



Customer Relationship Management (CRM)  
Through  
Credit Administration Department (CAD)  
Of  
**IDLC Finance Limited**



# **Internship Report**

**On**

**Customer Relationship Management (CRM) Through CAD**

**Of**

**IDLC Finance Limited**

**Submitted To:**

Sarker Rafij Ahmed Ratan

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# Letter of Transmittal

29<sup>th</sup> August, 2018

To

Sarker Rafij Ahmed Ratan

Assistant Professor

School of Business & Economics

United International University

Subject: Report of Internship

Dear Sir,

I am grateful to you for allowing me complete my internship report under your supervision. My internship working report was focused on “**Customer Relationship Management (CRM) Through CAD of IDLC Finance Limited**”. This report is submitted fulfilling the requirements for BBA degree in “IDLC Finance Limited (IDLC). While preparing this report, I tried my level best to follow your instructions and the instructions that have given to me by my organization supervisor.

The entire report is based on my practical experience in the IDLC’s Dilkusha Division. I have applied my utmost potential to present what I have learned during my internship program and am very much grateful to have gained such an amazing experience in the corporate world.

Please accept my deepest gratitude for being kind enough to accept this report. If any further recommendations are required concerning any extra content please advise me and I would be rectify it to your satisfaction.

**Sincerely Yours,**

**Kazi Hasnahena Kabir**

**ID: 111-121-507**

## **Acknowledgement**

First and foremost, I would like to express my gratitude to Almighty Allah for giving me the confidence, patience and opportunity to successfully finish my report. Second of all, I would also like to offer my gratefulness to the supervisor in my University, Mr. Sarker Rafij Ahmed Ratan, Assistant Professor, School of Business & Economics, United International University It was for his instructive guidance which aided plenty in conducting this program effectively. Moreover, much thanks goes to the IDLC Finance Limited to allow and welcome at their firm to complete my Internship in their respected organization.

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Throughout the research process of the report, I had the chance to make many different acquaintances who were very supportive including respondents as well as seniors executives from IDLC. I also discussed some of my work with my friends that had the experience, who were kind enough to provide suggestions and guidance and their time. Words would not be enough to express how grateful I am to all these people to make my first experience and successful and memorable one.

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## **Executive Summary**

Financial institutions like banks, non-bank financial organizations, insurance corporations, and other service providers tend to emphasize on CRM for being able to ensure quality services for customer which results in attracting more customers, retain present ones and optimize their lifetime value. This report mainly focuses on the prime undertakings of Customer Relationship Management in IDLC Finance Limited making sure customer value is increased via some diagnostic approaches in CRM applications. IDLC Finance Limited appears to have satisfactory level of fulfillment with its customers. Communications, Interpersonal relationship and efficiency of financial institutions are crucial since all this have a minor link with service quality. Improving all these CRM components, financial institutions should organize training for employee for them to develop themselves regarding those three factors. The report is primarily divided into the following: the introduction, overview of company, CRM Maintenance and finally Improvements. The third section includes the management activities of credit administration department of IDLC Finance Limited. In the first section, the background summary of the firm is elaborated, along with the major and minor objective is described and the sources of data collected are mentioned. The other part focuses on the background summary of the business which includes a brief historical facts of the company and its origin, the investors, the capital structure, the shareholder's arrangements, principles and guidelines etc. are defined in brief. Essentially, the following part is built on the current CRM situation of IDLC, and what steps can be taken to make further improvements to these portions of the company. I have gathered some information of how 'Loan Origination' takes place. In order to highlight my experience while working in 'Credit Administration Department' of doing 'Loan Origination', a brief description is given at the end of the report. So at the end of this report we will be able to conclude that which NBFIs perform well and is in the leading position and the reason behind it. Thereby, it is safe to say that this report may come to be of usefulness for IDLC Finance Limited for the better practices of customer relationship management in this organization.

# **Chapter 1: Introduction**

## **1.1 Introduction**

Industrial Development Leasing Company (IDLC) Limited is considered to be a renowned elite companies in Bangladesh. In 1985, IDLC began its functions as the pioneer renting organization encouraging financing of rent and capital interest in modern area, having standpoint of “Become the best performing and most innovative financial solutions provider in the country”. In 2007 the company altered its name to IDLC Finance Ltd for introducing large numbers of new and various financial products and services within. Throughout the two most recent eras the firm has contributed determinedly in the country’s evolution into a developing country and has emerged as one of the leading multi-product financial institutions in Bangladesh. The organization at present offers solutions, both financial as well as technological to corporate and individual clients to cater for their unique demands.

## **1.2 Origin of the report**

Since real-world orientation is an essential requirement of the BBA graduation degree, I was appointed by United International University, Bangladesh to IDLC Finance Limited to take genuine presentation of exercises of the association as a financial organization.

This report was prepared solely to fulfill the subject requirement of the BBA program. I optimistically think this report will provide a well clarified impression of the undertakings of IDLC and partially about its Customer Relationship Management process through Credit Administration Department (CAD). This paper will also draw a genuine scenario of I have experienced at IDLC Finance Limited.

## **1.3 Main Objectives of the Paper**

### **Major Objective**

- Increasing the real-world experience and speculate the applications of theoretical understanding in the elite business world.

## **Secondary Objective**

- To show a proper summary of IDLC Finance Limited.
- To know the general activities of the Merchant Bank as well as Brokerage house.
- To evaluate the products and administrations of IDLC Finance Limited.
- To know how the margin account is booked and transactions take place.
- To know the decision making process of the company.

### **1.4 Focal emphasis of my this study**

Customer Relationship management (CRM) is the most grounded and the most proficient method in keeping up and making associations with clientele. Customer relationship management is not just unadulterated business yet additionally make solid individual holding inside individuals. What drives the business higher than ever towards accomplishment is the development of this type of bonding

The idea of CRM is that it enables organizations to utilize innovation and HR pick up understanding into the conduct of clients and the estimation of those customers. On the off chance that it fills in as trusted, a business seemingly enough, tends to deliver improved service to customers, including cross selling different products more variedly, provide assistance to sales staff close deals reliably and faster, shorten the promotional marketing including sales procedures, discover new markets, and increase customer satisfaction. This cannot be achieved just by simply using paid software. For CRM to be actually work resourcefully the organization should first choose what sort of client data it is searching for while choosing what means to do with that data. For instance, numerous financial organizations tend to keep updates of the events that effect a client's life professionally to be able to promote banking services such as mortgage plans or IRAs accordingly in fitting to their necessities. Following, the company must investigate all of the different ways info is gathered on the clientele onto the business, where and in what way this information is put away and how it is at present utilized.



## **1.5 Projected findings/ hypothesis**

### **Research Questions**

- How quality in IDLC Finance Limited is benefitted through influences of interpersonal relationship among workers?
- Do the employees/representatives of IDLC efficiently interconnect with the customers?
- Do the employees of IDLC Finance Limited are efficient enough to provide the required services to their customers?

### **Hypothesis**

- The Interpersonal Relationship influences the Service Quality in context of IDLC Finance Limited.
- The Communication influences the Service Quality in context of IDLC Finance Limited.
- The Efficiency influences Service Quality in context of IDLC Finance Limited.

## **1.6 The Opportunities**

The paper will intend to show IDLC Finance Limited of Bangladesh as an overall brief introduction will be given about the origin of the company entering the industry defining the macro and micro economic components involved in structuring the industry.

## **1.7 Methodology**

Both major and minor data has been utilized.

### **i) The primary foundations of data collection included the following methods:**

- Direct interviews with the customers.
- Face to face chat with the officers and employees of IDLC .
- Viable Desk work.

### **ii) The secondary sources of data include as under:**

- Yearly reports of the company collected and analyzed.

- Numerous information received from the Branch
- Various manuals and publications of IDLC
- Previous analysis of reports on alternate points of view.

## **1.8 Limitation**

Like every other study, there were many limitations faced while conducting research. The following factors appear to me as the principle purposes of limitations faced during the study:

- Shortage of time
- Lack of information

## **Chapter 2: Overview of Company**

### **2.1 IDLC Finance Limited**

“Industrial Development Leasing Company of Bangladesh Limited” known as IDLC Finance Limited is a ‘Non-Banking Financial Institution’ (NBFIL). It is a private limited company that is listed in ‘Dhaka Stock Exchange’ (DSE). It provides financial services and their main motto is about ‘Financing Happiness’. In 1985, IDLC was recognized by means of the commencement of IFC of the World Bank. IDLC has diverse goods and services in corporate sectors, Consumer Division, SME (Small & Medium Enterprise) Division and the Capital Market. It has three subsidiaries such as IDLC Securities Limited, IDLC Investments Limited, and IDLC Asset Management Limited. In Bangladesh it has total 37 Branches. In October 2017 and November 2017 IDLC has inaugurated 3 new branches are in Rajshahi, in Chowmuhani, Noakhali and in Elephant Road. The headquarters is in ‘Gulshan Branch’ in Dhaka. It offers a wide range of financial facilities in the form of Small and Medium enterprise (SME) finance products, Supplier and Distributor’s finance, corporate finance, organized financial solutions, Retailing finance, Deposits and Treasury products. The IDLC group also offers mercantile banking, stock broker and asset management services. IDLC has ‘AAA’ credit rating. Their net income in 2016 is BDT 1.78 Billion and operating income is BDT5.17 Billion. Net profit after tax is 35% year on year growth. The Emerging Credit Rating Limited (ECRL) has given AAA long term credit rating and ECRL-1 short term credit rating to the IDLC Finance Limited based on financials from 2009 – 2013. Last year they offered EPS (Earning per Share) tk. 4.14 where this year EPS increased to tk.4.90. Customer assets grew by 13% in 2017 to reach Taka 70.61bn. In 2017, IDLC has also become the highest tax payer. IDLC received the “17<sup>th</sup> ICAB National Award” for “Best Presented Annual Report and Integrated Reporting 2016”. IDLC also received an award for being the highest tax payer in “Non-Banking Unit” in 2017.

### **2.2 Guiding Principles**

IDLC is recognized as a financial organization providing a variety of various financial services and solutions to both corporate and individual clienteles to cater for their exclusive demands.

In the succeeding sections, managing rules that form the managerial exercises of IDLC Customer first: IDLC has developed itself according to its customer needs, who are believed to be the center of all decisions. Customer service deserves the highest importance according the essence of IDLC's corporate logic.

**Innovation** – IDLC has persistently presented new financial products when it came to satisfying the needs of its entrepreneurs while battling in the complicated & stimulating business atmosphere. The idea of innovation is in-incorporated within the culture of the work environment.

**Business ethics** – The expert at IDLC sustain the uppermost grade of financial and business ethics when it comes to doing transactions with the customers. In the course of the most recent 2 periods, IDLC have put in its best efforts to satisfy the prospects of the customers and financiers.

**Professional Knowledge** - IDLC is operated with skilled experts and inventive minds in the nation. A long time of operative knowledge, large industrial database and competent labor force have given them unmatched benefits.

**One stop solution** - Work at IDLC initiates with the idea generation, and after that goes ahead into the possibility think about took after by course of action of financing to execute the task. The company offers the clients with recommendations, fund them and also organize financial plans, such as lease financing, bridge loan, syndication, term loan, ordinary and preference shares and debentures.

**Vision** – Turn into the best performing and most innovative financial solutions provider Bangladesh.

**Mission** - Create maximum value of all the stakeholders by maintaining the highest ethical standards.

**For the Company** - Customer satisfaction through delivery of top quality services.

**For the Shareholders** - Increase shareholders' wealth through a persistent return on investment.

**For the employees:** Deliver job satisfaction by creating IDLC a focal point of excellence with opportunity of career progress.

**For the society:** Contribute to the prosperity of the society overall by performing as a responsible corporate citizen.

**Goal:** Long term maximization of Stakeholders' esteem.

**Corporate Philosophy:** Release the capacities with suitable responsibility for all activities and outcomes and stick to the uppermost ethical values.

## **2.3 Products and Services**

Guaranteeing stable and long term growth as well as improve its competitive chances in a fluctuating and stimulating business atmosphere, IDLC constantly strategizes in diversification into other financial facilities which have long term prospects. Since the year 1997, the company has extended its variety of services by introducing Housing Finance and Short Term Finance, which have widened its customer base and have contributed considerably to IDLC's growth and profitability. In the start of 1999, IDLC started its operation of underwriting, issue management, corporate financing and other investment banking related services after getting license of Merchant Banking from Securities and Exchange Commission. The products and services are as follows

- **Leasing**

Assets are leased to clients on predetermined rental basis for a fixed term with a purchase option at the end.

- **Term Loan**

The customers are offered loan facilities for a determined term at a negotiated rate.

- **Equity Financing**

IDLC invests money into equity of both publicly traded and non-traded companies for dividends and capital gain.

- **Inter Corporate Deposit (ICD)**

This disbursement scheme is offered to clients under two variations:

(a) Non- Revolving ICD which consists of single disbursement of funds

(b) Revolving ICD where multiple disbursements and collections take place

- **Work Order/ Purchase Order financing**

The clients are financed against their work order or purchase order on a revolving basis.

- **Factoring**

Under this scheme, IDLC finances receivables of supply of goods or delivery of services on credit to help the clients realize the maximum percentage of their payment soon after they have made the distribution to the purchaser. The payment is collected from the customers and the balanced amount is re-reimbursed to the clients.

- **Syndication**

IDLC helps to raise fund for clients with huge financial requirement through syndication and also help them with the documentation, execution and administration of the syndicated finance.

- **Securitization**

IDLC sell financial instruments of organizations in local financial market backed by their asset/cash flows such as loan, lease etc.

- **Bridge Finance**

This refers to short-term finance (maturity of not more than 12 months) in expectation of instantaneous long term financing such as public issue, private placement, syndication, loan, lease, debenture, etc.

- **Cap Invest**

IDLC maintains a non-discretionary portfolio account for clients where they have absolute power to make investment decisions. The portfolio manager provides margin loan to clients and also prepares the list of securities in which they can invest.

- **Deposit Schemes**

IDLC offer different variety of deposit schemes for clients.

- Cumulative Term Deposit
- Annual Profit Term Deposit
- Monthly Earner Deposit
- Double Money Deposit

- **Car Loan**

Term loan are offered to clients for acquiring car, brand new or reconditioned, for their personal use and the ownership is transferred on loan repayment.

- **Home Loan**

IDLC offers loans to purchase apartment to individuals for their personal use

- **Real Estate Finance**

IDLC finances clients to construct house, renovate and extend house, for office chamber/space for professionals etc. under two different schemes:

- Developer's Finance Scheme
- Corporate Finance Scheme
- **Private Placement**

IDLC places the shares/debenture with both national and foreign financiers (associations or individuals) on private placement basis.

- **Underwriting**

IDLC makes a univocal and irrevocable commitment with an issuing company to subscribe to the securities of that company when the existing shareholders or the general public do not subscribe to the securities offered to them. The different types of underwriting offered are:

- Initial Public offering (IPO) of common stock, preferred stock, debentures etc.
- Right Issue
- Underwriting of public securities-loan, lease, debenture

- **Issue management**

Under this activity, IDLC plan, coordinate and control the entire issue activity of clients and direct other agencies for successful marketing of securities.

- **Financial Advisory Service**

IDLC help the existing venture or a new venture by providing various consultative services such as corporate advising, project counseling, capital restructuring, financial engineering etc.

- **Mergers and Acquisition**

IDLC help clients to search for the right organization, evaluate the concern based on different types of analysis and select the method of m & a to make it a profitable deal.

- **Trusteeship management**



We act as trustee for the debenture holders by accepting security formed by the firm and take action to safeguard their interest and enforce their rights.

## **2.4 Divisions and Departments**

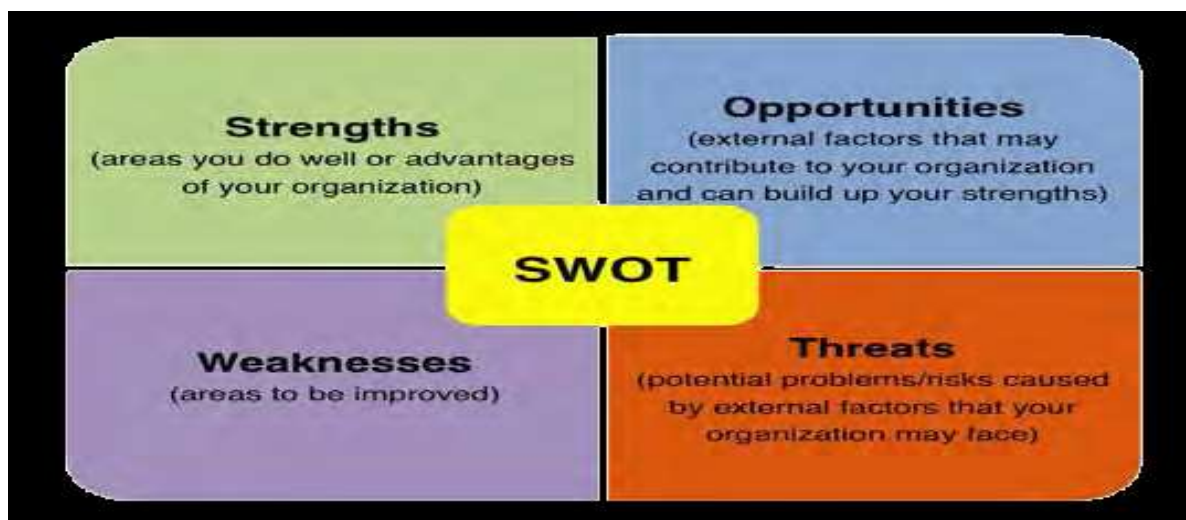
The business comprises sectors which mostly deal with the goods and services and subdivisions which support in the operational events. The sectors are as follows:

- Corporate
- SME
- Merchant Banking
- Personal Investment
- Factoring
- Structured Finance
- Operations

The sectors include

- Credit Risk Management (CRM)
- Treasury
- Human Resource
- Accounts and Taxation
- Administration and PR
- Operational Risk Management (ORM)/Internal Control Compliance(ICC)
- Special Asset Management (SAM)

## 2.5 SWOT Analysis



SWOT analysis for IDLC has been analyzed:

### Strengths:

- **Reputation and brand image** - IDLC is a renowned firm and has built up a brand recognition that is acknowledged by its clients. IDLC is a multinational joint-venture organization and its investors have long records of maintainability and dependability in their individual turfs. The company has started its voyage through introduction of several innovative products and subsequently satisfying the necessities of large corporate customers since 1985.

- **Product portfolio** - IDLC has different item portfolio for customers which make them one of the top elites involved Non-Banking Financial Industry.
- **Quality Customer Portfolio** - IDLC has a Credit Risk Management department of Multinational standard which empowers the organization to keep up a quality client portfolio.
- **Human Resources** - The Company has capable management group. The whole work force of the organization is recognized as the key possessions for the association.
- **Operational efficiency:** IDLC provides modified solutions for their clients to alter their needs. The company forms credit applications rapidly and easily. The authorization and payment of the loans are not much of a hassle.
- **Employee Empowerment:** At IDLC there is liberated decision-making streaming and straightforward. Each appraiser is given sufficient chance to practice his/her creativeness in dealing with a customer. Approvers are open for any exchange and sanction is chiefly based upon recommendation of these appraisers. The open stream of correspondence guarantees clarification of any queries in very quickly regardless of their level of hierarchy. Reasonable suggestions are happily welcomed valued. Noteworthy propositions by the employees are instantly set for motion. This adaptability has helped IDLC a lot in preparing its processes more efficiently and lead to becoming an outstanding performer when it comes to recovering loans.

## **Weaknesses**

- **Steep Cost of funding:** Compared to banks, IDLC as some other NBFIs have overwhelming expenses of fund. As NBFIs can accept less than a year deposits from any people similar to banks, the store base of IDLC isn't sufficiently solid to diminish the normal cost of reserve.
- **More Focus on Volume:** In spite of the fact that IDLC has division called Credit Risk Management to supervise the quality of its assets, the business occasionally provide loans

to clients which results to hindering the portfolio quality of IDLC for the sake of maintaining profits and preserving previous relationship.

- **Too Much Diversification:** Heavy diversification of product and services hamper the emphasis on the center administrations of the association.
- **Liability Marketing with Fewer People:** Compared to banks and NBFIs like DBH, the company still utilizes fewer workforces for the aggressive liability marketing

## Opportunities

- **Continuity of Liberalization:** The government of Bangladesh has caused the economy fluctuate in favor of added market orientation. This lead local as well international investors be more motivated to allocate their resources into potential sectors. The government's decision to increase privatization shows prospects to be beneficial to industrialization.
- **Foreign Investment in Prospective Sectors:** Current changes in the business world shows foreign investment in the different planned parts have expanded incredibly. Economically speaking, this would remove barriers to entry for many financial firms to join the growing market.
- **Local banks inefficiency:** Inefficiency of local banks in providing project loan is one of the main reasons behind flourishing of renting organization in Bangladesh. This phenomenon is still the case.

## Threats

- **Threat from banks:** Present analysis have shown that many banks are also entering into the leasing business which most considered as components of Non-Banking Financial Institutions.

- **Regularity control of government:** The legal scenario of Bangladesh is moderately powerless. Due to absence of effective foreclosure laws and manual land recording framework makes probability of fraud and debate. This may lead to harming the credit recuperation from the defaulters.

## **Chapter 3: “Customer Relationship Management” of IDLC**

### **3.1 CRM**

Client Relationship Management (CRM) is a way to deal with how an organization interacts with its present and potential clientele. It frequently includes utilizing technology to establish, mechanize and reconcile sales revenue, promotional marketing, customer service and handling feedbacks with technical support. Today, many organizations, for instance, banks, insurance agencies, and other specialist organizations understand the significance of Customer Relationship Management (CRM) and its capability to provide assistance and also making sure to work on acquiring new customer, preserve present clients and maximize their lifetime value. At this stage, improved relationship with clientele will necessitate a solid coordination amongst IT and advertising divisions to provide a longstanding maintenance of chosen clients. By using effective analytical approaches in CRM applications, this report manages the part of Customer Relationship Management in non-banking sector and the need for Customer Relationship Management to increase customer value.

Moreover, this paper intends to analyze and explore elements of "Client Relationship Management" that impact the client benefit nature of IDLC Finance Limited, Dhaka, Bangladesh. The principle target of this venture is to find the main aspects influencing the extent to which CRM aids in improving the quality of services in the IDLC Finance. This report is expected to measure if the existence of independent variable or any changes to it leads to a variation in the Dependent variable. In addition, the paper additionally aims to clarify the relationship between CRM and service quality of the company. The study was formed accumulating primary data to understand the level of "Client Relationship Management" that encourages beneficial factors of IDLC Finance Ltd.

### **3.2 Success Factors of CRM**

Factors effecting Application Critical achievement for CRM applications usually depends on decent project management, an accurate and feasible timetable, flawless programming and not overlapping the predefined budget. Other vital components for the success of the project includes boundless coordinated effort with the experts and between the undertaking project groups. When the CRM project was being implemented, programming turned out to be great; there was an ideal

joint effort between all the parts involved. Therefore, the accomplishment of CRM is mainly due to having access to best business practices

### 3.3 The Variables of the Report

The autonomous factors establish various chosen factors, as identified in Literature on CRM. These factors include sales revenue, promotional marketing, providing Customer Service handling their feedback and technical support. In this study, influences caused by each factor will be thoroughly assessed in an empirical analysis.



#### 3.3.1 Sales

Sales refer to exchanging of a commodity for monetary means or service as an end-result of cash or the activity of offering something.

**Sales methods:** Sales can take place through.

- **Direct selling** - involves marketing and selling of products specifically to customers from a settled retail store. In IDLC, they called this sort of clients are Walking client.

- **Pro forma** - frequently used to define a document that is provided as a courtesy that satisfies minimum requirements, follows a norm and tends to be performed routinely and/or is considered a formality.
- **Request for proposal** – is usually invitation sent to the suppliers, through a bidding process, to present a proposition on a particular item or administration. An RFP usually signifies part of a perplexing deals process, otherwise called "venture deals".
- **Business-to-business** - Business-to-business ("B2B") sales are much more relationship-based owing to the absence of passionate connection to the items being referred to. Industrial/professional deals include offering starting with one business then onto the next. IDLC do that too.
- **Indirect, human-mediated but with indirect contact-no meet** - Mail-order: IDLC gives the work arrange against the financing.

#### **Sales Techniques:**

- Selling technique - IDLC includes plans regarding Home Loan, Car Loan, and Personal Loan. The rates are taken care of by the expert and certain pro fees are also involved. When offering strategies, Outlook is one of the vital issues.
- Solution selling - is rather considered as when the sales representative spotlights on the client's pain(s) and addresses the issue with his or her contributions (item and administrations) than just promoting an existing product.
- Consultative selling - IDLC takes after these sorts of selling techniques. They give suggestions to their clients and counsels them what may benefit them and what they should avoid doing.
- Strategic selling - IDLC takes after the rules and directions made by Bangladesh Bank.
- Sales Negotiation - connected with fees, % rates, term (tenor).
- Transactional selling – there are times when clients decide to close their accounts and in real money the cash. When that happens IDLC sends in the real money add up to customers account.



- Reverse Selling - Sometimes existing customers need to take credit once more. IDLC gives them 2nd time advance.
- Cross-selling – In IDLC they do Cross-selling. Here, SME's product may offer Deposit area. At those moments it will be cross-selling.
- Sales Habits - Staff's well behavior makes a great impression over the customers and hence, is an important factor.
- Takeover loan - IDLC provides the facility to transfer the loans to any other company that the client desires.

### **3.3.2 Marketing**

Marketing is about interacting and presenting the value of a product, service or brand to clients or shoppers to promote or offering that item, administration, or brand. The most seasoned and maybe least difficult and most common type of advertising – is 'word of mouth' marketing, where consumers express their involvements and opinions of a product or service in their daily interactions with others. These correspondences can either turn out to be positive or negative. Due to advancement in technology, the internet today works as a platform for bulk, automated WOM marketing (e-WOM), with buyers effectually engaged with rating and remarking on merchandise and enterprises.

In revenue driven venture the fundamental reason for promoting is to increase product sales and therefore the profits of the company. In consequence of charitable promoting, the point is to increase the take up of the organization's services by its clients. Governments frequently exploit social promoting to communicate messages with a communal purpose, such as a public health or safety message, to citizens. In a revenue focused undertaking advertising frequently goes about as a support for the sales team by propagating the message and information to the desired target audience.

Marketing strategies include choosing target markets through market investigation and market division, and additionally understanding purchaser conduct and promoting an item's incentive to the client.

Marketing satisfies these needs and wants through the advancement of trade forms and the working of long haul connections.

From a societal perspective, marketing provides the link between a society's material requirements and its economic patterns of response.

In IDLC Finance Limited, they take after some Marketing Planning; Strategies and positioning.

### **Marketing Planning**

Known as the procedure of forging a strategy for a company's promotional activities. A marketing plan can also concern a particular item, and additionally to an association's general showcasing system. IDLC constantly design their marketing plans thinking of the present year as well as of future years to come. They set up their target inside the year. To give an example, for the year 2017, they created their arrangements for 2018 within November to December of 2017. At this point when head of administration is contriving the firm's strategic mission, the preplanned marketing activities are collaborated. There are few levels of marketing objectives of IDLC. The senior management of the company would design a general business methodology. However, this general business strategy would first be comprehended and implemented in various settings all through the association.

### **Marketing strategy**

The sector of marketing strategy considers the total marketing atmosphere and its effects on an organization or item. The emphasis is on "an in depth understanding of the market condition, especially the contenders and clients."

IDLC Finance provides suitable plans Home Loan, Car Loan and Personal Loan. They concentrate on their item and examine the market accordingly. IDLC has 300-350 staffs in their sales workforce. They gather their data by taking feedbacks from Shareholders, stakeholders, Clients etc. Banks ordinarily do not give maximum loans for Car Purchase. But, IDLC differs from a marketing scheme such that a system takes a glance at the extended term perspective of the items, merchandise, or administrations being promoted. A strategy refers to a shorter term view. Therefore, the mailing of a postcard or sales letter would be a tactic, though altering showcasing channels of appropriation, shifting the approximations, or restricted time modules applied would be regarded as a dynamic transformation.

A marketing strategy of IDLC cogitates the resources it has or needs to be allocated in push to accomplish a target. Their marketing tactics include the process and planning in which they might be dependent upon to achieve their business goals, in which commonly comprises a push to expand incomes or resources, via a progression of points of reference or yardsticks of business and narrow time exercises.

## **Positioning**

The marketing activity and process of IDLC is to identifying a market problem or opportunity, and building up an answer in light of statistical surveying, division and supporting information. Here, the Home loan plan is in the first rank, at that point Car Loan lastly individual Loan. IDLC has done a target to accomplish their objectives, such as increasing sales revenue, improving brand image, or reach in advertising.

### **3.3.3 Customer Service**

A client (here and there known as a customer, purchaser, or buyer) is the recipient of a good, service, product, or idea, obtained from a seller, vendor, or supplier for a monetary or other valuable consideration. Customers are generally categorized into two types:

- An ultimate client who does not re-sell the items but either passes them to the consumer or really is the consumer.
- An intermediate client or trade client (more informally: "the trade") who is a trader that buy products for re-sale.

Customer service is defined as the provision of service to clients previously, amid and after a buy. Accordingly, the service may differ by product, service, industry and each client. The impression of accomplishment of such communications is reliant on employees "who can adjust themselves to the personality of the guest". Client benefit is additionally regularly stated to define the organization culture. It mainly focuses on the primacy of a business that relegates to client benefit, with respect to parts, for example, item advancement and evaluating. In IDLC, they always value their clients.

From the standpoint of an overall sales process engineering effort, customer service plays an important part in an organization's aptitude to produce salary and income. From that perspective,

customer service should be included as a component of a general way to deal with orderly change. An impressive customer service experienced by a customer can change the complete insight a client holds concerning the business.

IDLC has both External and Internal customers

- An **internal customer** is a customer who is straightforwardly associated with an association, and is more often than not (however not really) inside to the organization. Internal customers are typically partners, workers, or shareholders; however the definition also encompasses creditors and external regulators.
- An **external customer** is a customer who utilizes organization's products or services but is not part of the organization.

### **Customer Feedback**

Lately, numerous establishments have executed feedback groups that enable them to catch input at the purpose of understanding.

### **3.3.4 Technical Support**

The IT Department is integral in providing all the day to day support to all departments, keeping servers and software working smoothly and providing seamless communication internally and externally throughout the business activities.

## Chapter 4: Credit Administration Department (CAD)

### 4.1 CAD Process Flow

The Credit Administration Department, CAD plays the most vital role in the issuance of loans as a part of CRM. After the RMs collect approval from the management and all the required documents from the clients for loan assessment, the documents are transferred to this department, after that CAD starts its process of assessing and disbursement of the loans.

- **Issuance of Sanction Letter** -Firstly, an appraisal letter of the loan is created and approved by the department. Secondly, it prepares a sanction letter in favor of the client and sends it to the Business Unit. Finally, sanction letter is handed over to the client.
- **Documentation** – CAD maintains control over all security documentation. For example, if terms and conditions are followed, legal vetting of documentation or if the documentation is authentic and lists any document that is pending.
- **Disbursement** – Prior to disbursement, it has to be checked that full financial data is available, full set of security documents are in place and any deviation or deferral memo is approved by management. Disbursement entry is entered into the company software, the disbursement memo is approved and the approval memo is forwarded to the Accounts and Taxation Department for cheque preparation. After all this is done, then the cheque is handed over.
- **Execution** – Client information is entered into the company software. Any receivable dues are created in the system. Signed lease/loan agreement is forwarded to client along with payment schedule.
- **Expiry/Foreclosure** – CAD closes contracts upon expiry. It gets “to be expired” list from company software, prepares receivable calculations and gets it approved by the Accounts and Taxation Department. Receivable Letter (if any) is forwarded to client via Customer Services Department. The respective RM is notified for “collection” in the Business Unit.

Client pays receivable amount and CAD prepares “closure memo”. The approved memo is forwarded to Accounts for adjustments and closing. Any payables are refunded to client. Any NOCs and post-dated cheques are returned to clients.

- **Issuance of final settlement Letter** – Prepare the Issuance of final settlement Letter.

## **4.2 Accounts and Taxation Department**

The Accounts and Taxation Department is in charge of recording all financial transactions of IDLC Finance Limited. The department acquires all cheques from different departments and proceeds towards the clearing process. Additionally, all financial transaction data is communicated with the corporate division to aid the drawing of financial performance reports.

## **4.3 Customer Services Department**

Customer Services department deals with communicating with and catering to the needs of all walk-in clients and all other after-sales services of existing clients. Customer Services ensures smooth disbursement of loans to the clients. The tasks of this department includes communicating the terms and conditions of the loans, collecting relevant service fees and ensuring all documents required are present, collecting post-dated cheques for EMIs and the disbursement of loan amounts through Account-payee cheques.

## **4.4 Credit Evaluation Department**

The utmost imperative department of Consumer Division assesses the eligibility of potential customers. The department assesses potential customers on the basis of appraisal reports that highlight the clients’ cash flow over the loan term, sustainability of income and financial behavior. Different segments of clients have different credit appraisal guidelines. Managing risk of credit is a crucial task of the department.

Risk is assessed on the following basis:

- Default risk
- Exposure risk

- Recovery risk
- Counter party risk
- Related party risk
- Legal risk
- Political risk.

To come upon and alleviate the credit risk the following control procedures are in place at IDLC Finance Limited.

- Multilayer approval process.
- Policy for maximum sector and group exposure limit
- Policy for customers' maximum asset exposure limit
- Mandatory search for credit report from credit information bureau
- Looking into payment performance of customer before financing
- Annual review of clients
- Adequate insurance coverage for funded asset
- Vigorous monitoring and follow up by Special Assets Management Team
- Strong follows up of compliance of credit policies by Operational Risk Management Department.
- Taking collateral
- Seeking external legal opinion
- Maintaining neutrality in politics and following arm's length approach in related party transactions
- Regular review of market situation and industry exposure.

#### **4.5 Collection Department**

The task of the Collection Department is to request and remind the clients who fail to make due payments on time, to avoid making deferment in payment and avoid any lawful action. If the department fails to get any positive reaction from the client, legal action is taken as per rules.

#### **4.6 Services**

IDLC Finance Limited offers few distinctive services. As-

- Financial solutions for individual and corporate clientele
- Arrange developer executive training
- Chance for risk free investment as deposit.
- Offer educational development learning and worker development skill and training.
- Appoint dedication skilled CRO for clients specially.
- Undertake poverty reduction programs, donations etc. as CSR activity.

## 4.7 Technical Support

Technical support is usually provided via by e-mail, live chat support on the website, or a machine where clients can send a call recording or episode. Larger organizations often have internal technical support available to their staff for PC related issues. The Internet is considered to be a good medium for free available technical support. Also, some paid service are offered by organizations for premium technical support services.

### 4.7.1 Operating financial software

The screenshot displays the 'Retail Loan Underwriting Stage' software interface. The top section contains application details: Application Category (CONSDV\_HL), Product Code (3075), Loan ID, Enquiry ID, Priority, Application Number (RetailLanding17850), User Reference (55B), Date (2013-11-10), Purpose (Purchase Apartment), Branch Code (104), Channel, Intermediary Code, Status (Underwriting), and Offline Application Number. Below this is a navigation menu with tabs for Customer, Details, Financials, Requested, Collaterals (selected), Credit Score, Bureau, LMC Eligibility Rate, Loan, Schedule, Charges, Fields, Investigation, Check List, and Comments. The 'Collaterals' section is divided into three sub-sections: 'Collateral Details' with fields for Collateral ID, Description, Currency, Value, Start/End Date, Category, Type, and Revaluation Date; 'Market Value Based' with Security ID, Units/Nominal Value, and Cap Amount; and 'Guarantor Based' with Guarantor ID and Rating. A 'Vehicle Details' section includes Identification Number, Year, Make, Model, Body, and Usage. At the bottom, there are 'Documents' and 'Trade In' tabs, and a status bar with 'Prev Remarks', 'Remarks', 'Audit', 'Outcome', and 'Exit' buttons.

Picture: LOM (FlexCube Software)



IDLC finance Ltd use FLEXCUBE software to keep the record of their customer. They call this the final step of loan Approval. Before disbursement LOM software input is compulsory at the end of loan Approval process concerning the amount of loan and all other tasks. After taking the final decision, Credit Analyst provides changes based on earlier conclusions. Oracle FLEXCUBE transforms the way financial products are made and serviced. The reintegrated solution carries a powerful combination of business applications and innovation, based on general measures.

Although the software has several benefits, there are certain drawbacks and limitations to it. The benefits are -

- Credit analyst can communicate directly with clients, credit organization and concern parties, spreading and clarify strategies. Collateral, credit limit and most other final decision proved contains in FLEXCUBE programming.
- The power of these feedback circles can produce enormous advantages for the company.
- Make real-time decisions and quickly receive new item and administrations to take care of changing business sector demand.
- They boost your search engine rankings if you include new substance a general premise. Google and other search engines rewards sites that are updated often, that connect to different locales and in particular, that has numerous inbound connections.
- Secure customer information and reduce operational risk at each level while meeting analytic and reporting requirements.

The disadvantages of this software are as follows

- In our country only few bank and financial organization uses this software. All data kept in the server as result of slow work procedure.
- This is universal software so it has limited customization option due to security and different requirements. So this software isn't absolutely adaptable activity.

In the operation process of IDLC's FLEXCUBE software, there are 4 steps.

Loan Origination Module (LOM) - The initial step is known as LOM input. In this step interest rate, Loan amount are given. The most important steps are explained below:

This phase delivers only 3 data loan approved amount, loan term and interest rate. Collateral input is one of the most essential tasks of LOM step. Collateral can be much type regularly 3 types. For home loan mortgaged house is first collateral and for the auto advance the auto itself is first is the principal insurance. For both home & Car loan personal guarantor is other type of collateral. Every three of guarantee required to provide unique id which is known as collateral id. Collateral Id is normally CIF + 001, 2. For instance if CIF is 201542 then first insurance id will be 201542001 and second will be 20154200. Under Schedule, span is another essential issue of this step. Usually after expected disbursement information installment date starts. In any case, in the construction home loan case moratorium term is required to consider. So all things considered after moratorium period installment begins.

After completing all activities the finally the save option has to click. If all the inputs given accurately, it will be saved otherwise all input has to give again. This first part is considered as most troublesome part of this software only due to lengthy and if any options are mistakenly imputed, it will not get save. It results total procedures has to work again.

### **Liability**

Liability Number: Usually CIF number

Liability Name: Name of client

Main Liability No: CIF need to input again to confirm

Liability Branch: The branch of this client's file has to select

Overall Limit: The approved loan amount has to input again.

Like before, after finishing all activities finally save option have to click. If all the inputs given correctly, it will be saved otherwise all input has to provide again.

### **Liability Linkage**

Like the 2<sup>nd</sup> step, this 3<sup>rd</sup> step needs to make approval of second step (Liability). There are just 5 assistant managers who have the authority to approve it. After the approval process completes successfully the 2<sup>nd</sup> step is permitted to begin.

If they are dealing with a new client then liability linkage is very simple. Just the Client name, CIF Loan sum needs to include once more. But for a current customer new loan amount has to be added with the last amount.

### **Facility**

This is the last step of this software. But for this step LOM & Liability approval is sufficient. Facility is required to input just one time for the customer. For the existing customer this step is not required.

### **4.7.2 Loan Origination Process of IDLC Finance Limited (SME)**

During my internship at IDLC Finance Limited I became familiar with the process of ‘Loan Origination’.

1<sup>st</sup> week: Day 1 to day 10 the ‘Business Team’ hunts for clients. These clients are small and medium enterprises who need loans. They need loan for different purposes such as for working capital, building and machineries, vehicles etc. These ‘Business Team’ are also known as ‘Initiator’. This team can consist of one member or a few. Every member of IDLC is identified with a code number. Whether they are employees, clients, interns, personal guarantors, other organizations etc have a ‘CIF Code’ which is made by a ‘CIF Team’. The ‘Business Team’ has a code as well and they are known as ‘Officers Code’ or ‘CRE Code’. ‘CRE’ stands for ‘Customer Relation Executive’. This ‘Business Team’ gathers information and negotiates with the client or the owner of the company about the loan terms. When negotiation comes to an agreement then the ‘Business Team’ send request for the loan to IDLC for further procession.

2<sup>nd</sup> week: Day 11 to day 20 the documentation process starts. After it is ensured that the client wants a loan, all documents are being collected consisting all information about the client. In case of SME (Small Medium Enterprise) the client is the business and it is known as ‘Business

Loan' or 'Corporate Loan'. These clients have an account number and that is known as 'CASA Number'. CASA stands for 'Current Account Savings Account'. There is a team that collects all these documents of the business and then creates documents named - Appraisal, Credit Control, and CIB Report. The information we get from these documents are mentioned below-

- Appraisal – Business name, Business starting date, Purpose, Nature of business, Loan Type or Category (Secured, Unsecured, Partly Secured, Lease, etc.), Financing Amount, Fixed Assets, Current Assets, Non-current Assets, Issued Capital, Paid-up Capital, Retained Earnings, Term Liabilities (Long term liabilities), Current Liabilities, Income Statement, Balance Sheet, EMI amount, Financials and DSCR (Debt Security Coverage Ratio), NID number, TIN number, Address etc.
- Credit Control – Loan amount, Loan Term, Interest rate, Monthly Installment amount, Facility/ Financing Amount, Collaterals, Personal Guarantors, Guarantor ID, Collateral Description, Collateral Value, Collateral Category, Collateral Type etc.
- CIB Report – This report is issued by Bangladesh Bank's 'Credit Information Bureau' division to know about a business's credit performance. It is also known as 'CIB Certificate'. Having this certificate means that the company is not risky and pays their debt rightfully. But not having a 'CIB Certificate' means that the company might be risky for not paying their loan or installment timely and as a result it will turn into a non-performing loan (NPL) for IDLC. If any company is in the 'CIB Blacklist' that means the company is very risky.

3<sup>rd</sup> week: Day 21 to day 25 is the 'Approval' stage. After sending creating all the documents, they are sent to the credit analyst for further approval. The 'Collateral Inspector' goes for site inspection about the collateral that the client gave against the loan. If it's tangible collateral such as building, machineries, vehicle, land etc. then field inspection is done. If it's an intangible collateral such as 'Personal Guarantors' then their contact number, their personal and financial information are inspected. Credit Analyst gives the client ratings on different categories to measure their credit worthiness. Generally these ratings are given on the clients Capital, Capacity, Collateral, Character, and Condition of the economy and Control (Rules and Regulations of Bangladesh Bank and Policy of IDLC). After receiving the credit rating by the credit analyst, they will decide whether the client is eligible for the loan or not. This credit rating

is measured on a scale according to the policy of IDLC. If the client is eligible for the loan then they are sent to the 'Credit Administration Department' (CAD) to sanction the loan and a mail is sent to another CAD team mentioning 'Loan Origination Request'. It is also known as LOM request. The mail consists information are mentioned below-

- Client Name
- Branch
- CASA Number (Current Account Savings Account)
- Corporate CIF (Clients CIF Number)
- CRE Code (Initiator's CIF Number)
- Loan Amount (Financing/Facility Amount)
- Personal Guarantors
- Collaterals etc.

4<sup>th</sup> week: Day 25 to day 30 according to the mail of LOM request, 'Loan Origination' is done. All the sanctioned files are sent for 'Loan Origination'. Then they are sent for further approval and lastly the loan goes to the disbursement stage. LOM is created through the input of information about the client. The software that is to do LOM is 'FlexCube' and 'OBI Report'. 3 documents are used and they are Appraisal, Credit Control, and CIB Report. The process of LOM is briefly described below –

- First 3 documents (Appraisal, Credit Control, and CIB Report) needed to be downloaded from IDLC "On-line Credit Appraisal" (OCAS) an internal network. In CIB Report 'Trade Name' is checked with correct spelling.
- OBI Report' shows list of collaterals that was used before if any loan was taken previously from IDLC. New collaterals will be listed after that.
- 'FlexCube' is the software where the LOM process starts and all the information are put in it. At first we have to select the 'Branch Code' from where the loan request was generated. Then we have originated a 'Corporate Loan Application Entry'. It requires information about the Application Number, Application Category, Purpose, and User Reference.

- There are 5 main data that needed to be filled and they are Customer, Financials, Limits, Requested and Collaterals.
- Customer tab consists information about-
  - ✓ Customer Number (Corporate CIF)
  - ✓ Customer Name (Business Name)
  - ✓ National Identification Number (NID)
  - ✓ Currency
  - ✓ Account Number (CASA Number)
  - ✓ Branch Code
  - ✓ Account Class
  - ✓ Date (Starting Date of the Business)
  - ✓ Capital
  - ✓ Net worth
  - ✓ Nature of the Business
- In Financial tab information about the customers financial ability is disclosed. Income Statement, Balance Sheet, Financial & DSCR (Debt Security Coverage Ratio) these documents are used to fill up the following information-
  - ✓ Fixed Assets
  - ✓ Current Assets
  - ✓ Non-Current Assets (Other Assets)
  - ✓ Issued Capital
  - ✓ Paid-up Capital
  - ✓ Term Liabilities (Long term)
  - ✓ Current Liabilities
  - ✓ Credit Balance in PL (Retained Earnings)
- In Limits tab we will get information about the loan amount and the following data-
  - ✓ Line Code & Pool Code (Corporate CIF)
  - ✓ Currency
  - ✓ Limit & Pool Amount (Financing/Facility amount)

- In Requested tab we will get information about the loan amount, interest rate and loan term. To fill up the Requested tab the ‘Credit Control’ report is used and following information are given-
  - ✓ Sequence No. (Number of Loan Request done from IDLC)
  - ✓ Product Code (Code No. of the Type of Loan)
  - ✓ EMI amount (Monthly Installment)
  - ✓ Requested amount (Financing/Facility amount)
  - ✓ Interest Rate
  - ✓ Tenor in Months (Loan Term)
- In Collateral tab we will get information about each of the collaterals that the client has given. The ‘Proprietor’ of the business will not be considered as a ‘Personal Guarantor’. There are different types of collateral. But mostly there are Personal Guarantor, Registered mortgage and Securities. The information we will get are given below-
  - ✓ Collateral ID
  - ✓ Collateral Description
  - ✓ Collateral Currency
  - ✓ Collateral Value (Financing amount)
  - ✓ Collateral Category
  - ✓ Collateral Type
  - ✓ Guarantor ID (Personal Guarantor CIF Number)
  - ✓ Haircut (A percentage of discount which will be deducted from the collateral value at the end of the loan term)
  - ✓ Charge Type

Different types of collateral are described below-

- Personal Guarantor (PG) – If the client becomes unable to repay the loan then their ‘Personal Guarantor’ will repay the loan. All the information about the ‘PG’ will be given such as PG name, status, relation with owner, contributions, contact number, residence etc. ‘Proprietor’ will not be considered as a Personal Guarantor’, other than that anyone could be ‘Personal Guarantor’.

- Registered Mortgage – Land, Building, Machineries, and Vehicle any tangible marketable asset can be kept as a mortgage to IDLC in order to take loan. In case of ‘Land & Building’ its collateral value would not be the ‘Financing/Facility Amount’ rather it will be the ‘Market Value of the Property’. The measurement of the land must be mentioned as well. The field inspector will go for field inspection of the property to see if it’s intact and in the correct decimal as mentioned by the owner.
- Original Title Deed – Contract that shows ownership of a property.
- Original Rental Deed – Contract that shows the property is being used as a rental basis.
- Original Possession Deed - Contract that shows the property is in possession of the person but not the ownership.
- Memorandum Deposition of Title Deed (MDTD) – same function as title deed.
- Memorandum Deposition of Possession Deed (MDPD) – same function as possession deed.
- Hypothecation – If the client buy any asset from the loan taken from IDLC, until they repay the loan the ownership will remain to IDLC. All documents of the asset will belong to IDLC.
- Safkabra Deed – Same function as title deed.
- Heba Deed - Same function as title deed but ownership will belong only to a female person.
- Tagging with Existing Cash Security – If any client has taken loan from IDLC before by keeping cash deposit as a mortgage, then the client can use the same cash deposit as a mortgage to take loan again. The client does not have to bring any extra cash security. They can tag with the previous one.



- Tagging with Existing Mortgage – A client does not have to bring any new mortgage rather they can tag with the previous one in order to take loan in future.

## **Chapter 5: Recommendations and Conclusion**

### **5.1 Recommendations**

Through examining the entire paper, there are certain recommendations that I would like to offer and these can enhance the exercises of CRM all the more correctly of the company.

The propositions are given below:

- The post sales services could get some improvements so the existing clients can be pleased with the commitment.
- The cloud-based marketing should be more effective more precise to catch and give improved services to the client (e.g. online service, Facebook, Twitter, Linked in and so on).
- The majority of the employees should have proper and regular training for developing their skills. So they can never be occupied of the organized Customer Relationship Management. That way both the employees as well as the customers are satisfied.
- The company needs to ensure that potential clients have to feel more like home with the service, which will help to create even a better relationship that may result in attracting more clients.
- They need to fulfill their workers and as they require their clients to be glad. In this way, can ensure the employee benefits to be perfect.

## **5.2 Conclusion**

From the practical implementation of client managing technique amid the entire time of my functional introduction in IDLC Finance Limited I have reached a stable and concrete conclusion. In 2007, the firm managed to change its name to IDLC Finance Ltd via presenting new large number of different financial product and administrations. IDLC Finance Limited seems to have satisfactory level of contentment with its clients. Communications, interpersonal relationship, and efficiency of financial institutions are very significant since this have direct association with benefit quality. To enhance all the CRM factors Communication, interpersonal relationship and Efficiency of IDLC Finance Limited should arrange Training programs for employees with the goal that Employees can enhance themselves in those CRM aspects.

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