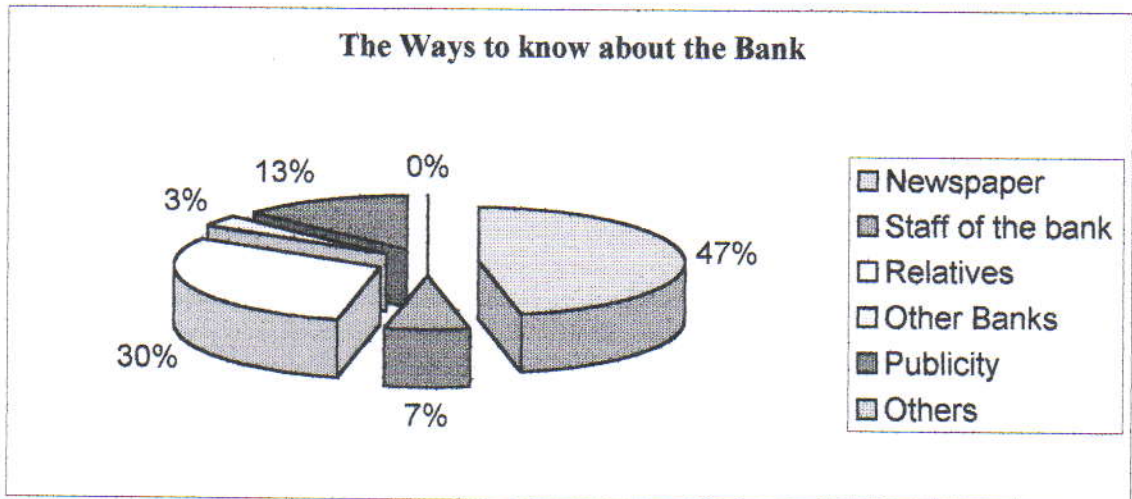
3.2.2 Questionnaire Analysis:

Question: 1 “How did you come to know about Standard Chartered Grindlays Bank?”

The first question is talking about the sources of customers to know about Standard Chartered Grindlays Bank. Six options are given to the customers and they answer according to that. This table shows the answers of the respondents.

Newspaper	Staff of the bank	Relatives	Other banks	Advertisement	Others
14	2	9	1	4	0

These answers are represented percentage wise and shown in the graph.



From the above analysis it has been cleared that the main sources of customers about the bank are their newspapers and their relatives. 47% or 14 customers out of 30 know about this bank from the newspaper, 30% or 9 person out of 30 know from relatives, 13% or 4 person know from the advertisement or publicity, 7% or 2 customers know from the staff of the bank and only 3% or 1 customers out of 30 know from other banks about the Standard Chartered Grindlays Bank.

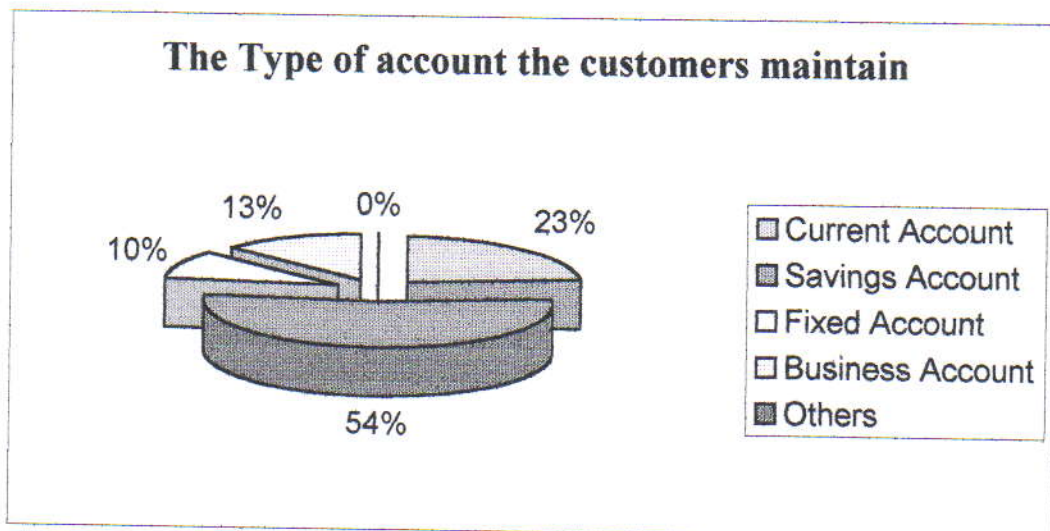
So, the bank should concentrate more on the advertisement at different media to attract more customers as well as to show their well-reputed presence in this country.

Question: 2 “What type of account you are maintaining with Standard Chartered Grindlays Bank?”

The second question is talking about the types of accounts the customers have with Standard Chartered Grindlays Bank. Five options are given to the customers to answer that. The table shows the answers of the respondents.

Current account	Savings account	Fixed account	Business account	Others
7	16	3	4	0

These answers are represented percentage wise and shown in the graph.



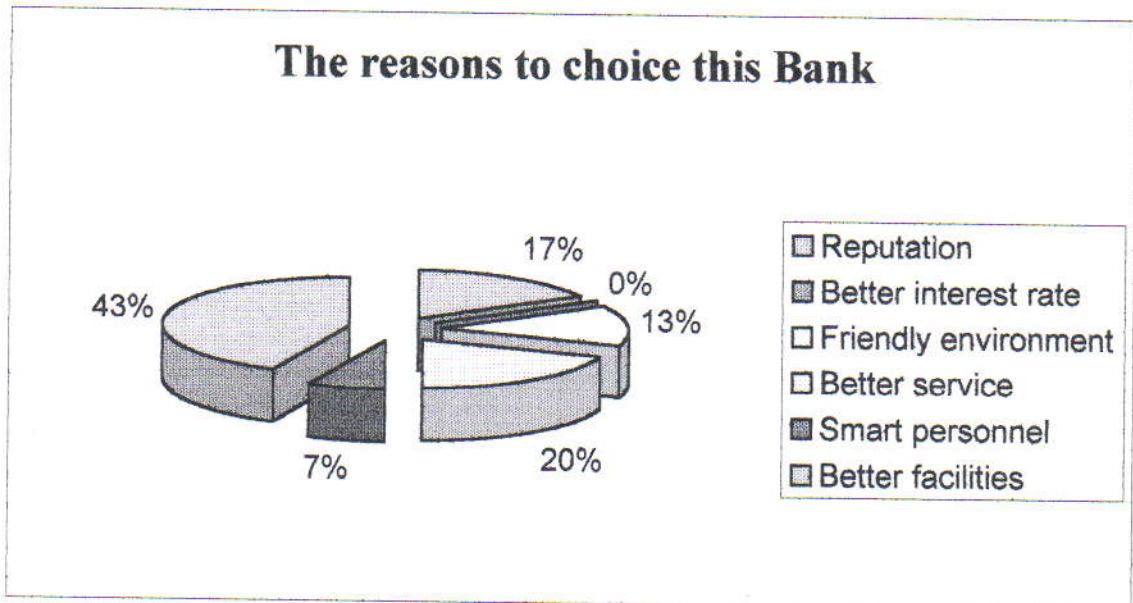
For this question simple random sampling technique was used for sample test and the sample size were 30 customers. In the answers five types of account names were given. From the analysis it has been found that most of the customers are savings account holder, 54% or 16 respondents out of 30 are this account holder. 23% or 7 out of 30 are current account holder, 13% or 4 persons hold business account and 10% or 3 customers out of 30 are fixed account holder.

Question: 3 “Why did you choose this bank?”

The third question is talking about the reasons for choosing Standard Chartered Grindlays Bank by the customers. Six options are given to the customers to answer that question. The table shows the answers of the respondents.

Reputation	Better interest rate	Friendly environment	Better service	Smart personnel	Better facilities
5	0	4	6	2	13

These answers are represented percentage wise and shown in the graph.



From the analysis it has been found that the customers like this bank and come to this bank for better facilities. 43% or 13 respondents out of 30 answered for these facilities. 20% or 6 customers come for better service, 17% or 5 customers come for reputation of the bank, 13% or 4 customers come for smart personnel and no respondents answered for the better interest.

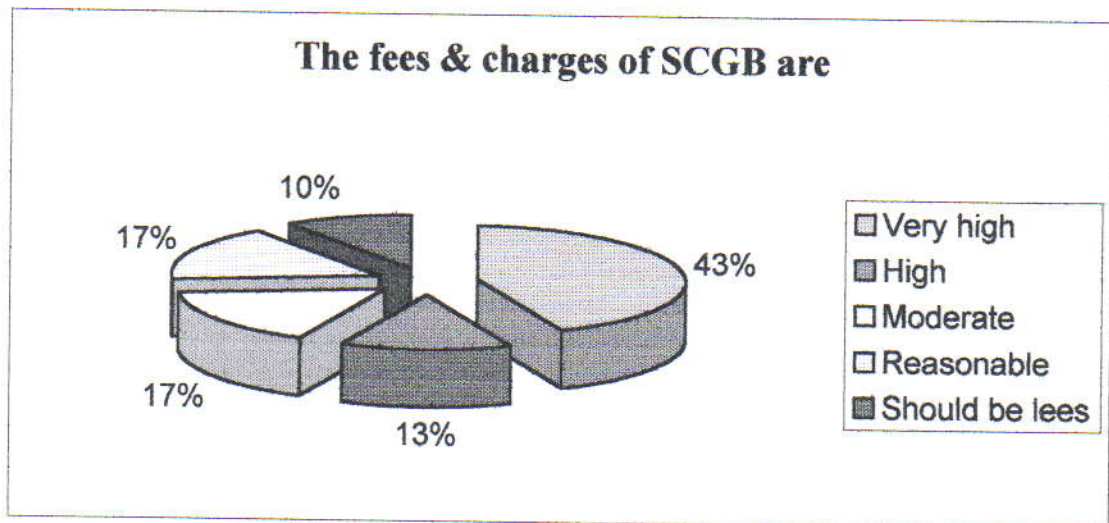
So, the bank should concentrate more on the interest rate to attract customers or depositors should try to provide much better service to the customers.

Question: 4 “The fees and charges of Standard Chartered Grindlays Bank are?”

The fourth question is talking about the fees and charges charged by Standard Chartered Grindlays Bank by the customers. Five options are given to the customers to answer that question. The table shows the answers of the respondents.

Very high	High	Moderate	Reasonable	Should be less
13	4	5	5	3

These answers are represented percentage wise and shown in the graph.



From the analysis it has been found that most of the customers said the fees and charges of the bank are very high. 43% or 13 respondents out of 30 said the charges and fees are very high. 13% or 4 persons said high, 17% or 5 customers said moderate, 17% or 5 customers said reasonable and 10% or 3 respondents said the charges and fees should be less.

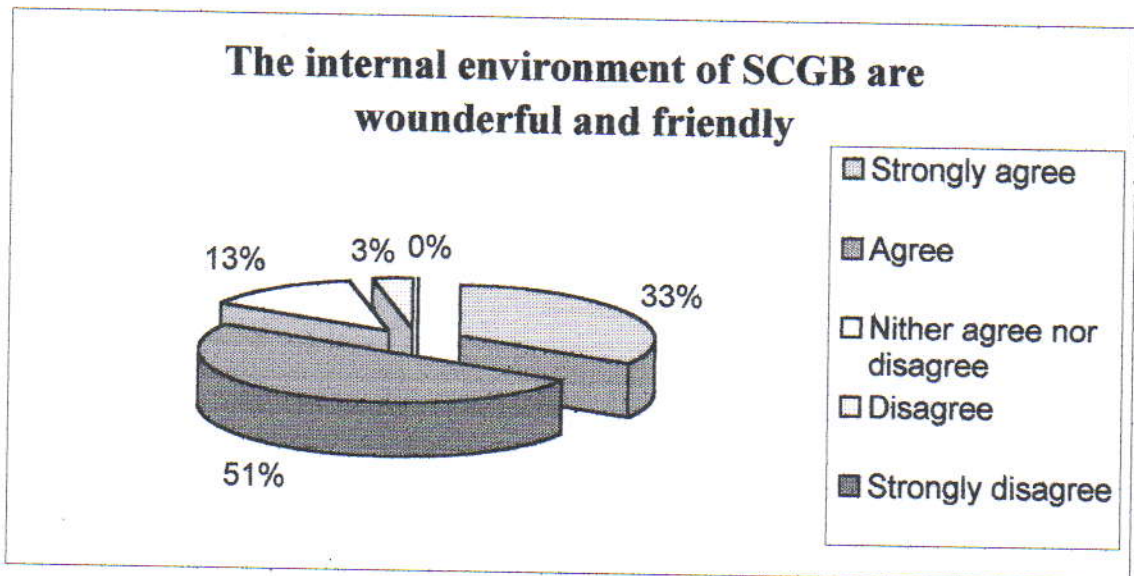
So, the bank should reduce the charges and fees and should fix it relatively same with other foreign banks.

Question: 5 “SCGB has a wonderful and friendly internal environment to serve customers?”

The fifth question is talking about the friendly and wonderful environment of Standard Chartered Grindlays Bank. Five options are given to the customers to answer that question. The table shows the answers of the respondents.

Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
10	15	4	1	0

These answers are represented percentage wise and shown in the graph.



From the analysis of this question it has been found that most of the customers are satisfied with the environment of Standard Chartered Grindlays Bank. 84% respondents answered positively and only 3% or 1 customers out of 30 answered against the environment of the bank. 13% or 4 respondents are indifferent with the environment of the bank.

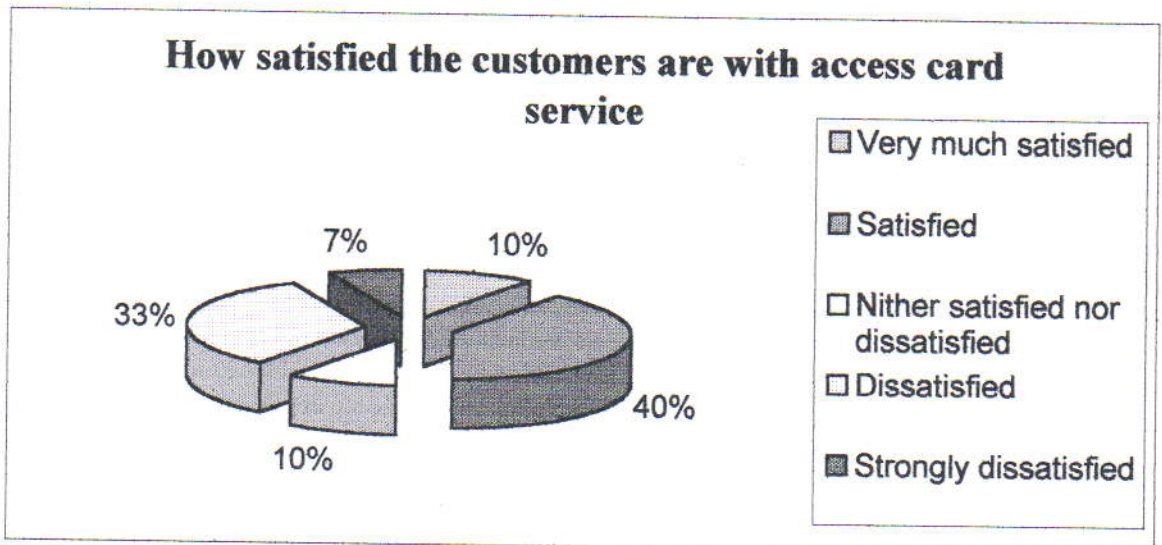
So, it can be concluded that the Standard Chartered Grindlays Bank has comparatively better environment to deliver customer service than other banks.

Question: 6 “How satisfied are you with the service of the access card?”

The sixth question is talking about the satisfaction of customers of Standard Chartered Grindlays Bank. Five options are given to the customers to answer that question. The table shows the answers of the respondents.

Very much satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Strongly dissatisfied
3	12	3	10	2

These answers are represented percentage wise and shown in the graph.



From the analysis of the question it has been found that customers are satisfied as well as dissatisfied with the access card. 50% customers said they are satisfied and 40% customers said they are dissatisfied. 10% customers are indifferent.

The customers who said they are dissatisfied, they gave the reasons for their dissatisfaction. They said most of the time they found the ATM machines are out of order. They also mentioned that they faced the problem of card capturing by the machines.

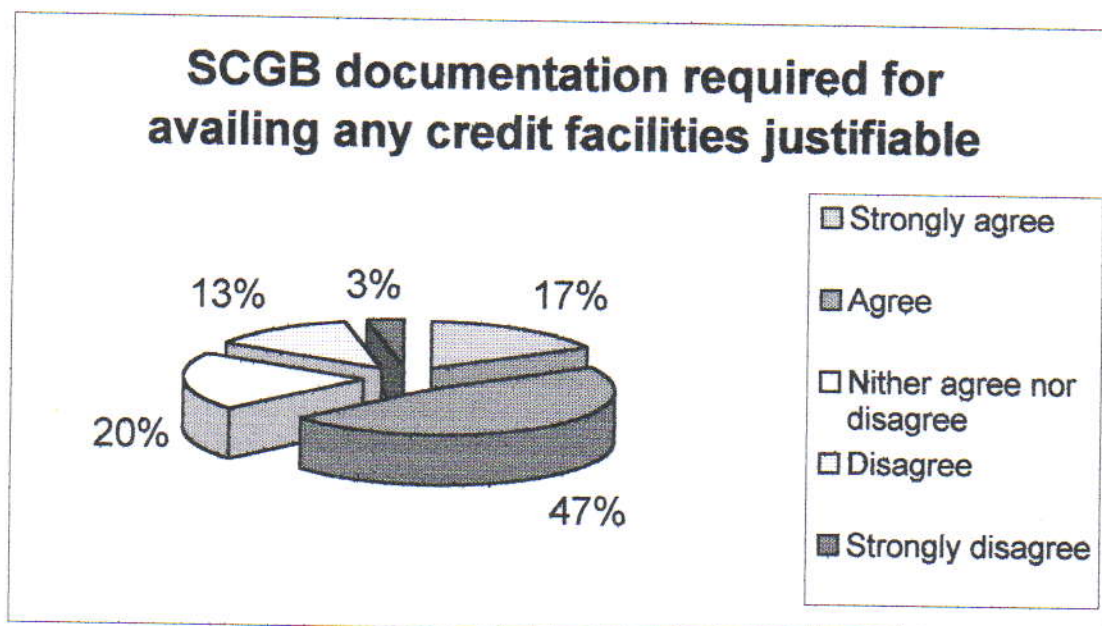
So, the bank should solve these problems of ATM to provide better service to the customers.

Question: 7 “SCGB official documentation required for availing any credit facilities are justifiable”

The seventh question is talking about the justifiability of documentation process of Standard Chartered Grindlays Bank for availing any sort of credit facilities. Five alternatives are given to the customers to answer that question. The table shows the answers of the respondents.

Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
5	14	6	4	1

These answers are represented percentage wise and shown in the graph.



From the analysis of this question it has been found that most of the customers are agreed with the justifiability of official documentation of Standard Chartered Grindlays Bank for availing any credit facility. 64% respondents answered positively and only 16% customers out of 30 answered against the requirements of the bank. 20% or 6 respondents are indifferent with the question.

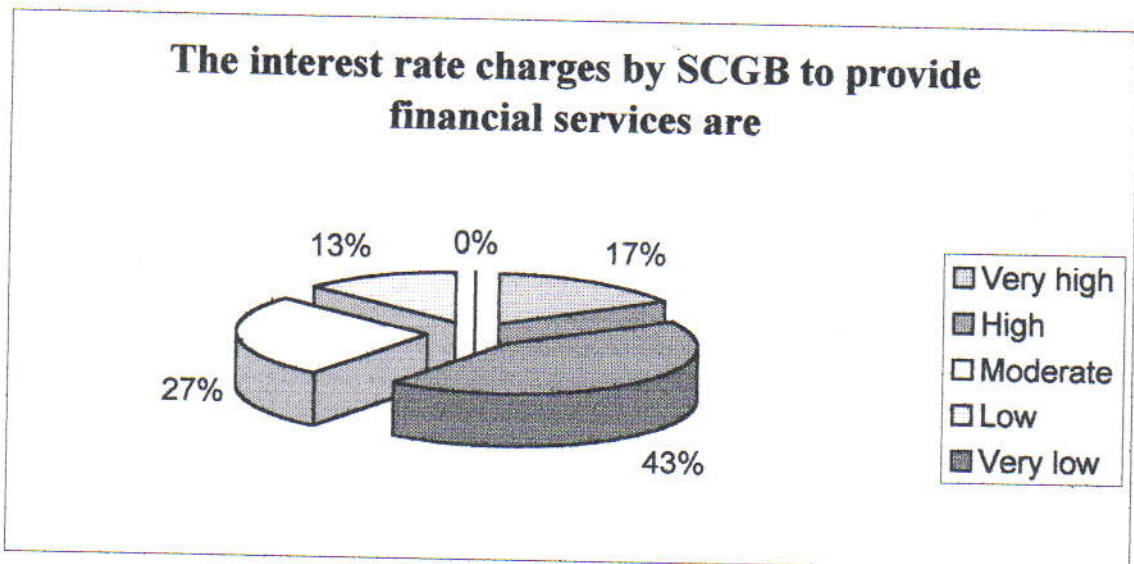
So, it can be concluded that the Standard Chartered Grindlays Bank has comparatively better documentation process to provide credit facilities to customer than other banks.

Question: 8 “SCGB charges interest to provide financial facilities are”

The eighth question is talking about the interest rate charged by Standard Chartered Grindlays Bank for providing any financial facilities to its customers. Five options are given to the customers to answer that question. The table shows the answers of the respondents.

Very high	High	Moderate	Reasonable	Should be less
5	13	8	4	0

These answers are represented percentage wise and shown in the graph.



From this analysis it has been found that most of the customers expressed their opinion for high interest rate. About 43% or 13 respondents out of 30 said the interest rate for providing any financial facilities are high. 17% customers expressed their opinion saying very high interest rate. 27% said the interest rate was moderate and only 13% respondents said low.

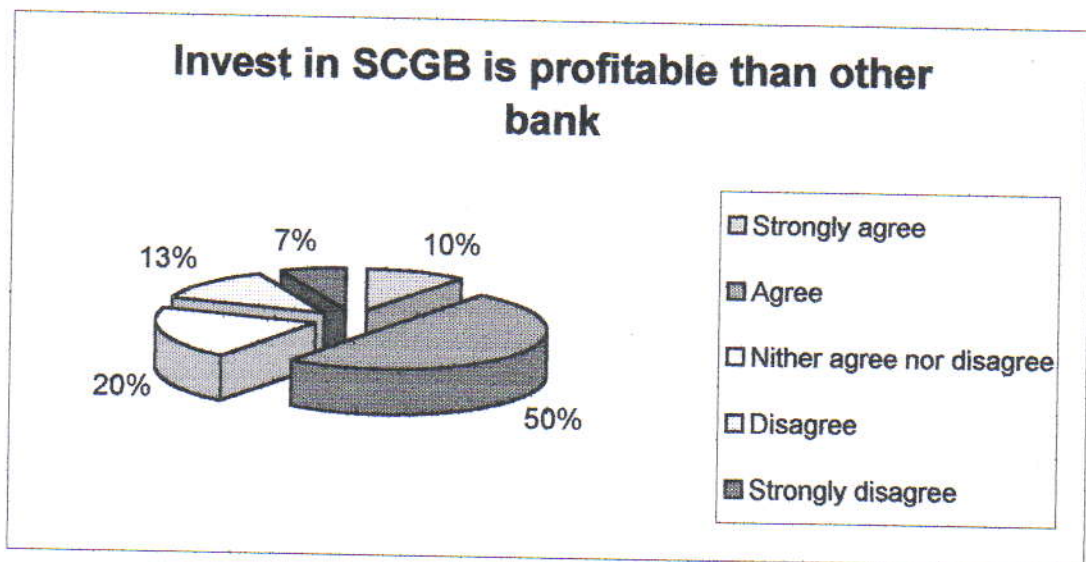
So, the bank can attract more customers or loonies if it charges reasonable interest rate to provide loan or other financial facilities.

Question: 9 “Invest in SCGB is profitable than other banks”

The ninth question is talking about the profitability in investing in Standard Chartered Grindlays Bank. Five options are given to the customers to answer that question. The table shows the answers of the respondents.

Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
3	15	6	4	2

These answers are represented percentage wise and shown in the graph.



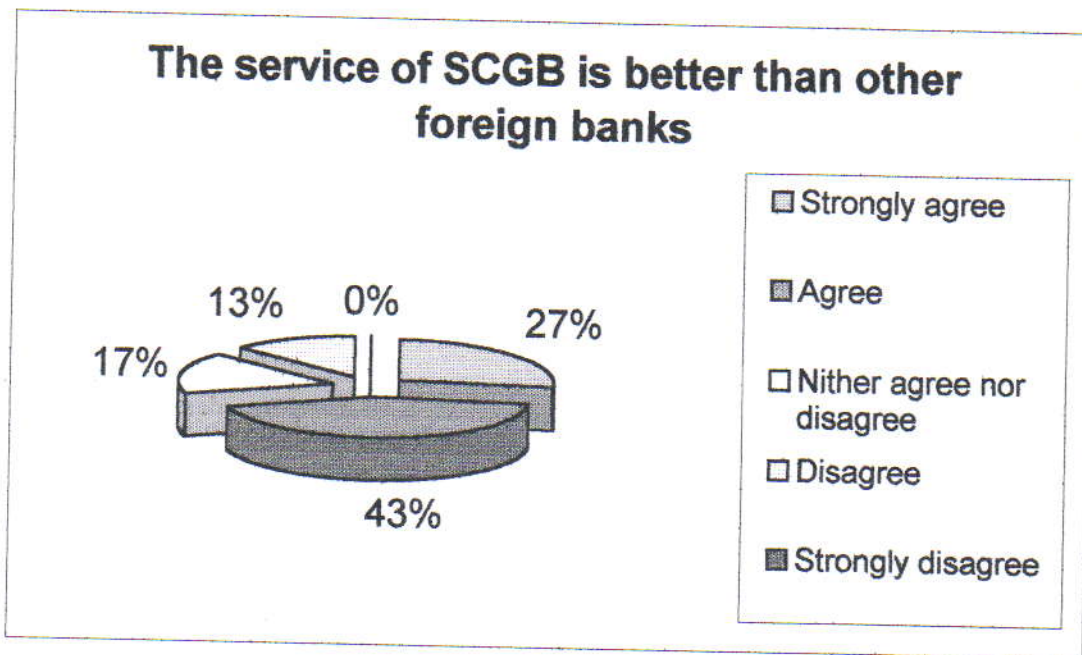
A good number of customers think that invest in SCGB is profitable than other bank because the customers will get better service, better interest rate, nice environment, good reputation etc. 10% of the respondents are strongly agree and 50% of respondents are agree with this question. Only 13% are disagree and 7% are strongly disagree. 20% customers are neutral and they said they are not conscious about it.

Question: 10 "The service of SCGB is better than other foreign banks"

The tenth question is talking about the service quality comparison of Standard Chartered Grindlays Bank with other banks. Five alternatives are given to the customers to answer that question. The table shows the answers of the respondents.

Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
8	13	5	4	

These answers are represented percentage wise and shown in the graph.



In response to this question a good number of customers think that the service of SCGB is better than other foreign bank. 27% or 8 out of 30 respondents are strongly agreed and 43% of respondents agreed with this question. Only 13% are disagreed and 0% is strongly disagreed. 17% customers are neutral and they said they are not conscious about it.

Second part of the Questionnaire:

The second part of questionnaire is a comparison between a virtual Ideal Bank and SCGB

Question 1: *The physical facilities at SCGB are visually appealing*

Out come = Number of relies

Result = Outcome X Factor/Point

Mean = Total result / Total outcome

SCGB	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Total
Outcome	16	12	1	1		30
Factor	5	4	3	2	1	
Final result	80	48	3	2		133

Mean = Total result / Total outcome = $133/30 = 4.433$

Ideal Bank	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Total
Outcome	18	11	1			30
Factor	5	4	3	2	1	
Final result	90	44	3			137

Mean = Total result / Total outcome = $137/30 = 4.566$

Difference = $4.566 - 4.433 = 0.133$

Question 2: *Modern equipment are utilized in SCGB*

SCGB	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Total
Outcome	20	9		1		30
Factor	5	4	3	2	1	
Final result	100	36		2		138

$$\text{Mean} = \text{Total result} / \text{Total outcome} = 138/30 = 4.60$$

Ideal Bank	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Total
Outcome	23	6	1			30
Factor	5	4	3	2	1	
Final result	115	24	3			142

$$\text{Mean} = \text{Total result} / \text{Total outcome} = 142/30 = 4.733$$

$$\text{Difference} = 4.733 - 4.60 = 0.133$$

Question 3: *Employees of SCGB are very much helpful*

SCGB	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Total
Outcome	15	7	3	5		30
Factor	5	4	3	2	1	
Final result	75	28	9	10		122

$$\text{Mean} = \text{Total result} / \text{Total outcome} = 122/30 = 4.066$$

Ideal Bank	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Total
Outcome	21	9				30
Factor	5	4	3	2	1	
Final result	105	36				141

$$\text{Mean} = \text{Total result} / \text{Total outcome} = 141/30 = 4.70$$

$$\text{Difference} = 4.70 - 4.066 = 0.634$$

Question 4: *Employees of SCGB tell their customers when services will be performed*

SCGB	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Total
Outcome	16	10	1	3		30
Factor	5	4	3	2	1	
Final result	80	40	3	6		129

$$\text{Mean} = \text{Total result} / \text{Total outcome} = 129/30 = 4.3$$

Ideal Bank	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Total
Outcome	20	9	1			30
Factor	5	4	3	2	1	
Final result	100	36	3			139

$$\text{Mean} = \text{Total result} / \text{Total outcome} = 139/30 = 4.633$$

$$\text{Difference} = 4.633 - 4.3 = 0.333$$

Question 5: *When customers face any problem, SCGB employees show sincere interest to solve it*

SCGB	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Total
Outcome	9	13	4	3	1	30
Factor	5	4	3	2	1	
Final result	45	52	12	6	1	116

$$\text{Mean} = \text{Total result} / \text{Total outcome} = 116/30 = 3.866$$

Ideal Bank	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Total
Outcome	18	12				30
Factor	5	4	3	2	1	
Final result	90	48				138

$$\text{Mean} = \text{Total result} / \text{Total outcome} = 138/30 = 4.6$$

$$\text{Difference} = 4.6 - 3.866 = 0.734$$

Question 6: SCGB employees are visually appealing

SCGB	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Total
Outcome	12	15	1	2		30
Factor	5	4	3	2	1	
Final result	60	60	3	4		127

$$\text{Mean} = \text{Total result} / \text{Total outcome} = 127/30 = 4.233$$

Ideal Bank	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Total
Outcome	12	17	1			30
Factor	5	4	3	2	1	
Final result	60	68	3			131

$$\text{Mean} = \text{Total result} / \text{Total outcome} = 131/30 = 4.366$$

$$\text{Difference} = 4.366 - 4.233 = 0.133$$

Question 7: The SCGB officials give equal importance to every customer

SCGB	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Total
Outcome	8	11	6	3	2	30
Factor	5	4	3	2	1	
Final result	40	44	18	6	2	110

$$\text{Mean} = \text{Total result} / \text{Total outcome} = 110/30 = 3.666$$

Ideal Bank	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Total
Outcome	18	10	2			30
Factor	5	4	3	2	1	
Final result	90	40	6			136

$$\text{Mean} = \text{Total result} / \text{Total outcome} = 136/30 = 4.533$$

$$\text{Difference} = 4.533 - 3.666 = 0.867$$

Question 8: SCGB employees give customers individual attention

SCGB	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Total
Outcome	15	12	1	2		30
Factor	5	4	3	2	1	
Final result	75	48	3	4		130

$$\text{Mean} = \text{Total result} / \text{Total outcome} = 130/30 = 4.333$$

Ideal Bank	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Total
Outcome	21	8	1			30
Factor	5	4	3	2	1	
Final result	105	32	3			140

$$\text{Mean} = \text{Total result} / \text{Total outcome} = 140/30 = 4.666$$

$$\text{Difference} = 4.666 - 4.333 = \mathbf{0.333}$$

Question 9: Customers of SCGB feel safe and secure in their transactions

SCGB	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Total
Outcome	19	8	1	2		30
Factor	5	4	3	2	1	
Final result	95	32	3	4		134

$$\text{Mean} = \text{Total result} / \text{Total outcome} = 134/30 = 4.466$$

Ideal Bank	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Total
Outcome	20	10				30
Factor	5	4	3	2	1	
Final result	100	40				140

$$\text{Mean} = \text{Total result} / \text{Total outcome} = 140/30 = 4.666$$

$$\text{Difference} = 4.666 - 4.466 = \mathbf{0.20}$$

Question 10: SCGB employees understand the specific need of the customers

SCGB	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Total
Outcome	15	11	2	2		30
Factor	5	4	3	2	1	
Final result	75	44	6	4		129

$$\text{Mean} = \text{Total result} / \text{Total outcome} = 129/30 = 4.30$$

Ideal Bank	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Total
Outcome	18	12				30
Factor	5	4	3	2	1	
Final result	90	48				138

$$\text{Mean} = \text{Total result} / \text{Total outcome} = 138/30 = 4.60$$

$$\text{Difference} = 4.60 - 4.30 = 0.30$$

Question 11: SCGB employees are constantly courteous with the customers

SCGB	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Total
Outcome	12	13	1	4		30
Factor	5	4	3	2	1	
Final result	60	52	3	8		123

$$\text{Mean} = \text{Total result} / \text{Total outcome} = 123/30 = 4.1$$

Ideal Bank	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Total
Outcome	18	11	1			30
Factor	5	4	3	2	1	
Final result	90	44	3			137

$$\text{Mean} = \text{Total result} / \text{Total outcome} = 137/30 = 4.566$$

$$\text{Difference} = 4.566 - 4.1 = 0.466$$

Question 12: SCGB employees are never too busy to respond to the customers

SCGB	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Total
Outcome	11	12	2	5		30
Factor	5	4	3	2	1	
Final result	55	48	6	10		119

$$\text{Mean} = \text{Total result} / \text{Total outcome} = 119/30 = 3.966$$

Ideal Bank	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Total
Outcome	14	15	1			30
Factor	5	4	3	2	1	
Final result	70	60	3			133

$$\text{Mean} = \text{Total result} / \text{Total outcome} = 133/30 = 4.433$$

$$\text{Difference} = 4.433 - 3.966 = 0.467$$

Question 13: SCGB employees are efficient than other banks

SCGB	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Total
Outcome	18	11	1			30
Factor	5	4	3	2	1	
Final result	90	44	3			137

$$\text{Mean} = \text{Total result} / \text{Total outcome} = 137/30 = 4.566$$

Ideal Bank	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Total
Outcome	19	11				30
Factor	5	4	3	2	1	
Final result	95	44				139

$$\text{Mean} = \text{Total result} / \text{Total outcome} = 139/30 = 4.633$$

$$\text{Difference} = 4.633 - 4.566 = 0.067$$

Question 14: SCGB employees have enough knowledge to answer all types of customer's queries

SCGB	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Total
Outcome	12	13	3	2		30
Factor	5	4	3	2	1	
Final result	60	52	9	4		125

$$\text{Mean} = \text{Total result} / \text{Total outcome} = 125/30 = 4.166$$

Ideal Bank	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Total
Outcome	14	14	2			30
Factor	5	4	3	2	1	
Final result	70	56	6			132

$$\text{Mean} = \text{Total result} / \text{Total outcome} = 132/30 = 4.40$$

$$\text{Difference} = 4.40 - 4.166 = 0.234$$

Question 15: When SCGB promises to do something by a certain time, they do so

SCGB	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Total
Outcome	10	12	3	5		30
Factor	5	4	3	2	1	
Final result	50	48	9	10		117

$$\text{Mean} = \text{Total result} / \text{Total outcome} = 117/30 = 3.9$$

Ideal Bank	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Total
Outcome	19	9	2			30
Factor	5	4	3	2	1	
Final result	95	36	6			137

$$\text{Mean} = \text{Total result} / \text{Total outcome} = 137/30 = 4.566$$

$$\text{Difference} = 4.566 - 3.9 = 0.666$$

Question 16: *The behavior of SCGB employees installs confidence in customers*

SCGB	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Total
Outcome	12	13	1	4		30
Factor	5	4	3	2	1	
Final result	60	52	3	8		123

Mean = Total result / Total outcome = $123/30 = 4.1$

Ideal Bank	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Total
Outcome	22	8				30
Factor	5	4	3	2	1	
Final result	110	32				142

Mean = Total result / Total outcome = $142/30 = 4.733$

Difference = $4.733 - 4.1 = 0.633$

Table of all the differences

Question	1	2	3	4	5	6	7	8
Difference	0.133	0.133	0.634	0.333	0.734	0.133	0.867	0.333

9	10	11	12	13	14	15	16
0.20	0.30	0.466	0.467	0.067	0.234	0.666	0.633

The average difference = $6.333/16 = 0.395$

3.2.3 Findings:

So, the average difference says that the service qualities of *Standard Chartered Grindlays Bank* are not same as the service equalities of an *Ideal Bank*. From the analysis, it has been found that the average difference of SCGB is below 0 or **0.395** which proves the SCGB do not provide such type of services which can be provided by an Ideal bank. But that does not mean that the service qualities are bad. In comparison to other banks SCGB provides the best service, which is very close to an ideal bank.

Customers express their feelings about the service of the bank. Most of them said the service of the bank is better than other private banks and far better than the nationalized commercial banks. They also talked about the manner of the staff of the bank and expressed their satisfactions.

The valuable customers of the bank also told about some problems. Their main problem is large queue inside the bank. They also mentioned some other problems like not enough sitting arrangement; service providers are too much busy to properly handle individual customers etc.

An appraisal of *Queue Management of Standard
Chartered Grindlays Bank*

An appraisal of Queue Management of Standard Chartered Grindlays Bank

Queue means standing on line for getting the service one after another. When the number of customers is more than the number of counters, the queue is created. In a bank queue is the most common scene in front of the cash counters. If the queue is not properly managed, it will create botheration to the customers and they would feel irritated to stand in the queue. As a result bank will lose its valuable customers. Most of the customers go to the foreign and private banks because of this long lasting large queue and in one foreign if they have to stand in the queue for long time, it is obvious that the customer would leave that bank will seek for better service in another bank.

4.1 An overview of present queue management:

Queue is a big factor for a bank and every bank wants to manage it successfully otherwise it creates noise inside the bank. Every day numbers of people come to the bank for transaction purpose and they receive services one after another standing in the queue. If the counters cannot handle customers successfully the queue becomes larger and larger and one upon a time the customers start making noise for making quicker service. To avoid such a situation every bank uses various techniques to manage the queue. Standard Chartered Grindlays Bank (Dhaka main) uses various techniques to manage the queue. These are

1. 5 cash counters
2. 1 account holder counter
3. 1 corporate counter
4. 1 house transfer counter
5. Speed Box
6. Special service to the priority customers

1. Five Cash counters:

To serve the customers for every day-to-day transaction, Standard Chartered Grindlays Bank (Dhaka main) has set up six cash counters. All these counters everyday meet the demand of the customers. They provide the services to the customers are encashment of Cheques, receive of clearing Cheques, receive of foreign currency Cheques, receive of credit card bill, receive of AK-Tel mobile phone bill.

2. One Account holder counter:

This counter serves only the various account holder of this bank. The services an account holder gets here are encashment of Cheques, receive of clearing Cheques, receive of foreign currency Cheques, receive of credit card bill, and receive of AK-Tel mobile phone bill. This counter provides one service more and that is it makes the account holder known about their current balance of the account.

3. One Corporate counter

This counter serves only the corporate customers of the bank. It receives cash and Cheques of the corporate customers. This counter does not perform the encashment of Cheque job. At times it helps the other counters by counting big amount of cash deposit when needed.

4. One House transfer counter:

This counter receives the in-house Cheques of the account holders. It transfers fund from one account to another account. At times it also helps the other counters by receiving credit card bills and AK-Tel bills. Its other duty is to process the clearing Cheques and foreign currency Cheques. This counter also stops payment of lost Cheques upon the request of customers.

5. Speed Box

'Speed box' is an excellent innovative idea that is introduced by the bank. At a corner there is a box in which customers will drop their Cheques and will keep a part of the deposit slip as their document. In case of get returned the dishonored Cheques, they will have to show the kept part of the deposit slip. Normally customers stand in the queue for get a seal on their deposit slip by the teller. A numbers of customers come in the bank and stand in the queue to deposit Cheques every day. If they drop the Cheques in the speed box, they need not stand in the queue and wait for long time.

6. Special service to the priority customers

Priority customers are those who have fulfilled few requirements of the bank. Among these requirements one is, they must have a good amount of money in their account all time. Whenever a priority customer comes, he takes seat in front of STM and internally his transaction becomes processed.

4.2 An evaluation of queue management techniques:

The bank has been taken necessary steps to minimize the queue in front of the counters inside the bank. The bank has been introduced two modern concepts to handle the queue successfully. One of them is ATM and another is Speed Box. If the customers confidently use these two options, it will result lesser queue inside the bank and customers will get the opportunity to make their transaction at their suitable time and will be able to avoid coming inside the bank and wait for long time.

4.2.1 ATM:

ATM stands for Automated Teller Machine. It is one of the most modern equipments being utilized in the banking system. It plays the role of a teller for 24 hours a day. It runs both in day and night and customer can take its help any time to deposit cash, Cheque, withdraw money, mini statement etc.

Benefits of ATM:

ATM means Automated Teller Machine and a machine does not have the problem of day and night. It can run all the times both in day light and at night besides its having any mechanical problem. So, the ATM can provide much efficient service than the human teller of the bank.

The benefits of ATM are:

1. 24 Hours service
2. Cheque Deposit
3. Cash deposit
4. Money draw up to 20,000 a day
5. Mini statement
6. Convenient at suitable places
7. Privacy
8. No charge

24 Hours service:

ATM is 24 hours in service. Any cardholder of the bank can get its service any time. Customers can use the ATM according to their convenient time. It can be 3 O clock at night as well as 6 O clock in the morning. Every customer has the chance to choose his or her convenient time according to his or her need.

Cheque Deposit:

With the help of ATM Cheque deposit can be possible as well as easier. Customers do not need to go inside the bank and wait for long time to deposit the Cheque if they use the Cheque option of ATM.

Cash deposit

ATM helps the customers not only to draw cash but also it takes deposit. Customers can deposit even a big amount of money any time. There is no transaction period and customers need not come inside the bank for cash deposit.

Money withdrawal up to 20,000 a day:

A customer can draw up to Tk. 20000 a day from the ATM any time. In case of any emergency a customer can draw money even at the mid night. Mainly customers draw money at midnight due to purchase medicine, which is required for any sort of surgical operation.

Mini statement:

Customers can know their balance as well as can get a mini statement of his or her account any time from the ATM. It helps the customers to take decision for the next transaction. Suppose, a customer wants to write a Cheque but he forgets about the balance of his account and the bank transaction hour is finished. He can take the help of ATM and easily can collect the present balance information as well as a mini statement of his account.

Convenient at suitable places:

Most of the ATM booths are situated at the convenient places of the customers. There is a ATM booth in every well known and big super markets as well as suitable places all over the country. Standard Chartered Grindlays Bank has the large number of ATM booths in Bangladesh.

Privacy:

At a time only one customer is allowed to enter inside the ATM booths. If more than one customers want to get entered into the ATM booth, the security guard will prohibit the second customer. So, the customers feel safe for his transaction and easily can keep secret his transaction. As a result the risk of his being hijacked becomes minimal because no one knows whether he withdraw the money or deposit it.

No charge:

There is a rule of Standard Chartered Grindlays bank is that if a customer has account with the branch of the bank out side Dhaka and Narayanganj and the customer wants to withdraw or deposit money in that account, he or she will have to pay charge. The rule is intra district transactions of customers of the bank are free but charge is imposed over inter district transaction. But the customers do not need to pay any charge if they draw or deposit money by the ATM in any part of the country.

Problems with ATM:

The ATM machine only has the technical problem, and besides this it does not have any problem of its own. But customers face few problems, which can be easily avoided if the customers try to learn how to operate it and be a little bit aware during operate it.

Problems with ATM are:

1. Card capture
2. Fear about Hijackers
3. Fear about the way to use ATM
4. Pin number problem
5. Limited amount withdrawal
6. Out of service

Card capture:

Card capture is the most common problem the customers face to use the ATM. Every day a numbers of customers come to the customer service to get returned their captured cards. The ATM captures cards for few reasons

1. Pressing the wrong buttons
2. Inserting the card in wrong way
3. Time out
4. Taking too much time to enter the pin number
5. Wrong pin number

If the customers go through any of these, their card must be captured by the ATM. Card capturing is not a problem with the ATM, the machine captures the card to protect customers account and any sort of wrong transaction.

Fear about Hijackers:

A lot of customers complain that they do not feel safe doing transaction with ATM at night even in the daylight. They are afraid of Muggers. It is a big problem in our country. Whenever a customer comes out from the bank withdrawing money, muggers follow him in disguise and at a suitable place they come in front of him hijack his money. Usually the customers do not want to use the ATM at night to avoid muggers.

Fear about the way to use ATM:

A number of customers of the bank do not want to use the ATM because of the way to operate the machine. They consider the operation process very much complicated and bothering to them. Some times the customers do not understand how to insert the card, in which whole and which face. Even a lot of customers do not know that they should collect the slip provided by the ATM when their cards are captured.

Pin number problem:

Pin number is a unique number provided to the cardholder of the bank. Every pin number is unique and considered as the password. In a lot of cases the customers forget their pin number and press wrong pin number. There is a option in the ATM that if a customer press wrong pin number for three times, the machine will consider the customer a fake card holder and will capture the card. Every day a number of customers come to the customer service for the captured cards that were captured for pressing wrong pin number.

Limited amount withdrawal:

Another problem with the ATM is it allows a customer to withdraw up to Tk. 20,000 a day. For a big numbers of customers it is a very tiny amount. The customer may be a rich person or a customer with big balance in the bank. Besides the transaction hour he might need more than Tk. 20000 and his account balance can effort that withdrawal amount. But the option of the ATM will not allow him to withdraw more than 20000 a day.

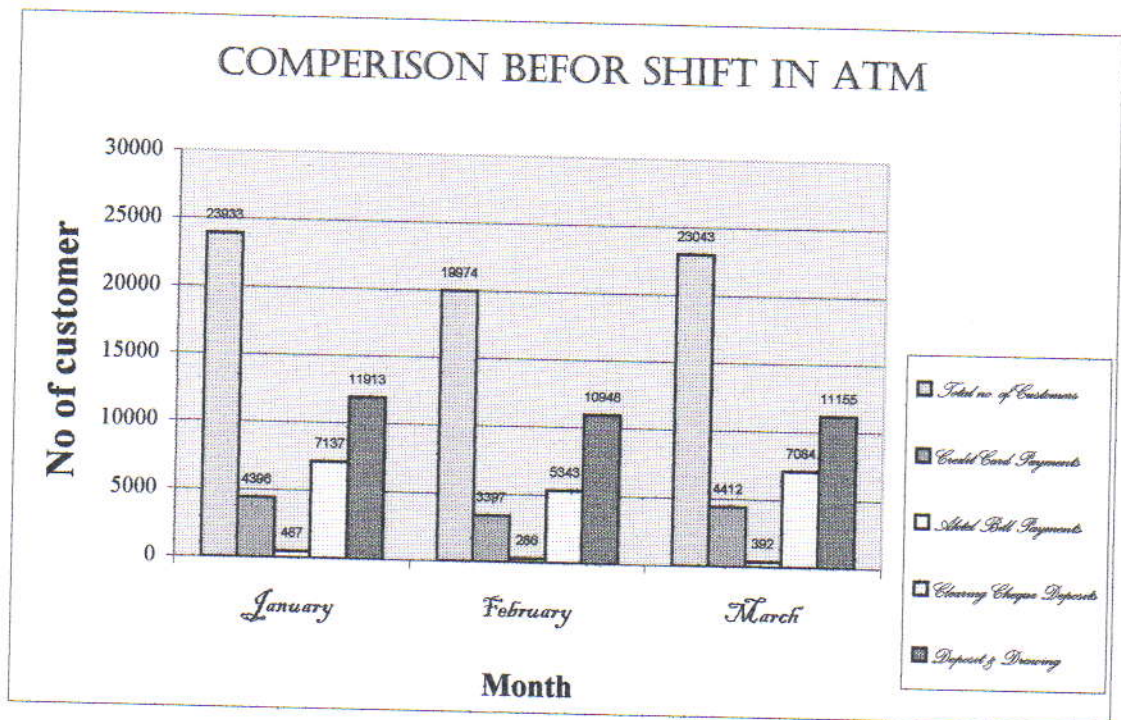
Out of service:

Some times the ATM does not run due to various technical problems, mainly the networking problem. Most often the network crashes and the machine becomes out of service. Some times customers insert Cheques and cash in the wrong whole; it crashes and makes the machine out of service.

Comparison Before shift in ATM:

	January-2002	February-2002	March-2002
Total Number of customers	23933	19974	23043
Credit card payment	4396	3397	4412
AKtel bill payment	487	286	392
Clearing Cheque deposit	7137	5343	7084
Deposit & Drawing	11913	10948	11155

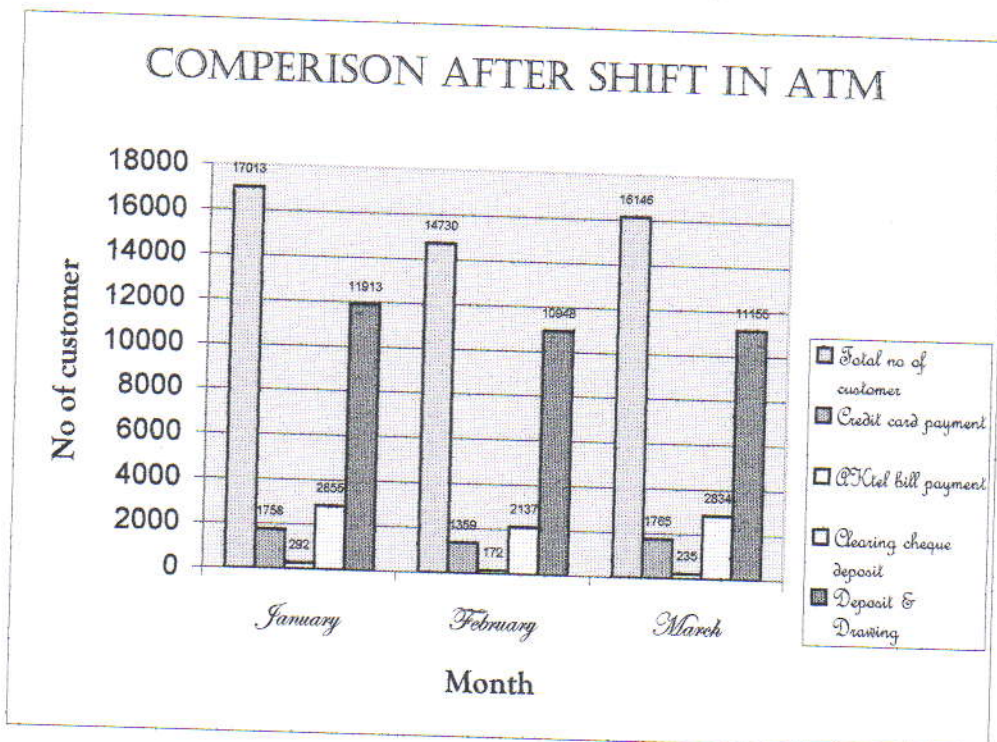
This table shows the total number of customers came inside the bank from January to March in 2002 and made their transactions. It also shows how many customers made what type of transactions.



The graph presents the transaction type and number of customers came inside the bank for credit card payment, AK tel bill payment, clearing Cheque deposit and deposit and withdraw money in January, February and March in 2002.

Comparison after shift in ATM

	January	February	March
Total Number of customers	17013	14730	16146
Credit card payment	1758	1359	1765
AKtel bill payment	292	172	235
Clearing Cheque deposit	2855	2137	2834
Deposit & Drawing	11913	10948	11155



If 60% of the customers who come inside the bank for transactions such as credit card payment, AKtel bill payment, clearing Cheque deposit and cash withdrawal below Tk. 20000 can be shifted to the ATM; the queue inside will be very minimal and customers will not wait for long time standing in the queue.

The saved time can be used to serve the customers for cash deposit and drawing of big amount of money. The tellers will be able to concentrate more on the deposit and drawing jobs.

4.2.2 Speed Box:

'Speed box' is an excellent innovative idea that is introduced by the bank. At a corner there is a box in which customers will drop their Cheques and will keep a part of the deposit slip as their document. In case of get returned the dishonored Cheques, they will have to show the kept part of the deposit slip. Normally customers stand in the queue for get a seal on their deposit slip by the teller. The bank employee need to motivate the customers that credit of the deposited amount is more important than getting a seal on the deposit slip. A numbers of customers come in the bank and stand in the queue to deposit Cheques every day. If they drop the Cheques in the speed box, they need not stand in the queue and as a result the queue will be half in size.

Benefits of Speed Box:

Speed box is the innovative way introduced by Standard Chartered Grindlays bank for its customers to help them to avoid the queue. If they drop the Cheques in the speed box, they need not stand in the queue and as a result the queue will be half in size.

Benefits of Speed Box are:

1. No need to stand in the queue
2. No need to come to the teller
3. No need to wait for long time to deposit the Cheque
4. Freedom to deposit the Cheque any time within the transaction hour

No need to stand in the queue

Speed box is a wonderful and innovative system for depositing the collection and house transfer Cheque. A box is kept in a corner of the branch and customers drop their Cheque inside that box. In every hour a bank official opens the box, collects the Cheque and process it. Customers do not need to stand in the queue to deposit their Cheque. They can keep their part of the deposit slip and just drop the Cheque in the box.

No need to come to the teller

The customers do not need to come to the teller to deposit their collection and house transfer Cheques if they drop it in the Speed box. They just keep the middle page of the three pages deposit slips. The rest two pages and the Cheque should be stapled and the customer will drop it in the speed box. One problem is the customers will not get any seal over their copy of deposit slip. Besides this every thing is same as the Cheque deposit in the counter.

No need to wait for long time to deposit the Cheque

If customers use the speed box, they get the freedom to deposit Cheques any time, obviously within transaction period. The customer can choose his suitable time to come inside the bank and deposit the Cheques. They do not need to stand in the queue and wait for long time. Easily they can avoid the queue. Because the procedures of depositing Cheques in the speed box allow them to avoid the big queue.

Freedom to deposit the Cheques any time within the transaction hour

Freedom of the customers to deposit the Cheque any time is a big factor for speed box. The customer can choose his suitable time to deposit the Cheques. Any time within the transaction hour, customers can come in side the bank and drop the Cheque in the speed box. They do not need to stand in the queue for long time to deposit Cheque and get a seal in the deposit slip.

Problems of Speed box:

Every thing has good side as well as bad side. Speed box also has got some problem as well. Though it is very minimal and in one sense it not a problem at all.

Problems of speed box are:

1. No received seal
2. No authentic document to customers
3. Chance of making a false customer copy of Cheque deposit

No received seal

If a customer drops his Cheques in the speed box, he does not get any received seal over his customer copy. He just separates his customer copy himself and attached the Cheque with other two copies of deposit slip and then drops it inside the speed box.

No authentic document to customers

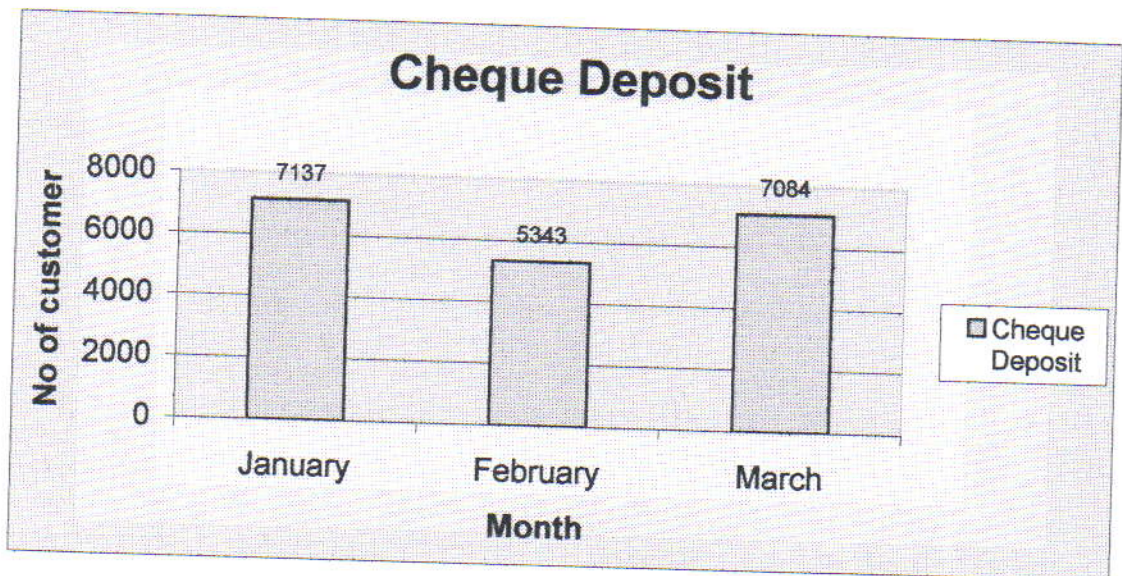
Speed box is totally a trust between the customers and the bank. Customers believe the bank that their Cheques will be properly deposited if they drop in the speed box. In one sense their customer copy is not an authentic document which can prove that they are the depositor of these Cheques.

Chance of making a false customer copy of Cheque deposit

Cheque deposit slips are available in the bank and every one can easily collect it. If any fraud wants to create false deposit slip, it will be not that much difficult for him. Though it will not create any problem for the bank, but there is a chance of hampering the reputation of the organization through creating such fraudulent activities.

Cheque deposit if the shift to speed box do not occur

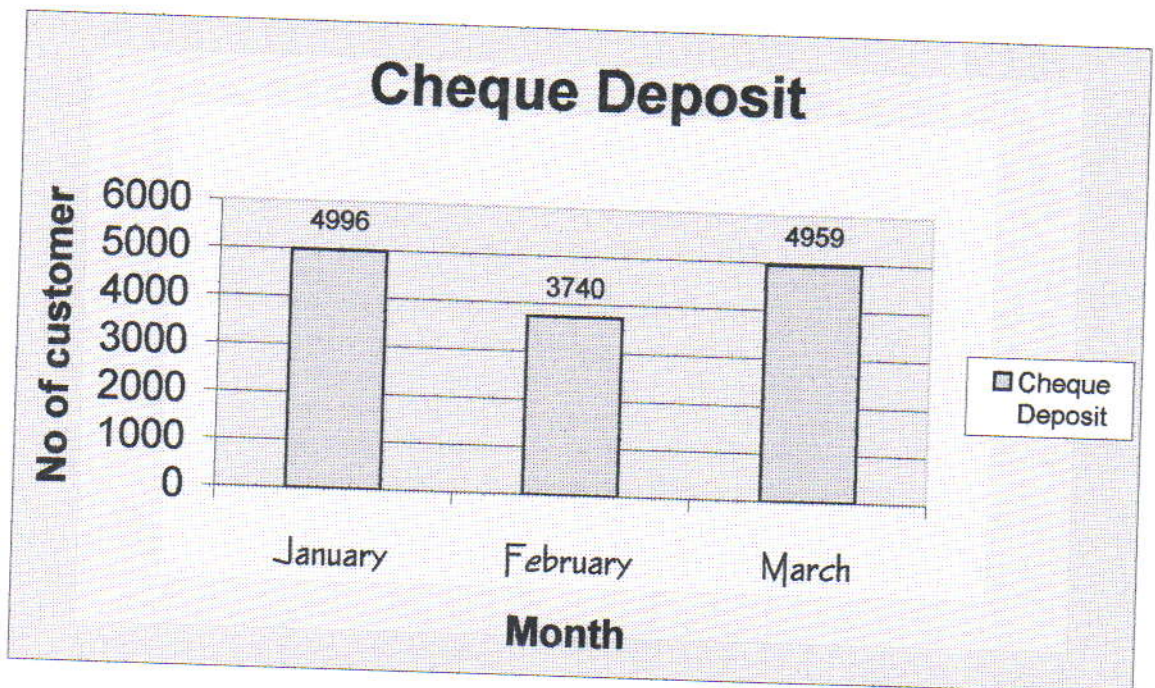
	January-2002	February-2002	March-2002
Cheque Deposit	7137	5343	7084



This graph shows the total number of clearing and house transfer Cheque depositors from January to March in 2002.

Cheque deposit if the shift to speed box do occur

	January-2002	February-2002	March-2002
Cheque Deposit	4996	3740	4959



Speed box is an excellent idea to deposit clearing and collection Cheques. In this system the customers do not need to wait for long time to deposit their Cheques. If 70% of the every day clearing and collection Cheque depositors shift to the speed box, the queue will be minimized and tellers will get more time to provide services to other customers and as a result the efficiency of the tellers as well as the reputation of the bank will increased.

Problems of Customer Service and Queue
Management of Standard Chartered Grindlays
Bank

Problems of customer service and queue management of Standard Chartered Grindlays Bank

5.1 Problems relating to customer service:

Customer service of a bank has to perform various types of jobs. The service provider faces a numbers of queries during the banking hour. A lot of customers visit the bank regarding their problems and ask for the solutions every day. During the service time both the service providers and customers face different problems. These are tried to be high lighten here.

5.1.1 Problems faced by the customers of Standard Chartered Grindlays Bank

1. Standing on a big queue
2. Waiting for long time
3. Number of service provider is very minimal
4. Referring to others
5. Not enough arrangement to sit

Standing in a big queue

Customers need to stand on a queue to get the service and most often they have to wait for long time on the queue for satisfying their need or for getting their required services. Most often the customers feel boring and irritating to stand in the queue.

Waiting for long time

Numbers of customers get entered in to the bank at a time to get their services done, which results a big queue. Because the service providers are fixed so it takes time to serve all the customers at a time and the customers feel unhappy to wait for long time.

Number of service provider is very minimal

The numbers of service providers are not satisfactory. At present there is only three employees in the customer service department to serve the customers. Most often they can serve the customers successfully but some times the number of customers become very large and it becomes tough to serve them quickly.

Referring to others

Referring to others is a big botheration to the customers and they feel irritating to go from one to another. As for an example the stop payment of lost Cheque is supposed to be done by the customer service but now the cash department (back office) does it.

Not enough arrangement to sit

Arrangement to be sited for waiting is very minimal in the Dhaka main branch. There is seat arrangement only for five to six persons and customers mainly aged person face a big problem to wait.

No separate priority customer counter

In the Dhaka Main branch of Standard Chartered Grindlays Bank does not have any separate priority customer counter. Most often the priority customer who has a big balance with the bank comes in front of the counter and ask for priority service. But to serve them there is no specific counter and they have to stand in the account holder counter queue and take service. Most often they express their anger for not their specific and separate counter.

5.1.2 Problems faced by the service providers

1. A big number of customers come together with quarries
2. Verities of quarries
3. Returned Cheque problem

A big number of customers come together with quarries

Every day the service providers of customer service face a big number of customers come together with their various quarries. At time serving all the customers are quite difficult and really a tough job. Every customer wants to get his job done immediately and he/she does not like to wait for long time. The service providers are fixed and limited but the customers are not limited. A numbers of customers come at time and want to get their service and it becomes a hard job for the customer service provider to satisfy all the customers at time.

Verities of quarries

Every day a big number of customers come inside the bank with their varieties of quarries. At a time the customer service provider has to handle different types of quarries and questions. Customers do not want to wait and every wants to get his job done earlier. It is really difficult for the service provider to satisfy all the customers at a time.

Returned Cheque problem

When the relevant bank dishonors a collection Cheque, the Cheque is returned to the deposited branch. The bank waits for one day and sends the dishonored Cheque to the address of the customer by currier service. Sometimes the customer comes to the bank and demands his dishonored Cheque. The procedure to get returned the Cheque is the customer has to show the Cheque deposit slip and the customer service will mach the deposit slip and will allow the customer to take the Cheque. But most often the customers demands the returned Cheque without the deposit slip and argue with the service provider.

5.2 Problems relating to queue management

Normally a big queue is seen in front of the cash counters because every day a big number of customers come in the bank for transaction purpose. To serve the long queue most often the tellers of the bank face various problems. Though the tellers try hard to serve the customers as early as possible but often unpleasant incidents occur inside the bank.

5.2.1 Problems faced by the customer of Standard Chartered Grindlays Bank

1. Standing on a big queue
2. Waiting for long time
3. Bank policy restriction problem

Standing in a big queue

Customers need to stand on a queue to get the service and most often they have to wait for long time on the queue for satisfying their need or for getting their required services. Most often the customers feel boring and irritating to stand in the queue.

Waiting for long time

Numbers of customers get entered in to the bank at a time to get their services done, which results a big queue. Because the service providers are fixed so it takes time to serve all the customers at a time and the customers feel unhappy to wait for long time.

Bank policy restriction

Standard Chartered Grindlays Bank has a restriction over the teller that if a barer Cheque holder comes up with above five-lack Taka Cheque, the teller will inform the TSM (Teller Service Manager) and the TSM will contact the Cheque writer and will confirm it. After going through all these processes the payment will be made. It is harassment for the customer. Some times such type of customer argue with the teller and do not want to wait and it results noise and disturbance inside the bank.

5.2.2 Problems faced by the tellers of the Bank

1. Not properly signed Cheque
2. Not properly completed deposit slip.
3. Bank policy restriction
4. No replacement for any absent teller
5. Post-dated Cheque

1. Not properly signed Cheque

This signature problem is the most common problem, the tellers of the bank every day face. Every day a numbers of Bearer Cheque holders come to the bank for encash the Cheques. But most often the tellers find that a big number of Cheques are not properly signed or differs the signature. Finding no other way the tellers refuse the Cheque to make it cash. Very often such type of Cheque holders creates noise and request again and again to make it cash. Some times such type incident creates big problem inside the bank and hampers the transactions.

2. Not properly completed deposit slip

During transaction a big number of customers come before the cash counters with their incomplete deposit slips, both Cheque deposit and cash deposit slips. The tellers request them to fill up the deposit slips in front of them, which takes time and the other customers have to wait. As a result the queue becomes larger and customers fell unhappy waiting in the big queue for long time. Some times they burst out in anger and a big noise is created in side the bank, which results the slower delivery of service by the tellers.

3. Bank policy restriction

Standard Chartered Grindlays Bank has a restriction over the teller that if a barer Cheque holder comes up with above five-lack Taka Cheque, the teller will inform the TSM (Teller Service Manager) and the TSM will contact the Cheque writer and will confirm it. After going through all these processes the payment will be made. It is harassment for the customer as well as the teller. Some times such type of customer argue with the teller and do not want to wait and it results noise and disturbance inside the bank.

4. No replacement for any absent teller

If a teller becomes sick or for any reason he is absent, it creates another big problem for the tellers. One counter closed means larger queue. Customers argue and want to know why one counter is closed and why not the replacement for that teller. Rests of the tellers have to bare tremendous workload on that day.

5. Post-dated Cheque

The bank does not honor any post-dated Cheque. A bearer Cheque holder stands in the queue and waits for long time to make his Cheque cash. But when he comes in front of the counter and the teller finds that the Cheque is post-dated and denies to honor it on that day, the Cheque holder becomes angry and stars creating noise.

*Suggestions for the development of customer
service and queue management techniques*

Suggestions for the development of customer service and queue management techniques

6.1 Suggestion for the Customer service department for problem resolution:

The guidelines mentioned below will help the bank officials, specially the customer service department in effective problem resolution.

1. Frequent job rotation around departments:

Job rotation is very important for the customer service providers. Every day they handle a numbers of queries from the customers about the whole bank operations. Some times the customers want to know about various procedures, which are not relevant to the customer service. But they cannot use the sentence "I don't know". Just to make the service providers about the operations of the whole bank, they need rotate around the every departments of the bank before their placement in customer service department. Another thing can be done and that is job rotation as training.

2. Act fast

If the complaint is made during service delivery, then time is of the essence to achieve a full recovery. When complaints are made after the fact, response should be within 24 hours or sooner. Even when full resolution is likely to take longer, fast acknowledgement remains very important.

3. Understanding the problem

Seeing situations through the customer's viewpoint is the only way to understand perfectly what they think has gone wrong and why they are upset. If the service personnel avoid jumping to conclusions with their own interpretations and see the problem from the customer's perspective, it will be much easier to find out the reasons of customer dissatisfaction and will help them to solve the problems.

4. Argument with customers should be avoided:

The goal in the desk service personnel should be to gather facts to reach a mutually acceptable solution of different problems, not to win a debating contest or prove that the customer is an idiot. Arguing often creates obstacles in the way of listening and seldom defuses anger.

5. Acknowledge the customer's feelings:

Customer's feelings should be acknowledged either tactically or explicitly and it is a major tool to attract more customers in the bank. This action helps to build affinity, the first step in rebuilding a bruised relationship.

6. Keep customers informed of progress:

The customers are always aware about the bank and eager to know the progress of the service rendered. The service provider should inform the progress of the service in a regular fashion to achieve the goal that is to serve the customers properly.

7. Persevering to regain customer goodwill:

When customers have been disappointed, one of the biggest challenges is to restore their confidence and preserve the relationship for the future. This may require perseverance and follow through, not only to defuse their anger but also to convince that actions are being taken to avoid a recurrence of the problem.

8. Clarify the steps needed to solve the problem:

When instant solutions are not possible for any problem, customers should be informed how the organization plans to proceed shows that corrective action is being taken. It also sets expectations as to the time frame.

6.2 Suggestions for the development of the new strategies to the bank for queue management:

This bank is one of the most efficient foreign banks operating in Bangladesh. For its efficiency, the number of account holder is large in this bank and as a result the queue in this bank is larger than the other banks. And this queue should be managed properly otherwise the customers will leave the bank for seek of better service in another bank.

1. Motivate customers to use ATM cards

ATM means Automated Teller Machine. The ATM can perform a lot of jobs, normally which are done by the Tellers inside the bank. Besides money drawing, Cheque deposit, cash deposit, collection of mini statement etc. can be done by the ATM, and customers do not need to go inside the bank and stand in the queue for long time. It is cheap and convenient because to get the ATM cards customers need to fill up a form and will have to pay very minimal initial charge. The main facility is it serves 24 hours.

2. Impose charge over customers for withdrawal inside the bank below a fixed limit, which can be availed by the ATM Machines

By using ATM cards money drawing, Cheque deposit, cash deposit, collection of mini statement etc. can be done. A customer can draw up to Tk. 20,000 a day by the ATM. Customers don't need to come inside the bank to draw below this amount. The problem is customers do not want to use ATM cards. So, to prevent them to draw this amount from the tellers, charge should be imposed and to avoid this charge they will use ATM service. As a result the queue will be minimized.

3. Motivate the customers to drop all the collection Cheques in the Speed Box

'Speed box' is an excellent innovative idea that is introduced by the bank. At a corner there is a box in which customers will drop their Cheques and will keep a part of the deposit slip as their document. In case of get returned the dishonored Cheques, they will have to show the kept part of the deposit slip. Normally customers stand in the queue for get a seal on their deposit slip by the teller. The bank employee need to motivate the customers that credit of the deposited amount is more important than getting a seal on the deposit slip. A numbers of customers come in the bank and stand in the queue to deposit Cheques every day. If they drop the Cheques in the speed box, they need not stand in the queue and as a result the queue will be half in size.

4. Internal service/ service to the bank employees from the backside should be stopped

During the transaction hour the bank employees want to get their service internally, that means from the back of the tellers, which hampers concentration of tellers. As a result the tellers becomes slow and customers get slow delivery of services. To stop this internal disturbance strict steps should taken stated that if the bank employees want their services during transaction hours they must stand in the queue.

5. Different strategies at different branches for the convenient of customers

To solve the large queue in any specific branch, the bank can take different strategies in different branches. As for example Dhaka main branch is the busiest branch among all the branches of the bank. Because Motijheel is a commercial area and all the account holders of the bank and the bearer Cheque holder come in this branch for transaction. As a result queue in this branch is the largest and customers have to wait for long time standing in the queue for getting their job done. The bank can increase the counter in this specific branch.

Where as the queue is the least in any branch, the bank can operate with minimum counters in that branch. To minimize the cost in that branch the bank can run less counter and the saved amount can be utilized to increase counter in a busy branch like Dhaka Main.

6. Separate counters

To minimize the queue, the bank can separate the counters according to the category of customers and their needs. The bank can create separate Cheque deposit counter. This counter will handle the collection Cheques. The customers who want to deposit their collection Cheques, they will stand in front of that counter and they do not need to stand in the big queue. Another counter can be created only for the credit card bill payment. A good number of customers every day come inside the bank for credit card bill payment. If a separate counter is arranged for them, they do not need to stand in the queue and wait for long time and as a result the queue will be minimized.

7. Increased number of counters

The increased number of counter is the best solution to minimize the queue.. If the bank increased the counter, the long queue problem will be almost finished. Customers will get available counters to get their jobs done and they do not need to stand in the queue. But it is not a wise and realistic solution of the long queue problem. To run a counter is very costly.

8. Formal training for tellers prior to joining the counter

Training is mandatory in a rapidly changing profession like banking. Every person wants to work in a disciplined organization where the rules, regulations, responsibilities, policies, and procedures are clear and uniform. Training plays a vital role to make employees aware and responsible to these rules and regulations. Through out the training programs employees can understand what they should perform and how effectively and efficiently. So, there should be proper and well-designed training program (prior and on the job) round the year, which will put a different impact on the efficiency of the work force.

9. Motivated Employees

Employee motivation is a big factor to improve the performance of any organization. If the employees are internally motivated, they will consider the organization of their own and will do every thing for the betterment of the organization. To motivate the employees a numbers of steps can be taken which will be very much effective. Bank can declare '*Performance bonus*' for the increased numbers of transaction to the tellers as well as to the customer service providers for successfully handling the increased numbers of customer's queries and services to customers. Another effective way is '*Yearly Increment of salary*'

10. 24 Hour Drop box facility

Standard Chartered Grindlays Bank can introduce 24-hour Drop Box facility at every Branch. This would enable customers to drop their payment Cheques, Cheques for collection, statement / chequebook requests and other correspondence. This service should be soon made available at all branches.

6.3 Suggestions for the improvement of the customer behaviors:

It is quite tough to improve the customer behavior by imposing any command or rules over them. Behavior varies person to person and it is not possible to make their behavior identical. Steps can be taken to improve the customer behavior

1. Make the customers felt that they are the part of a multinational organization not the typical local bank

Imposing any rules over them cannot change customer behaviors. If the bank wants to do so customers may react differently. So, any rule will not be able to change the customer behavior only by motivation this can be achieved. The service provider or bank employees should motivate the customers like that way which will make them felt honored as being a part of the organization. The customer should feel that they are the part of a multinational bank not the typical local bank. If the customers feel that they are the valuable part of this organization, their behavior towards the bank will be tremendously changed and they will be more polite to the bank employees.

2. The service provider should be well behaved and cool during conversation with the customers:

The service providers of customer service should be well behaved and cool whenever they serve the customers and should avoid such type of thing, which would create dispute between the customers and the service providers. If the service providers remain cool in any unpleasant situation the customer will be bound to control his temper and as a result such awful situation will be dissolved.

3. Make the Cheque writer aware to motivate their bearer Cheque holder about the environment of the bank:

The account holders of the bank writes or issues Cheques to various persons or organizations and with that Cheques these Cheques holders come to the bank for encashment of the Cheques. Most often it has been found that these bearer Cheque holders create noise inside the bank and in front of the cash counters, which results the slow delivery of service by the tellers. If the account holders aware the bearer Cheque holders about the environment of the bank during the Cheque issue, this problem would be easily solved.

4. Make aware the account holders about the proper fulfillment of Cheque issue:

Most often the bearer Cheque holders come up with the Cheques that are not properly completed. Signature differ, post-dated Cheque, spelling mistake etc. are regular problems faced by the tellers. They cannot honor the Cheques for these problems and the Cheque holders start shouting and create a noisy environment inside the bank. if the customer service department makes the account holders aware about these problems, the account holders would become more conscious during issue the Cheques and such problems would be avoided.

Conclusion:

Customers are the key factor in banking business. Customers deposit their money and Bank pile up the entire amount and lend it to the business organizations. So in banking system customers come first and the banks try to fully satisfy them. Whenever there arise any dissatisfaction a customer has two options. One is to leave the bank and another is to lodge a complaint and continue with that bank. Shifting from the bank is not that much difficult for the customers. Any time they can do it. But to get a customer is very time consuming and expensive. So, the bank should concentrate more on to the satisfaction level of the customers. Most often it has been found that any dissatisfied customer lodge complaint but do not leave the bank because he/she is dissatisfied with any specific employees. So, it should be taken care.

The purpose of the study and to prepare the report was to do an evaluation of the customer service department and the queue management techniques of Standard Chartered Grindlays Bank and scope for its improvement. Customer service department and Cash department are the two most important departments for the bank. Because they directly deal with the customers. Easily they can identify the reasons for the dissatisfaction of the customers. In this report it has been tried to identify the satisfaction level of the customers and if they are dissatisfied then the reasons behind it. Some suggestions have also been proposed to improve the customer satisfaction level and to minimize the queue inside the bank.

The whole banking sector of Bangladesh is faced by challenges due to the continuous foreign bank investments. The upcoming challenges of the Standard Chartered Grindlays Bank demands higher performance level and utmost customer satisfaction from all of its outlets. Deficiencies are natural to be perceived within different units of any of the outlets but minimization of these deficiencies coupled with spontaneous performance evaluation can only promise the SCGB to persist and prosper with its current market share.

Appendix

Questionnaire

1. How did you come to know about Standard Chartered Grindlays Bank (SCGB)?
 - Newspaper
 - Staff of the bank
 - Relatives
 - Other banks
 - Advertisement
 - Others (Please specify)

2. What type of account you are maintaining with SCGB?
 - Current account
 - Savings Account
 - Fixed account
 - Business account
 - Others

3. Why did you choose this bank?
 - Reputation
 - Better interest rate
 - Friendly environment
 - Better service
 - Smart personnel
 - Better facilities

4. The fees and charges of SCGB are
 - Very high
 - High
 - Moderate
 - Reasonable
 - Should be less

5. SCGB has a wonderful and friendly internal environment to serve customers
 - Strongly agree
 - Agree
 - Neither agree nor disagree
 - Disagree
 - Strongly disagree

6. How satisfied are you with the service of the access card?
- Very much satisfied
 - Satisfied
 - Neither satisfied nor dissatisfied
 - Dissatisfied
 - Strongly dissatisfied
7. SCGB official documentation required for availing any credit facilities are justifiable
- Strongly agree
 - Agree
 - Neither agree nor disagree
 - Disagree
 - Strongly disagree
8. SCGB charges interest rate to provide a financial facility are
- Very high
 - High
 - Moderate
 - Low
 - Very low
9. Invest in SCGB is profitable than other banks
- Strongly agree
 - Agree
 - Neither agree nor disagree
 - Disagree
 - Strongly disagree
10. The service of SCGB is better than other foreign banks
- Strongly agree
 - Agree
 - Neither agree nor disagree
 - Disagree
 - Strongly disagree

Your cooperation is highly appreciated. Thank you.

We would like to have some information about yourself for classifying you for different groups, which is needed for analysis.

1. Your age

- 18 to 25
- 25 to 35
- 35 to 45
- 45 & above

2. Gender

- Male
- Female

3. Your occupation

- Business man
- Official (Private)
- Official (Govt.)
- House wife
- Others

4. Your monthly income

- 0 to 5000
- 5000 to 10000
- 10000 to 15000
- 15000 to 20000
- 20000 & above

Your cooperation is highly appreciated. Thank you.

These questions are organized by using Likered scale. In this scale the range is 1 to 5.

Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
1	2	3	4	5

About SCGB

1. The physical facilities at SCGB are appealing

1	2	3	4	5
---	---	---	---	---

2. Modern equipments are utilized in SCGB

1	2	3	4	5
---	---	---	---	---

3. Employees of SCGB are very much helpful

1	2	3	4	5
---	---	---	---	---

4. Employees of SCGB tell their customers exactly when services will be performed

1	2	3	4	5
---	---	---	---	---

5. When customers face any problem, SCGB employees show sincere interest to solve it

1	2	3	4	5
---	---	---	---	---

6. SCGB employees are visually appealing

1	2	3	4	5
---	---	---	---	---

7. Equal importance is given to every customer from the SCGB officials

1	2	3	4	5
---	---	---	---	---

8. SCGB employees give customers individual attention

1	2	3	4	5
---	---	---	---	---

9. Customers of SCB feel safe and secure in their transactions

1	2	3	4	5
---	---	---	---	---

10. SCGB employees understand the specific needs of the customers

1	2	3	4	5
---	---	---	---	---

11. SCGB employees are constantly courteous with the customers

1	2	3	4	5
---	---	---	---	---

12. SCGB employees are never too busy to respond to the customers' requests

1	2	3	4	5
---	---	---	---	---

13. SCGB employees are efficient than other banks

1	2	3	4	5
---	---	---	---	---

14. SCGB employees have enough knowledge to answer all types of customers' queries

1	2	3	4	5
---	---	---	---	---

15. When SCGB promises to do something by a certain time, they do so

1	2	3	4	5
---	---	---	---	---

16. The behavior of SCGB employees installs confidence in customers

1	2	3	4	5
---	---	---	---	---

About IDEAL BANK:

1. The physical facilities at IDEAL BANK are appealing

1	2	3	4	5
---	---	---	---	---

2. Modern equipments are utilized in IDEAL BANK

1	2	3	4	5
---	---	---	---	---

3. Employees of IDEAL BANK are very much helpful

1	2	3	4	5
---	---	---	---	---

4. Employees of IDEAL BANK tell their customers exactly when services will be performed

1	2	3	4	5
---	---	---	---	---

5. When customers face any problem, IDEAL BANK employees show sincere interest to solve it

1	2	3	4	5
---	---	---	---	---

6. IDEAL BANK employees are visually appealing

1	2	3	4	5
---	---	---	---	---

7. Equal importance is given to every customer from the IDEAL BANK officials

1	2	3	4	5
---	---	---	---	---

8. IDEAL BANK employees give customers individual attention

1	2	3	4	5
---	---	---	---	---

9. Customers of IDEAL BANK feel safe and secure in their transactions

1	2	3	4	5
---	---	---	---	---

10. IDEAL BANK employees understand the specific needs of the customers

1	2	3	4	5
---	---	---	---	---

11. IDEAL BANK employees are constantly courteous with the customers

1	2	3	4	5
---	---	---	---	---

12. IDEAL BANK employees are never too busy to respond to the customers' requests

1	2	3	4	5
---	---	---	---	---

13. IDEAL BANK employees are efficient than other banks

1	2	3	4	5
---	---	---	---	---

14. IDEAL BANK employees have enough knowledge to answer all types of customers' queries

1	2	3	4	5
---	---	---	---	---

15. When IDEAL BANK promises to do something by a certain time, they do so

1	2	3	4	5
---	---	---	---	---

16. The behavior of IDEAL BANK employees installs confidence in customers

1	2	3	4	5
---	---	---	---	---

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