

Alternative Delivery Channels of Islami Bank Bangladesh Limited: Usage, Challenges, and Prospects

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ABSTRACT

Branchless access point to the banking institutions, one of the financial service providers, is known as Alternative Delivery Channel. This paper aims at examining usage, challenges, and prospects of ADC products of Islami Bank Bangladesh Limited. Data were collected from secondary sources only as annual reports, published articles, conference papers, books, and banking websites. According to this study, diffusion rate of ADC products as Online Banking, ATM Card, SMS Banking, Internet-Banking, Mobile-Cash, Electronic Fund Transfer, and Real Time Gross Settlement of IBBL is on growing. The findings also show that huge risk and insecurity as network failure, money laundering, and terrorist financing are involved in automated banking system. The concluding remarks show that compliance of ICT rules and regulations, not depending on single switch to transact data, introducing chip card instead of magnetic stripe, adopting EMV and encryption techniques, skilled IT committee, availability of internet bandwidth will help the banks to confront these risks and challenges successfully.

Keywords : Alternative Delivery Channel (ADC), Bangladesh, Challenges, Diffusion, IBBL, and Prospects.

1. INTRODUCTION

Banking system is important, but banking institutions are not (Gates, 2008). With the development of ICT tools and techniques, the traditional banking system has been replaced by the electronic and automated banking system (Graven, 2000). So, electronic and automated banking system is now a global phenomenon because it has reached the banking services to the unbanked people through different ADC products. Electronic banking is now being used by the developed countries because of its innovative, cost effective benefits and services (Salehi & Azary, 2008; Salehi et al., 2008).

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At present, Bangladesh Bank (BB) has also undertaken huge project in building up modern payment automation infrastructure. Bangladesh Automated Clearing House (BACH) has started operation resulting in a gradual shift from cash and paper based transactions to electronic modes of payments. Bangladesh Automated Clearing House (BACH) process has replaced the traditional system of clearing bank drafts, cheques, pay orders, dividend with the automated system. Apart from such non-cash payment instruments, various ATM cards as credit card, debit card transactions are popular, especially in the urban areas (Bangladesh Bank [BB], 2017). At present, 51 banks are operating card business in Bangladesh. Among those, interbank ATM transactions of 49 banks and POS transactions of 39 banks are being routed through National Payment Switch Bangladesh (NPSB). Other banks are also likely to join to NPSB. The number and volume of the interbank ATM and POS transactions through NPSB are growing rapidly (BB, 2017).

Islami Bank Bangladesh limited has become very popular through introducing various ADC products and services in Bangladesh. Therefore, this study covers the diffusion, challenges, and prospects of ADC products of Islami Bank Bangladesh Limited. For this purpose this study report has been grouped into four parts. First part discusses the related past studies on electronic banking and ADC products; second part discusses the methods and techniques of data collection and presentation; third part describes findings and discussion; and final part of this study provides conclusions, recommendations, and call for future research.

2. LITERATURE REVIEW

Various studies regarding internet banking and ADC products of the U.S.A., Japan, Europe, Romania, Turkey, Malaysia, and Saudi Arabia banking institutions, were conducted by Pyun et al. (2002), Gurau (2002), Polatoglu & Ekin (2001), Balachandher et al. (2000), and Jasimuddin (2004).

Mia et al. (2007) found that internet banking is also expanding and developing rapidly in Thailand, Malaysia, Singapore, and in Philippines. Studies regarding diffusion, and usage of internet banking and ADC products and services in Zimbabwe, China, Tunisia, Nigeria, and in Iran, were conducted by Thulani et al. (2009), Guangying (2009), Dhekra (2009), Adesina & Ayo (2010), Maiyaki & Mokhtar (2010), and Salehi & Alipour (2010).

Salhieh et al. (2011) explored the assessment of Jordan's banking sectors' readiness for providing electronic banking services. The findings of this study showed that both bank managers and customers have positive attitude towards using various alternative delivery services because electronic banking system saves time, and reduces the cost.

Studies on electronic banking, computer and internet usage had been done in Bangladesh by Azam (2007), Awal (2004), and Bakta et al. (2007). Alternative delivery services had been available in Bangladesh since 2001. The Foreign Commercial Banks (FCBs) in Bangladesh have brought about huge changes in retail banking with developed electronic, technological, and automated tools and techniques during the early 1990s. On the other hand, State-owned Commercial Banks (SCBs) and Private Commercial Banks (PCBs) used to provide alternative delivery services in a limited scale during the late 1990s (Baten & Kamil, 2010). Now, several PCBs and FCBs in Bangladesh are providing alternative delivery services (Baten & Kamil, 2010).

Islami Bank Bangladesh Ltd. is one of the commercial banks in Bangladesh and scores an average of 82 in technology driven services (based on a scoring on CBS, I-Banking, Mobile Banking, SMS Banking, SMS Notification, EFT, online banking, ATM, Point of Sale, Cards, SWIFT), which is above the industry average of 78 (Rahman, 2017).

3. STUDY OBJECTIVES

Major objectives of the study are stated below:

- To explore the diffusion and usage level of ADC products introduced by Islami Bank Bangladesh Limited.
- To examine the risks and challenges of ADC products in Bangladesh.
- To examine the benefits and prospects of ADC products in Bangladesh.

4. METHODS AND TECHNIQUES OF DATA COLLECTION AND PRESENTATION

Mixed research design (both qualitative and quantitative) has been adopted to conduct this study. Data were collected from secondary sources only as annual reports of IBBL and Bangladesh Bank, web based support from the internet, different published articles and books, different files, folders, and MIS report of IBBL, conference papers. Different tables and graphs have been used to analyze and represent collected data and information. Bar graphs and tables have been designed according to the rules of APA style, 6th edition. Bar graphs and tables are considered to be suitable for this study because the study includes quantitative data as data about registration and transaction volume of ADC products and services.

5. ALTERNATIVE DELIVERY SERVICES OF ISLAMI BANK BANGLADESH LIMITED

Islami Bank Bangladesh Limited has reached their banking services to the unbanked people of Bangladesh through introducing various alternative delivery services as online banking, internet banking, SMS banking, mobile banking (m-cash), Point of Sale (POS), SWIFT, Electronic Fund Transfer (EFT), Real Time Gross Settlement (RTGS), call center, ATM cards, deposit machines (IDM), and sheba ghor (IBBL, 2016).

Through online banking IBBL clients can deposit, and withdraw money from anywhere in the country. Through internet banking clients can know the balance and bank statement, transfer funds from one account to another, recharge balance to their mobile phones, make utility bill payments, and cheque requisition, stop payments, and many other services clients can enjoy without going to the branches (IBBL, 2016). SMS banking of IBBL provides the clients with balance notification services, and they can do this just by sending SMS to 6969. Mobile banking provides the clients cash in, cash out services through using mobile phones. Clients can make payments to the sellers through using VISA Debit card in the POS machine. ATM cards and IDM allow the clients to withdraw and deposit money not going to the branches directly. Sheba Ghor of IBBL allows the clients to open account, know the balance of account, deposit and withdraw money, and many other services (IBBL, 2016). To provide these alternative delivery services Islami Bank Bangladesh Limited has established 487 ATM booths, and 51 IDM machines all over the country. IBBL has already been connected to Robi, Grameen Phone, Banlalink, Airtel, and Teletalk mobile phone network to provide mobile banking services. It has introduced call center to receive inquiry and complaints from clients, and clients can do this just by dialing number 16259 (IBBL, 2016).

6. USAGE LEVEL (IN TERMS OF REGISTRATION AND TRANSACTION VOLUMES) OF ADC PRODUCTS OF IBBL

Table 1 shows the transaction volume of ADC products as CBS, ATM, Internet Banking, e-Commerce, m-Cash, EFT, and RTGS of IBBL in 2015 and 2016. As shown in table 1, the number of transaction of Core Banking System (CBS) of Islami Bank Bangladesh Limited in 2015 and 2016 was 371.36 and 389.93 million respectively. The transaction volume through ATM in 2015 and 2016 was 17.63 and 22.35 million respectively. It means that the usage level of ATM card is increasing. The transaction volume of Internet Banking was 1.92 and 2.75 million in 2015 and 2016 respectively meaning that transaction through I-Banking is also increasing. E-Commerce transaction volume in the year of 2015 and 2016 was 0.001898 and 0.00539 million respectively. M-Cash and Electronic Fund Transfer (EFT) transaction volumes in 2015 and 2016 were 2.01 and 2.40 million; 1.85 and 2.08 million respectively. Finally, transaction volume of Real Time Gross Settlement recently been introduced by IBBL was 0.055 million in 2016. Transaction through CBS and ATM is higher than other ADC products of Islami Bank Bangladesh Limited but transaction through I-Banking, e-Commerce, m-Cash, EFT, and RTGS is on growing as well (see figure 1).

Table 2 shows the SMS banking performance comparison of IBBL from 31.01.2013 to 02.02.2017. In head office branches, the number of registered SMS Banking accounts and transaction is 50,983 and 231,132 respectively; in Dhaka Central Zone,

the number of SMS Banking registered accounts and transaction is 169,469 and 527,732 respectively; in Dhaka South Zone, 297,921 and 844,542 respectively; in Dhaka North Zone, 337,958 and 511,645 respectively; in Rangpur Zone, 167,119 and 219,785 respectively; in Bogra Zone, 198,410 and 220,897 respectively; in Khulna Zone, 448,117 and 361,999 respectively; in Comilla Zone, 289,871 and 298,173 respectively; in Sylhet Zone, 180,501 and 170,786 respectively; in Rajshahi Zone, 206,648 and 194,825 respectively; in Barisal Zone, 217,557 and 205,776 respectively; in Mymensingh Zone, 160,016 and 219,062 respectively; in Chittagong South Zone, 290,282 and 365,379 respectively; in Chittagong North Zone, 200,649 and 352,557 respectively and in Noakhali Zone, 318,995 and 278,161 respectively.

Figure 2 shows that in Khulna Zone, the number of registered SMS Banking accounts (448,117) is higher than other zones of IBBL in Bangladesh. Dhaka North Zone is the 2nd highest zone in case of registered SMS Banking accounts (337,958) and Noakhali Zone is the 3rd highest zone in SMS banking registration volume.

Figure 3 shows that Dhaka South Zone is the highest zone in transaction (844,542) through SMS banking. Dhaka Central Zone is the 2nd highest zone in transaction (527,732) through SMS banking of IBBL and Dhaka North Zone is the 3rd highest in SMS banking transaction (511,645). Whereas, Khulna Zone is the 5th highest zone in SMS banking transaction volume (361,999).

Table 3 shows zone wise I-Banking performance comparison from 31.01.2013 to 02.02.2017. In Head Office branches, the number of registered i-Banking accounts and transaction is 12,076 and 1002593 respectively; in Dhaka Central Zone, the number of I-Banking registered accounts and transaction is 29,232 and 1014959 respectively; in Dhaka South Zone, 10,356 and 357701 respectively; in Dhaka North Zone, 23,957 and 718885 respectively; in Rangpur Zone, 6,330 and 201349 respectively; in Bogra Zone, 4,432 and 190313 respectively; in Khulna Zone, 12,784 and 429916 respectively; in Comilla Zone, 6,427 and 312233 respectively; in Sylhet Zone, 9,500 and 245848 respectively; in Rajshahi Zone, 15,646 and 365776 respectively; in Barisal Zone, 5,261 and 193023 respectively; in Mymensingh Zone, 5,188 and 202132 respectively; in Chittagong South Zone, 12,940 and 428898 respectively; in Chittagong North Zone, 8,900 and 249633 respectively and in Noakhali Zone, 10,524 and 360119 respectively. Finally, in Corporate Branch, the number of I-Banking registered accounts is 19,272 and transaction volume is 684774.

Figure 4 shows that Dhaka Central Zone is the highest zone in I-Banking registration volume (29,232). Dhaka North Zone is the 2nd highest zone in I-Banking registration volume (23,957). Corporate Branch is the 3rd highest in I-Banking registration volume (19,272).

Figure 5 shows zone wise transaction volume of I-Banking in Bangladesh. Dhaka Central Zone is the highest zone in internet banking transaction volume (1014959). Head Office is the 2nd highest in I-Banking transaction volume (1002593). Dhaka North Zone is the 3rd highest zone in I-Banking transaction volume (718885). While, Corporate Branch is the 4th highest in I-Banking transaction volume (684774).

Table 4 shows the business plan 2017 for ADC products of IBBL (no. of registered account). Dhaka East Zone has planned to issue 101122 ATM cards in 2017; 65269 ATM cards by Dhaka Central Zone; 53218 by Dhaka South Zone; 81657 in Dhaka North Zone; 99299 in Bogra Zone; 107559 in Khulna Zone; 178384 in Comilla Zone; 115951 in Sylhet Zone; 85085 in Rajshahi Zone; 78099 in Barisal Zone; 75817 in Mymensingh Zone; 150475 in Chittagong South Zone; 110182 in Chittagong North Zone and finally, Corporate branch has a target to issue 16860 ATM cards in 2017.

I-Banking is another ADC product of IBBL. Dhaka East Zone has planned to register 181409 I-Banking accounts in 2017; 150880 I-Banking accounts in Dhaka Central Zone; 106709 in Dhaka South Zone; 185462 in Dhaka North Zone; 146667 in Bogra Zone; 202377 in Khulna Zone; 276031 in Comilla Zone; 172820 in Sylhet Zone; 151848 in Rajshahi Zone; 130244 in Barisal Zone; 122219 in Mymensingh Zone; 212858 in Chittagong South Zone; 176362 in Chittagong North Zone and finally, Corporate branch has a target to register 45085 I-Banking accounts in 2017.

SMS Banking is one of the most popular ADC products of IBBL. Dhaka East Zone has planned to register 79064 SMS Banking accounts in 2017; 71001 SMS Banking accounts in Dhaka Central Zone; 35718 in Dhaka South Zone; 66269 in Dhaka North Zone; 61608 in Bogra Zone; 69806 in Khulna Zone; 137142 in Comilla Zone; 88679 in Sylhet Zone; 63949 in Rajshahi Zone; 65063 in Barisal Zone; 60144 in Mymensingh Zone; 95955 in Chittagong South Zone; 78023 in Chittagong North Zone and finally, Corporate branch has a target to register 25253 SMS Banking accounts in 2017.

Dhaka East Zone has planned to issue 1290 Hajj cards in 2017; 2650 Hajj cards in Dhaka Central Zone; 1315 in Dhaka South Zone; 2245 in Dhaka North Zone; 1075 in Bogra Zone; 1200 in Khulna Zone; 1200 in Comilla Zone; 1800 in Sylhet Zone; 1150 in Rajshahi Zone; 1045 in Barisal Zone; 925 in Mymensingh Zone; 1350 in Chittagong South Zone; 1485 in Chittagong North Zone and finally, Corporate branch has a target to issue 1250 Hajj cards in 2017.

Dhaka East Zone has planned to issue 920 Khidmah credit cards in 2017; 1935 Khidmah credit cards in Dhaka Central Zone; 1020 in Dhaka South Zone; 1755 in Dhaka North Zone; 685 in Bogra Zone; 770 in Khulna Zone; 765 in Comilla Zone; 1215 in Sylhet Zone; 755 in Rajshahi Zone; 645 in Barisal Zone; 565 in Mymensingh Zone; 820 in Chittagong South Zone; 985 in Chittagong North Zone and finally, Corporate branch has planned to issue 1500 Khidmah credit cards in 2017.

Dhaka East Zone has planned to issue 200 Travel cards in 2017; 750 Travel cards in Dhaka Central Zone; 100 in Dhaka South Zone; 200 in Dhaka North Zone; 50 in Bogra Zone; 100 in Khulna Zone; 50 in Comilla Zone; 100 in Sylhet Zone; 200 in Rajshahi Zone; 50 in Barisal Zone; 50 in Mymensingh Zone; 50 in Chittagong South Zone; 150 in Chittagong North Zone and finally, Corporate branch has a target to issue 300 Travel cards in 2017.

M-Cash is another ADC product of IBBL. Dhaka East Zone has planned to register 188000 M-Cash accounts in 2017; 108000 M-Cash accounts in Dhaka Central Zone; 1128500 in Dhaka South Zone; 147500 in Dhaka North Zone; 140000 in Bogra Zone; 158000 in Khulna Zone; 166000 in Comilla Zone; 143500 in Sylhet Zone; 144500 in Rajshahi Zone; 135000 in Barisal Zone; 144500 in Mymensingh Zone; 148500 in Chittagong South Zone; 133500 in Chittagong North Zone and finally, Corporate branch has a target to register 100500 M-Cash accounts in 2017.

7. RISKS AND CHALLENGES OF ADC PRODUCTS IN BANGLADESH

Certain negative practices of e-banking are committed by internet criminals and fraudsters due to the ignorance of both bankers and customers (Harris & Spencer, 2002). Commercial banks in Bangladesh still far behind to avail the maximum opportunities of e-banking and do a little bit to the safeguard of its customers from criminal attacks. So security concern is one of the major obstacles in electronic banking (Feinman et al., 1999; Financial Service, 2001). Cyber security, IP protection, and real time payments will likely top the risk and regulatory agenda for payments (Rahman, 2017). Another challenges of e-banking are the quality of delivery service, delivery speed, and delivery reliability (Furst et al., 2000). In Bangladesh, internet Bandwidth and speed are still slow and comparatively expensive, especially in the rural areas (Rahman, 2016). That's why the quality of alternative delivery service is comparatively poor in Bangladesh. The growth of alternative delivery services in Bangladesh is getting challenging because the regulator also becomes a player in the payment ecosystem (Varma, 2016).

The challenges of IBBL in case of Alternative Delivery Channels are expanding the diffusion rate of ADC products all over the country, acquainting the customers with the benefits and services of ADC products, mitigating the risk relating to the usage of ADC products. Looking at the global and local research, IBBL is well posed to deal with those related to technology. IBBL's existing programs and planned activities for 2017 are aligned with the challenges ahead. As those research shows, regulatory compliance, IT governance will be the key issue in 2017. In terms of governance and cyber security, IBBL has built a team of highly trained professionals including CISA, SMC, Primce2, ITIL, CISM (Rahman, 2017).

8. BENEFITS AND PROSPECTS OF ADC PRODUCTS IN BANGLADESH

Benefits

Convenient transactions, minimum transactions cost, staying connected to the customers at any place, faster delivery of information from to customers and financial service providers, innovative products or service at minimum fees, and minimizing queue problems are the major benefits and services and clients can enjoy these services through using different ADC products (Gonzalez et al., 2008; Brodie et al., 2007; Beer, 2006; Cooper, 1997). Alternative delivery services offer a perfect opportunity to the financial service providers for minimizing costs (Luštsik, 2004), and cost minimization increases company profit.

Prospects

There are 67.245 million internet users, 129.584 million mobile phone subscribers, 10+ millions active in social media in Bangladesh (Rahman, 2017; BTRC, 2017). Eight million which is less than 10 percent of the adults can transact electronically today in Bangladesh. In addition to this, less than one percent of daily purchase happens electronically in Bangladesh, and average 16 percent of daily purchase happens globally (Varma, 2016). So, it can be said that there is huge opportunity in Bangladesh to adopt and diffuse IT based banking because the usage level of computer, smart phone, internet, social networks has been increasing every year (Amin, 2017).

9. CONCLUSIONS

Bangladesh has brought about huge revolutionary changes in the usage of Information and Communication Technology tools and techniques as Computer, Tablet PC, Smart Phone, Internet services, and accessories, as well as Social Networks. So, banking institutions in Bangladesh have huge opportunity to introduce alternative delivery channels though some foreign and private commercial banks like Islami Bank Bangladesh Limited (IBBL) have already introduced some ADC products. To ensure network speed and quality, control money laundering, and terrorist financing are the major challenges of IT based banking. In this case, compliance of ICT rules and regulation enforced by Bangladesh Bank, central bank of Bangladesh, can help the banks to confront these challenges successfully. The government should also take steps to increase internet bandwidth, and opinion from banks before introducing regulations. The findings of this study will be helpful for different concerned stakeholders as government, foreign commercial banks, private commercial banks, and state-owned commercial banks, ICT policy makers, banking policy makers, academicians, researchers, and students . This study will also contribute to the existing literature reviews on electronic and automated banking system.

10. RECOMMENDATIONS

As everything has its dark side, IBBL cannot go avoiding this. The following suggestions can be addressed to the banking institutions in Bangladesh, especially IBBL. These suggestions may help them to increase the usage level of ADC products and face the related risks and challenges successfully:

To Introduce Separate IT Desk in All Branches: If any branch has no separate IT desk, the tasks related to IT are distributed among the officers creating problems to concentrate on their specialized tasks. So, every branch should have separate IT desk.

To Set ADC Target: Every branch should make a plan for ADC products half yearly or yearly because this will drive the banks to work hard on it and manage to increase the registration and transaction volumes of ADC products.

To Diffuse the ADC Products Equally All across the Country: Though many banks in Bangladesh like IBBL has already introduced various ADC products but these are not polarized. The urban people are enjoying these benefits and services more than sub-urban and rural people. So, the banks should expand the services of ADC products over sub-urban and rural areas as well.

To Arrange Customer Awareness Campaign: Different customer awareness programs as road show and rally should be arranged in most of the large cities to make them know about the features, services, and benefits of using ADC products.

To Arrange IT Related Training and Workshop: The local and corporate branches should arrange different IT related training and workshop programs for the employees so that they can know about the ways, benefits, challenges, and risks related to IT based banking.

Utilizing the Full Capacity of the ADC Products: IBBL has already introduced some ADC products as CBS, ATM, SMS banking, i-Banking, m-Cash, EFT, RTGS, and so on but still they are not managed to utilize the full capacity of all ADC products equally. The registration and transaction volumes of CBS and ATM are higher than others. So, they should concentrate on other ADC products.

To Ensure Continuous Flow of Network: Banks should be connected with various telecommunication networks as Grameen phone, Robi, Airtel, Teletalk, and so on and also get their premises well equipped with IT tools and techniques.

To Protect Money Laundering and Terrorist Financing: Firstly, banks should ensure full compliance of ICT related rules and regulations enforced by Bangladesh Bank. Then, they should limit the transaction amount for the clients. To some extent the banks should centralize the operations and form highly skilled and experienced IT risk management committee to minimize IT risks.

11. CALL FOR FUTURE RESEARCH

Only secondary data have been used to conduct this study, which is limited to only Islami Bank Bangladesh Limited. So, this study may expect other researchers to conduct empirical study on the ADC products of other banking institutions in Bangladesh.

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Appendix A: Abbreviations

ADC:	Alternative Delivery Channel
ATM:	Automated Teller Machine
BB:	Bangladesh Bank
CBS:	Core Banking System
E-Commerce:	Electronic Commerce
EFT:	Electronic Fund Transfer
I-Banking:	Internet Banking
IBBL:	Islami Bank Bangladesh Limited
IDM:	Islamic Deposit Machine
IP:	Internet Protocol
M-Cash:	Mobile Cash
NPSB:	National Payment Switch Bangladesh
POS:	Point of Sale
RTGS:	Real Time Gross Settlement
SMS:	Short Message Service

Appendix B: List of Tables**Table 1***Transaction Volume of ADC Products of IBBL in 2015 and 2016.*

ADC products	No. of transaction(in million)	
	2015	2016
CBS	371.36	389.93
ATM	17.63	22.35
i-Banking	1.92	2.75
e-Commerce	0.001898	0.00539
m-Cash	2.01	2.40
EFT	1.85	2.08
RTGS	Nil	0.055

Source : The Business Development Conference (IBBL), 2017, p.93

Table 2*SMS Banking Performance Comparison of IBBL from 31.01.2013 to 02.02.2017*

S	Name of Zone	Registration	Transaction
L		volume	volume
1	Head Office	50,983	231,132
2	Dhaka Central Zone	169,469	527,732
3	Dhaka South Zone	297,921	844,542
4	Dhaka North Zone	337,958	511,645
5	Rangpur Zone	167,119	219,785
6	Bogra Zone	198,410	220,897
7	Khulna Zone	448,117	361,999
8	Comilla Zone	289,871	298,173
9	Sylhet Zone	180,501	170,786
10	Rajshahi Zone	206,648	194,825
11	Barisal Zone	217,557	205,776
12	Mymensingh Zone	160,016	219,062
13	Chittagong South Zone	290,282	365,379
14	Chittagong North Zone	200,649	352,557
15	Noakhali Zone	318,995	278,161
	Total:	3,534,496	5,002,451

Source : Islami Bank Bangladesh Limited. Banking MIS Report, 2017.

Table 3*I-Banking Performance Comparison of IBBL from 31.01.2013 to 02.02.2017.*

SL	Name of Zone	Registration volume	Transaction volume
1	Head Office	12,076	1002593
2	Dhaka Central Zone	29,232	1014959
3	Dhaka South Zone	10,356	357701
4	Dhaka North Zone	23,957	718885
5	Rangpur Zone	6,330	201349
6	Bogra Zone	4,432	190313
7	Khulna Zone	12,784	429916
8	Comilla Zone	6,427	312233
9	Sylhet Zone	9,500	245848
10	Rajshahi Zone	15,646	365776
11	Barisal Zone	5,261	193023
12	Mymensingh Zone	5,188	202132
13	Chittagong South Zone	12,940	428898
14	Chittagong North Zone	8,900	249633
15	Noakhali Zone	10,524	360119
16	Corporate Branch	19,272	684774
Total:		192,825	69,58,152

Source : Islami Bank Bangladesh Limited. Banking MIS Report, 2017.

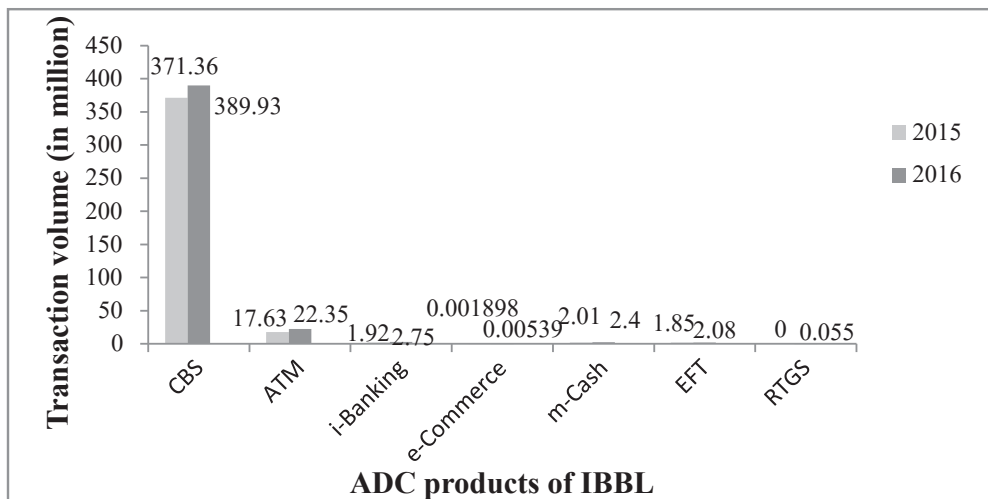
Table 4*ADC Target of IBBL for 2017 (No. of Registered Account)*

SL	Zone name	ADC products of IBBL						
		ATM Card	I-Banking	SMS Banking	Hajj Card	Khidmah Credit Card	Travel Card	M- Cash
1	Dhaka East Zone	101122	181409	79064	1290	920	200	188000
2	Dhaka Central Zone	65269	150880	71001	2650	1935	750	108000
3	Dhaka South Zone	53218	106709	35718	1315	1020	100	128500
4	Dhaka North Zone	81657	185462	66269	2245	1755	200	147500
5	Bogra Zone	99299	146667	61608	1075	685	50	140000
6	Khulna Zone	107559	202377	69806	1200	770	100	158000
7	Comilla Zone	178384	276031	137142	1200	765	50	166000
8	Sylhet Zone	115951	172820	88679	1800	1215	100	143500
9	Rajshahi Zone	85085	151848	63949	1150	755	200	144500
10	Barisal Zone	78099	130244	65063	1045	645	50	135000
11	Mymensingh Zone	75817	122219	60144	925	565	50	144500
12	Chittagong South Zone	150475	212858	95955	1350	820	50	148500
13	Chittagong North Zone	110182	176362	78023	1485	985	150	133500
14	Corporate Branch	16860	45085	25253	1250	1500	300	100500

Source : The Business Development Conference (IBBL), 2017, pp.222-227

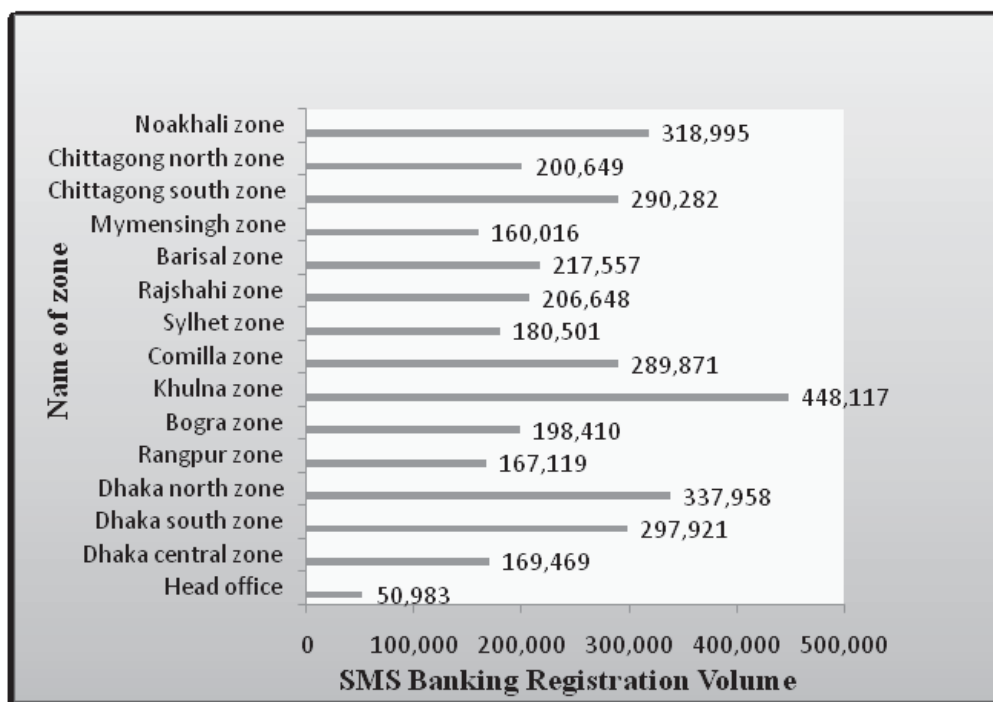
Appendix C: List of Figures

Figure 1: Trends of ADC Products of IBBL (in terms of transaction volume)



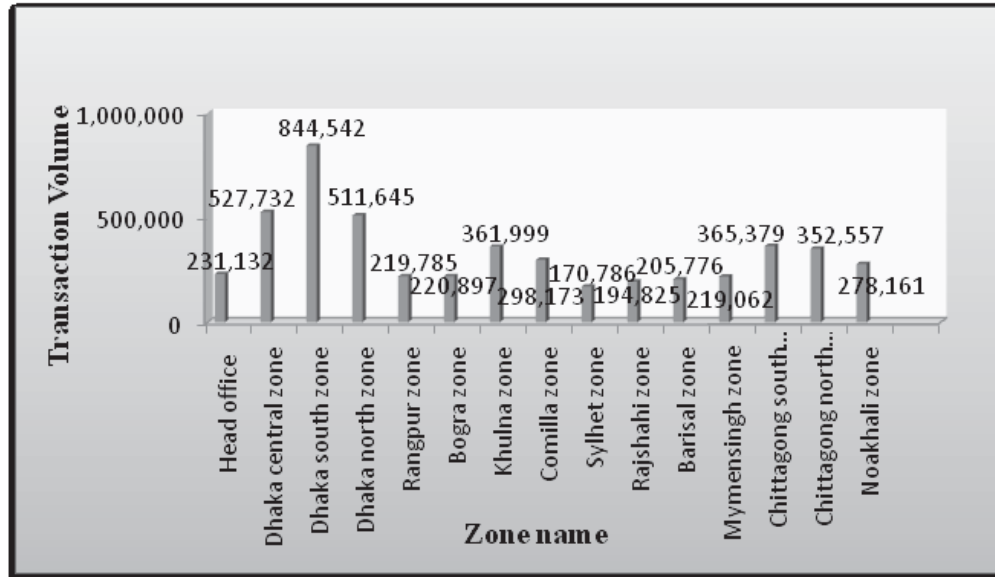
Source : The Business Development Conference (IBBL), 2017, p.93

Figure 2: Zonal Position for SMS Banking Performance (No. of Registration) of IBBL



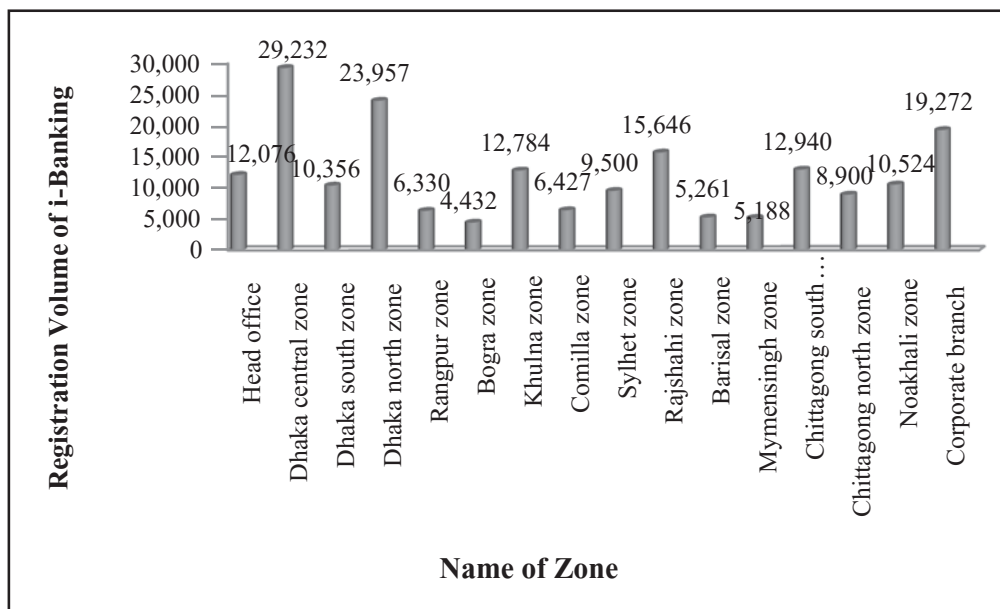
Source : Islami Bank Bangladesh Limited. Banking MIS Report, 2017.

Figure 3: Zonal Position for SMS Banking Performance (No. of Transaction) of IBBL



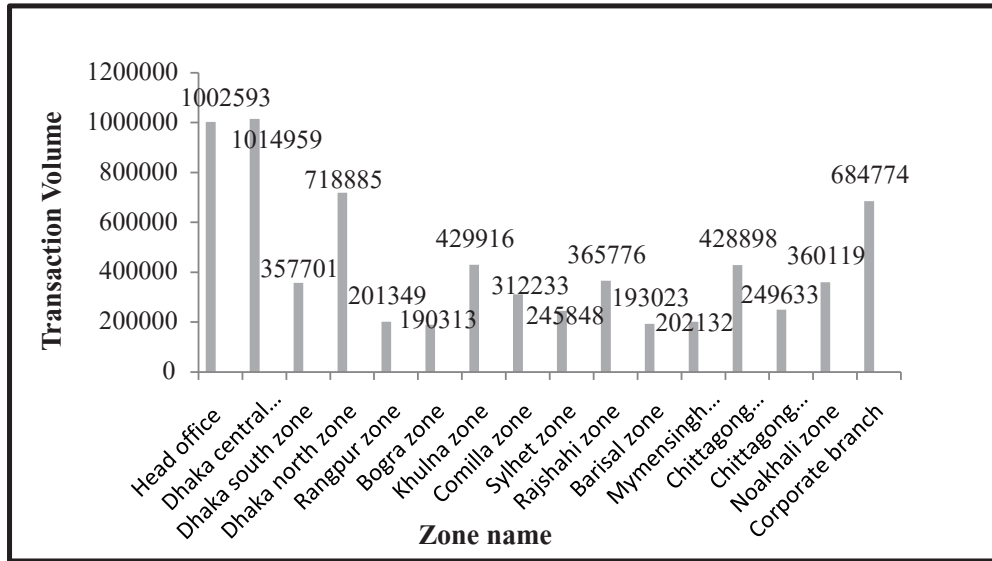
Source: Islami Bank Bangladesh Limited. Banking MIS Report, 2017.

Figure 4: Zonal Position for I-Banking Performance (No. of Registration) of IBBL



Source: Islami Bank Bangladesh Limited. Banking MIS Report, 2017.

Figure 5: Zonal Position for I-banking Performance (No. of Transaction) of IBBL



Source : Islami Bank Bangladesh Limited. Banking MIS Report, 2017

