

Czech University of Life Science Prague

Faculty of Economics and Management

European Agrarian Diplomacy

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Optimization of money transfer through Western Union and evaluation of internal communication at Ecobank

Diploma thesis

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CZECH UNIVERSITY OF LIFE SCIENCES PRAGUE

Faculty of Economics and Management

DIPLOMA THESIS ASSIGNMENT

Bc. Koboyo Dolike, BSc

European Agrarian Diplomacy

Thesis title

Optimization of money transfer through western Union and evaluation of internal communication at Ecobank

Objectives of thesis

To evaluate the financial performance of Ecobank and find out if it is suitable to host the western union.
To assess its strength and weakness and identify it performed best while comparing its activities of western Union to money gram system.

To make the comparison with other transfer tools in order to assess its efficiency in the banking industry.

Methodology

According to the methodology, both quantitative and qualitative research will be used for this master thesis.

The paper will use primary data such as questionnaires, interviews and observations made at the 2 months' internship at the Ecobank headquarters.

The secondary data will be the data sources taken from the Ecobank headquarter and the western union division.

The methodology will also include use profitability and credit performance.

The proposed extent of the thesis

60 – 80 pages

Keywords

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Declaration

I declare that I have worked on my Diploma thesis titled “Optimization of money transfer through western Union and evaluation of internal communication at Ecobank“by myself and I used only the sources mentioned at the end of the thesis.

In Prague

.....

KOBOYO DOLIKE

Signature

Acknowledgment

This thesis has been written at the division of European Agrarian Diplomacy department at the Czech University of Life's Sciences in Prague during the spring of 2016. The period in which this thesis has been conducted is 10 months within which I have gained knowledge on project development. I additionally gained deeper knowledge on how to conduct a thesis on my own.

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Abstract

Ecobank or Ecobank Transnational Incorporated (ETI) is a bank founded in Togo in 1985 and is present in 36 countries in West, Central and Eastern Africa. It has 20,331 employees and 11 million customers. Qatar National Bank and Nedbank are shareholders of Ecobank.

Ecobank is listed on the stock exchanges of Abidjan, Lagos and Accra. It is the second largest bank in Africa, behind the South African bank Standard Bank.

In 1985, Ecobank was founded in Togo. In 1989, Ecobank established itself in Ivory Coast and Nigeria and in 1990 in Benin and Ghana.

In 1995, Ecobank signed its first agreements with the Western Union group. In 1997, Ecobank established itself in Burkina Faso, then in 1998 in Mali. In 1999, it moved to Guinea, Liberia, Niger and Senegal.

Ecobank is organized around three main poles:

- Bank of the Company
- Domestic Banking
- Banking division (Investment banking)

Western Union (WU) is a US-based payment company specializing in international money transfers for individuals and businesses. WU operates in more than 200 countries through a network of 500,000 physical agencies, 100,000 kiosks & ATMs and over the Internet. It transferred more than \$ 150 billion in 2015, representing close to 31 transactions per second. Its headquarters is located in Englewood near Denver, Colorado.

The topic chosen to be develop has been realized after two months of internship at the Western Union department of Ecobank Togo.

This thesis is structured in four parts. The first part will be focused on the introduction and objectives, methodology and research questions. The second part will be on the theoretical part who will include the communication within the company. The third part will have the

main work that is the optimization of the money transfer at the Bank. Then the last part will include findings, problems in the company, some proposals and a conclusion.

Keywords: Western Union, Ecobank FCFA, SWIFT, UEMOA, CEMAC, TAF, ECOWAS, ETG, BCEAO

Abstrakt

Ecobank nebo Ecobank Transnational Incorporated (ETI) tvořící akciovou společnost je banka, která byla založena v Togu v roce 1985 a vyskytuje se ve 36 zemích v západní, střední a východní Africe. Banka má 20,331 zaměstnanců a 11 milionů zákazníků. Qatar National Bank a Nedbank jsou akcionáři Ecobank.

Ecobank je uvedena na burzách v Abidžanu, Lagosu a Akkře. Je to po jihoafrické bance Standard Bank druhá největší banka v Africe.

V roce 1985 byla Ecobank založena v Togu. V roce 1989 byla Ecobank založena v Pobřeží slonoviny a Nigérii a v roce 1990 v Beninu a Ghaně.

V roce 1995 podepsala Ecobank svou první dohodu s Western Union. V roce 1997 byla Ecobank založena v Burkině Faso, následně pak v roce 1998 v Mali. V roce 1999 se etablovala do Guinei, Libérie, Nigeru a Senegalu.

Ekobanka je orientována do tří hlavních směrů:

- firemní bankovníctví,
- domácí bankovníctví,
- investiční bankovníctví.

Western Union (WU) je platební společnost se sídlem v USA specializující se na mezinárodní převody peněz pro jednotlivce i podniky. WU působí ve více než 200 zemích prostřednictvím sítě 500.000 fyzických agentur, 100,000 kiosků & bankomatů a přes internet. V roce 2015 převedl více než 150 miliard dolarů, což představuje téměř 31 transakcí za sekundu. Její sídlo se nachází ve městě Englewood blízko Denveru v Coloradu.

Pro zpracování zvoleného tématu byla zrealizována dvouměsíční stáž na oddělení Western Union Ekobanky v Togu.

Tato práce je rozdělena do čtyř částí. První část bude zaměřena na úvod a cíle, metodiku a výzkumné otázky. Druhá část bude teoretická, zahrnující komunikaci uvnitř firmy. Třetí část

bude hlavní částí práce, kterou je optimalizace převodu peněz v bance. Poslední část bude zahrnovat zjištění problémů ve společnosti, konkrétní návrhy řešení a závěr.

Klíčová slova: Western Union FCFA, SWIFT, UEMOA, CEMAC, TAF, ECOWAS, ETG, BCEAO

**Optimization of money transfer through Western Union and
evaluation of internal communication at Ecobank**

**Optimalizace převodu peněz prostřednictvím Western Union a
zhodnocení interní komunikace v Ecobank**

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List of Abbreviations

SWIFT	Society for World Interbank Financial Telecommunication
FAT	Financial Activities Tax
UEMOA	West African Economic and Monetary Union
FCFA	West African CFA francs
CEMAC	Economic and Monetary Community of Central Africa
GA	General Assembly
ECOWAS	Economic Community of West African States
NGO	Non-governmental organization
HR	Human Resources department
ETG	Ecobank Togo
ETI	Ecobank Transnational Incorporated
ATM	Automated banking machine
SMEs	Small and medium sized enterprises
SMIs	Small and medium sized industries
TGIF	Thank God in Friday
TVT	Togolese national tv
UTB	Union of Togolese Bank
UNICEF	United Nation children's fund
TD	Term deposit
BTCI	Togolese bank of industries and business

BRS	Regional bank of solidarity
CAD	Credit Administration
BCEAO	Central Bank of West African states
AVD	Direct Sales agent
BCC	Bank Credit committee

1 INTRODUCTION

The globalization of the economy enables the population wherever they live to expand the scope of its activities.

Besides this enlargement, we also observed human movements in search of wellbeing, or for other reasons, from one area to another. The need to transfer funds to facilitate its operations is created. Banks being financial intermediaries are required to create for this purpose a new product that meets the need of customers.

Thereby new technologies and communication information will enable the banks to put themselves in network and operate among themselves as funds transfer purposes.

Western union product will be the most marketed transfer product by banks.

Even with the development of electronic that favorize the rising of new products like the Visa card, Western Union remains currently the most consumed product by the bank customer.

The question always ask is if all banks are able to optimize results from Western Union?

Our internship at Ecobank Togo will help us to focus on this issue of optimization of money transfer results by Western Union.

Thereby during the internship. We realized that clients come to find out about conditions of money transfer and give up on using this product. This client lost becoming periodic; we tried to find out about the percentage of clients lost. Unfortunately, we did not have access to this information, because it was classified confidential by the bank.

Nevertheless, taking into account the period of the internship (2 month) at Ecobank TOGO we were able to register in our own a sum of 60 customers that gave up using western union to send money abroad. These rose our close attention in the choice of the topic **“Optimization of money transfer through western Union and evaluation of internal communication at Ecobank”**.

2 Objectives and Methodology

2.1 Research questions

- How to optimize the profitability of all services offered to customers.
- What kind of communication is suitable for human resource management in the case of Ecobank?

2.2 Objectives

To evaluate the financial performance of Ecobank and find out if it is suitable to host the western union. To access its strength and weakness and identify its performed best while comparing its activities of Western Union to Money gram system.

To make comparison with other transfer tools in order to access its efficiency in the banking industry.

2.3 Methodology

According to the methodology, both quantitative and qualitative research will be used for this master thesis.

The paper will use primary data such as questionnaires, interviews and observations made at the 2 months' internship at the Ecobank headquarters.

The secondary data will be the data sources taken from the Ecobank headquarter and the western union division

The methodology will also include use profitability and credit performance.

3 THEORITICAL PART

3.1 Ecobank Togo

3.1.1 Generality

This part focuses on the history, the legal status, products and services of the bank.

3.1.1.1 Genesis

Ecobank is the first leading bank in Africa with its presence in 30 African countries. Its establishment goes back in the early 80's when the association of commercial chamber of West African initiated the project of creation of a regional bank for private sector in West Africa. This bring to the establishment of eco promotion (agencies in charge of promoting Ecobank branches) In August 1984. (Ecobank, 2016)

In 1985, Ecobank Transnational Incorporated (ETI) was created with the agreement of members of ECOWAS. Thousand two hundred (1200) shareholders from 14 countries applied to its capital. ETI was created with an authorize capital of 100 million of us dollars. The released capital of thirty-two (32) million of us dollar was mobilize from physical entities and institutions all around West Africa. The most important shareholder is the development and compensation cooperation funds of ECOWAS. Its involvement relate how important is Ecobank as organization of regional integration and development (Ecobank, 2016)

A technical assistance agreement was signed with **CITI BANK** until 1980. Assistance from which the bank provided technics for the implementation of running procedure to Ecobank group. The first branch was created in March 1988 in Togo. Today beside the headquarter that is made from holdings, Ecobank group is the first bank operating in 32 countries in Africa.

3.1.1.2 Legal entity and organizational structure

Ecobank is an anonymous company based on Togolese law. It is also a branch of ECOBANK Transnational Incorporated (ETI). It started its activities with a social capital of 750 million of

CFA. Its headquarter is based in Lomé. The managing bodies are the shareholders and the headquarter. The other departments that coordinate activities are:

- Board of directors
- Headquarter
- Human resources department
- Household bank department
- IT department
- Big companies' department
- Financial control department
- Audit and internal control department
- Financial department
- Risk management department
- Bank details department
- Cash and financial institutions department
- Juridical department

- Board of directors

Subject to statutory competences conferred on the general assembly, the Board of Directors is granted the broadest powers to act in all circumstances on behalf of the company. It appoints among its members a Chairman of Board of Directors. This one is responsible to chair the board of directors and general assemblies. (Ecobank, 2016)

- Headquarter

It is the governing body of the bank that ensures the achievement of goals set by shareholders. Someone chosen and confirmed by the Board ensures it. Its primary mission is

to define the general policy of the subsidiary, in synergy with the whole group (Ecobank, 2016)

- Human resources management

Very important department of the bank it deals with the administrative management of the staff, ensure the training and upgrading of staff, its promotion and the establishment of a good working environment within the bank. This department provides internal communication and staff recruitment. It also deals with internship training courses or also help students in writing their thesis (Ecobank, 2016).

- Financial and control department

It is the manager of the bank's funds as meaning that it authorizes the disbursements. The department manager signs issue voucher. It also deals with account transfers (checks transfer), operations between branches, the issuing and payment of bank checks, the settlement of invoices Notes. In short, it is the body responsible for the budget Drafting and relationships with tax authorities (Ecobank 2016).

- Audit and internal control department

His role involves the verification of the regularity of accounting records. As for the fund, he verifies the accuracy of the declared physical balance by the cashier opened the morning and closed in the evening on comparing the accounts recorded in the computer. It also ensures compliance with the standards of the procedure and the ethics in force within the group (Ecobank 2016).

- Bank details department

This department takes care of customers made up of:

- Small and medium sized enterprises
- Commercial establishments
- NGOS
- Individual customers

Its role is to establish a trusting relationship between the bank and its customers, trying to be closer to them. He deals with individuals in their various banking operations in the export and import and fundraising. It is also seen entrusts the western union services and manages the development and management of the branch network and quality (Ecobank 2016).

- Risk department

This department reduces possible risks incurred by the bank in the various transactions with third parties and staff. It covers services such as risk management, credit administration and collection. It uses information available from other departments, banks and the BCEAO where are centralized risk and payment incidents (Ecobank 2016).

The credit administration monitors compliance with the credit line granted to customers. The credit committee bank allows overtake on large amounts; it also takes into account guarantees and history of prior records signatories to take a credit decision on each request of the customer (Ecobank 2016).

- Cash and financial institutions department

This department of the bank is responsible for the assets of the bank, sets the daily exchange rates that it sends to other bank services. It manages the entire liquidity of the bank and process the investment in the short and medium term on world stock markets and the creation of accounts or term deposit in foreign currency (Ecobank 2016).

- IT department

As the name suggests, this department is responsible for various operations of the bank technology but also general services. It manages the various activities such as portfolio services, international trade, transfer, IT, reconciliation services (Ecobank 2016).

- Big companies' department

It is the department that handles records of large companies, international and regional organization of the public or private sector (PNUD, UNICEF, CARE INTERNATIONAL, Peace Corps, CEET, CEB, CICA-RE, Embassies and consulate) to facilitate and follow their various operations of credits, financing of public contracts, accounts check of foreign currency. (Ecobank, 2016).

- Juridical department

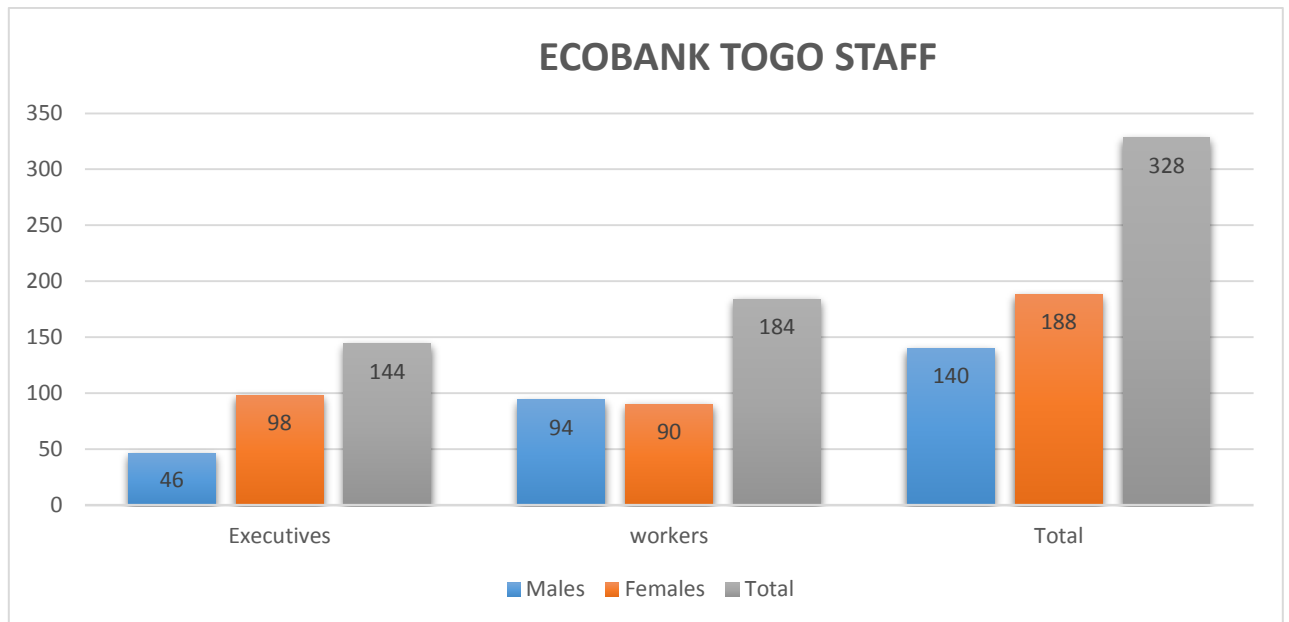
It is responsible for disputes settlement between the bank and its partners. It also serves as Legal Advisor in the files processing and secretariat to the Board of directors. (Ecobank, 2016).

Table 1: Ecobank Togo staff by gender and CSP (August 2016)

	Executives	workers	Total
Males	46	94	140
Females	98	90	188
Total	144	184	328

Source: Ecobank, Human resources, 2016

Figure1: Ecobank Togo staff by gender and CSP



Source: Ecobank, Human resources, 2016

3.1.1.3 Product and services

Ecobank has a particular focus on high quality of services diversified to customers that includes individuals, small and medium enterprises, big enterprises, local private companies, state companies, Ngo's, multinational companies. The product range is relatively significant, about fourteen products, which are:

Current account, savings account, money transfer, international business, structured funding, loans and overdrafts, Western union, term deposit, payment and collection, Internet banking, Mobil and Sms banking, quick transfer.

3.2 Communication at Ecobank

Communicating for a company consists in implementing resources and take action to get in touch with his or her own environment in order to become known, or to strengthen its image or disseminate training. Like any company, Ecobank communicate in several ways that we will see in the following lines

3.2.1 Institutional communication

Under this section we have includes everything that adds value to the company's image. These are "the name, the logo, the rating". It also adds the public relations and media relations, sponsorship and patronage, fairs and exhibitions.

3.2.1.1 Definition and objectives

3.2.1.1.1 Definition

Institutional communication is all the actions of communication that aim to promote and maintain the image of the company or organization regarding its customers and even its competitor. Corporate communication is a parade to continue to sell despite the exasperation linked to the advertising situation. It allows the company to talk about itself even by the actions it leads. In the glossary of companies' communication, can be defined as "an art that expresses the social of the firm and its contribution to the general interest".. (Auvinet, 1991)

3.2.1.1.2 Objectives and targets

Corporate or institutional communication is mainly addressed to the company or institution partners (employees, suppliers, unions, citizens). Defined as such it has to target two categories of public such as: an internal audience consisting of employees, union

representatives, personnel delegates, corporate committee, and external public that constitute the leader's opinion, consumer groups, students, public finances, journalists and local elected officials.

The aim of corporate communication is to develop the awareness and citizen image of the company. Moreover, to make this happen, Ecobank undertakes several activities, she participates in national and international fairs to give more visibility compared to its customers.

3.2.2.3 Methods of identification

It is the others: the name, the logo, the signalization, the slogan, design and colors. However, it should be noted that Ecobank does not have a particular design

3.2.2.1 Name

This is the appellation of the company. It was chosen when given a name to this company became an option: a bank in the economic environment of Africa. The trade name is the first component of the visual identity and the first attribute of the legal personality of the company. For this company, the name is simply Ecobank and each subsidiary takes the same name followed by the country that houses it. Ecobank trade name is written in white on blue azure

3.2.2.2 Logotype

Means to achieve the objectives of visual communication which according to **WESTPHALLEN**, "the logotype is central and essential tool for his image" and by those Corporate Communication, the logotype, commonly called "the logo" is the graphic representation of a trademark, its signature, it can be read or not. The logotype results from the composition of several items such as the company name, a specific graphics, an iconic symbol and a color system. Ecobank logo written in white background on a blue azure. The

name forming the logo is written in italic that is to say slightly leans to the right, expressing the dynamism and vision of Progress in the bright future of a new Africa.

That italic forms with the top of the letter "K" which goes back up on the letter "B" means that the network ECOBANK is a whole and wants to embrace his entire target in Africa. The letter "K" that extends also symbolizes the work of extension of the bank towards a bright future for his staff. **Alain Gouchet** said, "Its own logo summarizes the company." In addition, the horizontal green line that separates the logo and tagline represent discipline in the management of funds.

Figure 2 Ecobank logo



Source: Ecobank Togo, 2016

3.2.2.3 Signalization

We distinguish the internal and external rating

3.2.2.3.1 Internal signalization

From the headquarter of Ecobank Togo to the agencies and sites are installed a set of signals to be found within the business and identify different services and key employees. At Ecobank Togo, the plates are put on the door or on the wall of the agencies for this identification.

3.2.2.3.2 External signalization

In front of all agencies and Sites, there is a sign enabling them to be identified. Similarly, all Ecobank agents are distinguished by their dress uniforms and identification card bearing their name, photo and number (for Employers) and for internships, a card number. The buildings are painted with the bank's colors:

3.2.2.4 Color

The presence of colors in Corporate Communication is justified by the fact that the colors are essential for the company's image. For a company, they have a meaning and their combination expresses a message towards the public. At Ecobank, two colors are all decorative; it is white and azure blue. The logo of Ecobank is designed with a harmony of two colors.

- The blue is the expression of the dream. Ecobank want to make its customers dream .
- The white expresses the purity and clarity in the company's activities.

3.2.2.4 Slogan

The slogan is somehow an expression of the company's program. When one evokes the name of Ecobank, what immediately comes to mind is that it is a Pan-African bank, a bank for Africa, and it is the ultimate desire of the founders of this bank. Today, the leaders of this regional bank infuse it with new goal.

3.2.3 External public relations

These are the means by which the company is not only known, but also importantly, argues the potential of its staff. Ecobank Togo participates and undertakes several activities (Ecobank, 2016)

3.2.4 Marketing communication

Marketing communications is a legal communication to inform the customer or prospect of new products, provisions or guarantees may be of interest depending on their personal situation. This is the set of actions conducted to promote products or brands with consumers or people who influence them.

With the condition of the banking operation this communication becomes paramount and is carried by two main voices: Media means and the non-media (Ecobank, 2016)

- **Media means:** TVT, Radio Lomé, Radio Nostalgie, Radio Frequence1, Ecobank sit web (Ecobank, 2016)
- **Non media:** Sponsoring, Promotion, direct marketing (Ecobank, 2016)

3.2.5 Internal communication

Internal communication is defined as the set of actions for different categories of company staff. We worked on this part by sharing it in two parts. First, we talk about the different levels of communication.

Finally, we covered the means trough which communication is established within Ecobank

3.2.5.1 Level of communication

- **Downward communication:** It is directly linked to hierarchical relationships.
- **Upward communication:** Means by which the managers and all the staff make known their intentions to the executive management.

- **Lateral communication:** Communication among all the staff. Brings a good working environment to the company

3.2.5.2 Means of internal communication

- **Oral means:** Phone, Meetings
- **Writing means:** Memo, report, suggestion, intranet

3.3. Western Union product function

3.3.1 Western Union products

Ecobank Togo offers three western Union products on the market. They are:

- **WILLCALL:** This product allows an individual to send or receive money in few minutes at any Western Union agency in the world. It includes additional services (message question test, telephone notification etc.). The will call is the most consumed in Togo.
- **QUICKPAY:** Allows an individual to send a payment to a company for a fixed cost.
- **QUICK CASH:** Allows a company to send money to an individual (employees, clients). (Ecobank, 2016)

3.3.2 Benefits of Western Union products

Western Union is the world leader according to the advertising message in terms of money transfer thanks to certain assets that are:

- **SPEED:** Western Union is the fastest way to send money worldwide. The funds sent are available in a few minutes all over the world.
- **RELIABILITY:** Western Union transactions are secured and guaranteed to the beneficiary.
- **TRUST:** The millions of customers around the world trust Western Union.

- **CONVENIENCE:** Western Union has more than 410,000 branches worldwide in 200 countries. In Togo, the Ecobank network offers 23 agencies and several branches (Ecobank, 2016)

3.3.3 Western Union processing procedure

Western Union offers a money transfer service throughout the world and on a very huge network of more than 410000 agencies in 200 countries. These procedures summarize the steps taken to process Western Union transactions and the steps to be taken to meet Western Union's standards for money transfer.

There are two types of operation:

- Transfer issued or sent
- Transfer Received

1. Transfer issued or sent

Western Union transfers can be sent to all countries of the world where there is at least one representative of Western Union.

- **Condition to pay**

To send money to a loved one, the people involved in the operation like must meet certain conditions:

- To remain within the limits fixed for the agency and according to the exchange regulations of the country.
- To have the exact information about the beneficiary and the sender (name, surname, address. Telephone).
- Ensure that the beneficiary has a valid identity document.
- Have the test question or secret message if necessary.
- To hold the principal amount plus fees and taxes .

▪ **Limit for sending Western Union**

- Sending to countries of the zone FCFA and France are limited to 1.500.000 FCFA per day and per person.
- Sending to the countries of the franc zone are limited to 500.000 FCFA without justification and to 1.000.000 FCFA on justification (special authorization of transfer of the Ministry of the Economy and Finance or other documents of justification)
- When sending, the **TRANSLANK** system requests the information from the identity document of the sender, the operation must fill these fields directly and for amounts above 1000 USD (an equivalent of 450.000 XOF), and it must attach a copy from the identity document to the sending receipt.
- A maximum limit of daily consignments is fixed for each agency often has 5.000.000 FCFA. This limit can be revised upwards depending on the volume of activity of the site.

▪ **Sending procedure**

The steps for the processing of remittances by Western Union are as follows

- Welcome the client who crosses the door of the agency
- Accurately transcribe information received from the client
- Verify if the customer has paid the total amount of the transfer (principal plus costs and tax) before the validation of the operation.

Western Union Commissions shall be paid only on the item; the receiver shall be exempt from costs.

- Respect the tariff of the Western Union commissions.
- Respect the limits of sends Western Union fixed for the agency.
- Verify the transfer information with the clients (amount, destination, name of the beneficiary, name of the sender).
- Ask the customer to communicate the **MTCN** (Money Transfer Control Number) number to the beneficiary.
- Deliver the receipt stamp of the sending to the customer and thank him / her.

After the validation of the transaction, no modification can be made in the system, except upon intervention of the customer service center, which contacts one of the regional offices of Western Union (**EROC-Brussels** or other **XOSTARICA, SYDNEY, DUBAI, USA** etc.)

To facilitate the withdrawal of the funds, the Western Union operator may direct the customer (sender) to the withdrawal sites closest to the beneficiary's home.

- **Refund or cancellation of a sending**

The cancellation of a sending can only be done through the local customer service center of the network. To do this:

- The sender must prove that he is the authorizing officer of the sending by providing the receipt Western Union given by the agency and a valid piece of identity.
- Then the customer fills in a receipt slip just as if he had received a Western Union transfer

- **The customer service center contacts the regional office**

Western Union request a refund of funds (usually a refund of the principal amount sent).

- The operator can now pay into the system after ensuring that the sender has become the beneficiary following the CSC Western Union.

He then proceeds to the refund of funds to the sender (principal amount sent).

▪ **Western Union Payment Terms**

The "Payment" function with no ID is valid only for transfers of less than **1000 USD** (equivalent in XOF).

For any amount over **USD 1000**, a copy of the beneficiary's ID must be attached to the payment slip.

The payment out limit is fixed at **2.000.000 CFA** francs per transaction for any operation of Western Union ETG

Any transaction exceeding 2.000.000 FCFA must be submitted to the direct hierarchical authority for approval. This one must ensure of:

- The authenticity and validity of the document of identity provided.
- The conformity between the names and surnames appearing on the piece of identity and those appearing on the transfer.
- Obtain information about the beneficiary's activity and the purpose of the transfer in a cordial interview.
- A copy of the beneficiary's identity document must be attached to the payment slip.

In case that the operator or person in charge has any doubts about a given transaction or the beneficiary, the transaction may be confirmed by the Western Union regional office by the customer service center.

In all cases, there is no limit for payments of transfers, except on opposition or blocking in the system by Western Union or other particular problems related to the processing of the transaction.

3.4 Optimization of money transfer

Western Union endeavors to carry out marketing activities in order to increase its market share and to retain its customers. It therefore conducts promotional activities in order to reward its loyal customers while attracting potential customers. (Ecobank, 2016)

Contractually, Western Union International asks its agents to invest a certain percentage (usually 10 percent) of the revenue generated by the Western Union product in marketing actions. These actions can be divided into two groups: joint actions and specific actions. (Ecobank, 2016)

3.4.1 Joint actions

At the beginning of each year, all Western Union agents in the country gather to set up a marketing plan to be implemented during the year. This is therefore a common action because it involves all agents. (Ecobank, 2016)

For the actions defined, each agent contributes financially according to his share of the market. During the year 2016, the year of our internship at Ecobank's Western Union department, these following joint actions were carried out:

- Cadet Football Championship
- Saga Western Union
- Back to school
- Views
- Humanitarian action
- Year-end action

3.4.2 Specific actions

Beyond each common action, each agent has the possibility to initiate specific actions or own action network. This is an action entirely supported by the agent who initiated them. Among these actions, we can mention:

- Event sponsorship (sporting, cultural, educational)
- Gadget production (wallets, t-shirts, key holder, pens, etc.)
- The promotion action at the end of periods where no joint action is foreseen, for example period of Easter (Christians), Ramadan (Muslims), Tabaski (Muslims).

4 PRACTICAL PART

4.1 Study of internal communication

4.1.1 Target

Ecobank Togo counts among its members a population of 296 employees. Our reference unit regarding this study is composed of all staff of Ecobank.

4.1.2 Sample

We selected a sample of 40 workers, including 20 managers and 20 non-executives. This choice to question the two categories of workers is justified by the fact that we wish to have various testimonials, much wider and which reflect the whole reality of the internal life of the company.

4.1.3 Survey

We conducted a self-administration. The questionnaires are distributed to agents with respect to compliance with quotas compared to executives and non-executives. The questionnaire is made up of 15 questions.

4.1.4 Counting

After completing the questionnaire form, surveys were sent back to us in anonym folders. Then we proceed to the counting whose results are given in the following lines.

4.1.5 Findings

Question 1

N	QUESTIONS	ANSWER	NUMBER	%
01	Are you sufficiently informed?	Yes	17	42.50
		No	20	50.00
		No answer	03	07.50
Total			40	100.00

Half of the surveyed believe they are not sufficiently informed, against 42.50% who think otherwise. It is clear that the information does not flow or circulates badly in the company.

Question 2

N	QUESTIONS	ANSWER	NUMBER	%
02	What do you think of internal communication?	Very good	05	12.50
		Good	17	42.50
		Fair	15	37.50
		Bad	03	
Total			40	100.00

Of all the 55% surveyed against 45%, appreciate the internal communication of Ecobank. This majority not being free, we conclude that internal communication is not yet what it should be.

Question 3

N	QUESTIONS	ANSWER	NUMBER	%
03	Do you keep working meetings with officials?	Regularly	30	75.00
		Rarely	10	25.00
		Not at all	00	00.00
Total			40	100.00

All agents say they hold working meetings with their leaders. 25% of these surveyed say they hold but rarely meeting.

Question 4

N	QUESTIONS	ANSWER	NUMBER	%
04	Do you feel free you to work with others?	Yes	05	12.50
		No	01	02.50
		No answer	34	85.00
Total			40	100.00

Almost all the surveyed (85%) do not wish to comment on the question. 17.50% answered yes and 02.50 say otherwise. This demonstrates that a lack of collaboration between agents.

Question 5

N	QUESTIONS	ANSWER	NUMBER	%
05	The social climate that reigns pleases you?	Yes	07	17.50
		No	05	12.50
		No answer	28	70.00
Total			40	100.00

70 % of surveyed are satisfied with the social environment at Ecobank, against .12.50% that says otherwise and 17.50% are undecided. A certain distrust prevails in the company.

Question 6

N	QUESTIONS	ANSWER	NUMBER	%
06	Are you satisfied with your working conditions?	Yes	11	27.50
		No	18	45.00
		No answer	11	27.50
Total			40	100.00

Nearly half of the surveyed 45% do not like their working condition. 27.50% are satisfied and 27.50% do not pronounce themselves. If we add those who are not satisfied and those who do not want to pronounce themselves, we realize that $\frac{3}{4}$ of the surveyed do not approve their working conditions.

Question: 7

N	QUESTIONS	ANSWER	NUMBER	%
07	Do you deserve better than this position?	Yes	11	27.50
		No	03	07.50
		No answer	26	65.00
Total			40	100.00

27.50% of the surveyed say they deserve their current position. 07.50% say otherwise. A high percentage wish to not comment on that. It appears that agents nourish suspicions among themselves. Alternatively, do not actually mastered what they do.

Question 8

N	QUESTIONS	ANSWER	NUMBER	%
08	Do you think your point of view is taken into account in the decision-making?	Yes	13	32.50
		No	12	30.00
		No answer	15	37.50
Total			40	100.00

37.50 % wishes not to comment on that. Half of those who pronounced themselves claim that their point of view is not taken into account in the decision-making. Work remains to be done so that agents understand the process of decision-making.

Question 9

N	QUESTIONS	ANSWER	NUMBER	%
09	How agents call themselves?	By tittle	00	00.00
		By surname	08	20.00
		By name	28	70.00
Total			40	100.00

70% of surveyed claim that Ecobank agents are called by their first name, 20% by name. Apart from these two, 7.50 affirm to uses three (name, surname, and tittle). In addition, 2.50% affirm that the name and surname should be used.

Question 10

N	QUESTIONS	ANSWER	NUMBER	%
10	Are you interested on colleague's events?	Yes	36	90.00
		No	03	07.50
		No answer	01	02.50
Total			40	100.00

90% of the surveyed say that they are interested in the different happy or unhappy events of colleagues, 7.50% say otherwise and 2.50% are undecided. This revealed that the company wants to take into account all dimensions of the human personality.

Question 11

N	QUESTIONS	ANSWER	NUMBER	%
11	Do you think the rumors flow in the company	Often	15	37.50
		Rarely	16	40.00
		No answer	09	22.50
Total			40	100.00

37.50% assert that rumors often circulate within the company, 40% say that rumors often circulate, 22.50% are undecided. This emphasize the lack of confidence and mistrust that prevail and can be fear of gossiping about Ecobank.

Question 12

N	QUESTIONS	ANSWER	NUMBER	%
12	Do agents get reward in the company?	Very often	11	27.50
		often	24	60.00
		Rarely	03	07.50
Total			38	95.00

27.50% said that agents are often rewarded .60% of agents say it is often done 7.50% say it is rarely done and 5% did not comment on that. The company tries to motivate its agents slightly.

Question 13

N	QUESTIONS	ANSWER	NUMBER	%
13	Do you know the assessment criteria for numeration?	Yes	07	17.50
		No	18	45.00
		Not enough	15	37.50
Total			40	100.00

17.50 % claim to know the assessment criteria for remuneration at Ecobank. 45% claim the opposite and 37.50 claim not to be sufficiently informed on these criteria. It lacks the training of agents on the criteria of this process

Question 14

N	QUESTIONS	ANSWER	NUMBER	%
14	Are you aware about the hiring process at Ecobank Togo?	Yes	20	50.00
		No	09	22.50
		Not enough	10	25.00
Total			39	97.50

50% claim to be informed about the hiring process at ETG. 22.50% claim the opposite, 25% claim not to be aware enough and 2.50% are not pronounced on this. We also notice that agents do not master this process.

Question 15

N	QUESTIONS	ANSWER	NUMBER	%
15	Do you share the project under which performance this year should exceed the previous year's one?	Yes	38	95.00
		No	02	05.00
Total			40	100.00

95% of ETG employees agree to be part of the 2017 project of the company, that they should have more benefits than the previous years against 5% who say the opposite. Agents are nevertheless aware that the company must work harder.

4.2.1 Optimization of money transfer

4.2.1 Accounting at the counter

Western Union sending and paying operations are counted directly by the operators at the ticket office.

In fact, at the end of the day the operator must print from Western Union Transfer software his transaction log, which is a summary state of all operations carried out during the day.

The total number of sending and payments made during the day on the basis of this information shall be entered as follows:

Table 2: Western Union sending operation

Account Number		Designation	Amount	
Debit	Credit		Debit	Credit
14110590		Cash (Amount + fees and taxes)	X Y Z	
	3792320003	Sending (Main + Fees)		X
	332153000	T.A.F		Y
	332152000	Taxes outside WAMU		Z
		Western Union sending of...		

Source: Ecobank, Financial department, 2016

Table3: Western Union payment operation

Account Number		Designation	Amount	
Debit	Credit		Debit	Credit
701721140741	7****14105*	Payment Funds Western payment of...	M	M

Source: Ecobank, Financial department, 2016

Example1:

At the end of the day of January 30, 2015, the balance of a cashier of the principal agency (AGP) is summarized as follows

Table4: Western union sending

Sending						Payment
Nominal	Fees	Total of sending	FAF	Taxes /com h.u	Total	Amount
4.070.837	195.164	4.266.001	19.308	4.294.825	4.294.825	3.115.648

Source: Ecobank, Financial department, 2016

Table5: Western Union example1 sending operation in FCFA

Account Number		Designation	Amount	
Debit	Credit		Debit	Credit
***14110590**		Cash (Amount + fees and taxes)	4.294.825	
	3792320003	Sending (Main + Fees)		4.266.001
	332153000	T.A.F		19.516
	332152000	Taxes outside WAMU		9308
		Western Union sending of 30/01/15 OP 440		

Source: Ecobank, Financial department, 2016

Table6: Western Union example1 payments operation in FCFA

Account Number		Designation	Amount	
Debit	Credit		Debit	Credit
**701721140741		Payment	3.115.648	
	7****14105*	funds		3.115.648
		Payment Western union of 30-01- 2015 OP440		

Source: Ecobank, Financial department, 2016

4.2.2 Western Union cover treatments

- **Daily settlement**

All agencies shall at the end of each day immediately proceed to the settlement of the accounts of sending and payments previously disbursed by the agency operator and set the balance on a single account at AGP. This settlement consists in the determination of the Western Union coverage of the agency.

Agency settlement = Σ Payment – Σ Sending

Thus at the end of each day, the accounts payment and sending western Union must present a balance of zero (0)

Table7: Daily settlement in all agencies (Sending)

Account Number		Designation	Amount	
Debit	Credit		Debit	Credit
379232003		Settlement sending	Z	
701721140741		Western Union coverage in XOF	X-Z	
	701721140742	Settlement payment		X
		Daily Settlement AGP of.....		

Source: Ecobank, Financial department, 2016

Table8: Daily settlement in all agencies (Payment)

Account Number		Designation	Amount	
Debit	Credit		Debit	Credit
379232003		Settlement sending	Z	
	701721140741	Western Union coverage in XOF		Z-X
	701721140742	Settlement payment		X
		Daily settlement AGP of		

Source: Ecobank, Financial department, 2016

Example2

At the main agency on 15 February 2015, the three cashiers made the following three amounts

Table9: Sending and Payment from different cashier

	Payment	Sending
Cashier1	23.890.562	17.658.100
Cashier2	13.205.003	9.235.496
Cashier3	7.493.795	3.985.123
Total	44.589.360	30.878.719

Source: Ecobank, Financial department, 2016

We noticed that the total payment of the agency is greater than the total sending.

Then the agency coverage $44.589.360 - 30.878.719 = 13.710.641$ FCFA

Table10: Coverage of the agency in FCFA

Account Number		Designation	Amount	
Debit	Credit		Debit	Credit
379232003		Settlement sending	30.878.719	
701721140741		Western Union coverage in XOF	13.710.641	
	701721140742	Settlement payment		44.589.360
		Daily settlement AGP of 15-02-2015		

Source: Ecobank, Financial department, 2016

- **Settlement of Western Union network**

The reconciliation of the network is carried out by the customer service center, which is located at the Ecobank agency and the sub-agents. For a given period, Western Union settle Ecobank Togo taking into account payments and sending made over the network during the period increased commissions received.

Settlement = Σ Payment – Σ sending + commissions

When the settlement is divided between the different components of the network (Ecobank Agency and Ecobank Agents). This distribution is made by the “**Voyageur**” software of Western Union, which makes it possible to extract for a given period the reconciliations of all the points of sale

The data extracted from the “**Voyageur**” make it possible to fulfill the following state of reconciliation.

Table11: State of Settlement

RGLT EBI France`	x		
		Ecobank agencies covering	A
Settlement under debtor agent		Settlement under creditor agent	
FUCEC		FUCEC	
COCEC		COCEC	
CECA		CECA	
WAGES		WAGES	
CEF		CEF	
ODYSEE VOYAGE		ODYSEE VOYAGE	
OLIZAIR VOYAGE		OLIZAIR VOYAGE	
SAFARI TRAVELS		SAFARI TRAVELS	
		Commissions Income	
		Ecobank agencies (acc 702926000)	
		Commission under agent(702926000)	
Total	z	Total	z

Source: Mr. Maxim Bidama, head of western Union department

Example

The state of the Union Ecobank western settlement for the period from June 23 to June 26, 2015 is summarized as follows: Settlement received is 74.234.811 FCFA

Table12: Settlement table for the period of 23 to 26 June 2015

RGLT EBI France`	74.234.811		
		Ecobank agencies covering	57.181.912
Settlement under debtor agent		Settlement under creditor agent	
FUCEC		FUCEC	11.329.478
COCEC		COCEC	3.958.145
CECA		CECA	3.310.741
WAGES		WAGES	888.965
CEF		CEF	2.966.450
ODYSEE VOYAGE		ODYSEE VOYAGE	
OLIZAIR VOYAGE	4.453.782	OLIZAIR VOYAGE	
SAFARI TRAVELS	4.892.589	SAFARI TRAVELS	524.893
		Commissions Income	
		Ecobank agencies (acc 702926000)	3.142.978
		Commission under agent(702926000	277.620
Total	83.581.182	Total	83.581.182

Source: Mr. Maxim Bidama, head of western Union department

- Settlement records in the agency

Table13: Western Union regulations to our EBI France account

Account Number		Designation	Amount	
Debit	Credit		Debit	Credit
Nostro account		EBI FRANCE (Settlement)	x	
Other charges WU		Levy amount on WU for Marketing	a	
Settlement account under agent		A/C under debtor agents	b	
	701721140741	WU COVER		C
	701702926000	WU Commissions(agents)		D
	7XX702926000	WU commissions (Agencies)		E
	Settlement account under agent	A/C under creditor agents		F
	332153000	Taxes on agents		G
	332152000	Taxes outside WAMU On agents		h

Source: Ecobank Togo, Western Union department

Example

According to the previous example, the necessary writing associated with this example is presented as follows

Table14: Example on Western Union Regulations to our EBI France account

Account Number		Designation	Amount	
Debit	Credit		Debit	Credit
Nostro account		EBI FRANCE (Settlement)	742343811	
Other charges WU		Levy amount on WU for Marketing		
Settlement account under agent		A/C under debtor agents	9346371	
	701721140741			57181912
	701702926000	WU COVER		277620
	7XX702926000	WU Commissions(agents)		3142978
		WU commissions (Agencies)		22978672
	Settlement account under agent	A/C under creditor agents		
	332153000			
		Taxes on agents		
	332152000			
		Taxes outside WAMU On agents		

Source: Ecobank Togo, Western Union department

However, there must be some insufficiencies in this transfer management. Our final chapter will address these shortcomings and provide suggestions for improving the quality of the service.

4.3 Findings

The major problems that undermine the effectiveness of western Union product current mechanism of sale are essentially the excessive pricing of transfers. The trend of the technical limits imposed and the effect induced by the tendency of competition on the product.

4.3.1 Excessive pricing

To complete our analysis, we tried to compare Western Union's transfer tariffs to Money Gram.

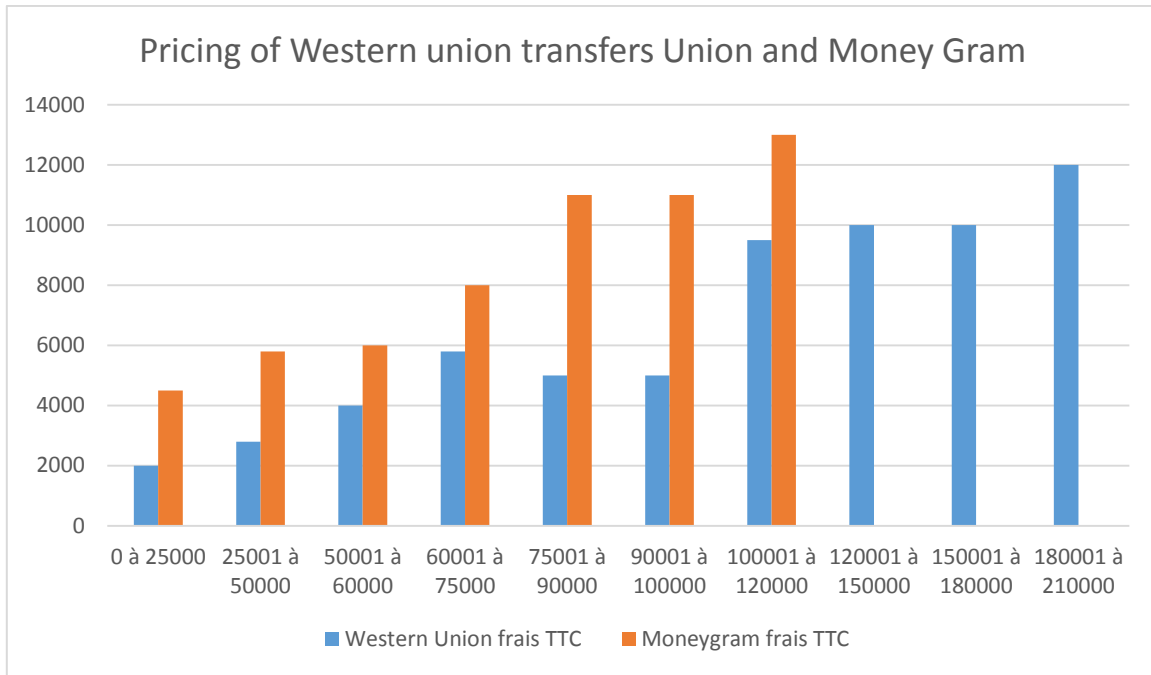
The following table shows this comparison

Table15: Western Union and Money gram tariff comparison in FCFA

Western Union		Money Gram	
Tariffs	Fees	Tariffs	Fees
0-25000	1650	0-30000	4400
25001-50000	2860	30001-60000	5500
50001-60000	3850	60001-90000	6600
60001-75000	5500	90001-120000	7975
75001-90000	5500	120001-150000	9350
90001-100000	5500	150001-180000	11000
100001-120000	9900	180001-210000	13200
120001-150000	10450		
150001-180000	10450		
180001-210000	12100		

Source: Ecobank, Financial department, 2016

Figure3: Western Union and Money gram Pricing



Source: Ecobank, Financial department, 2016

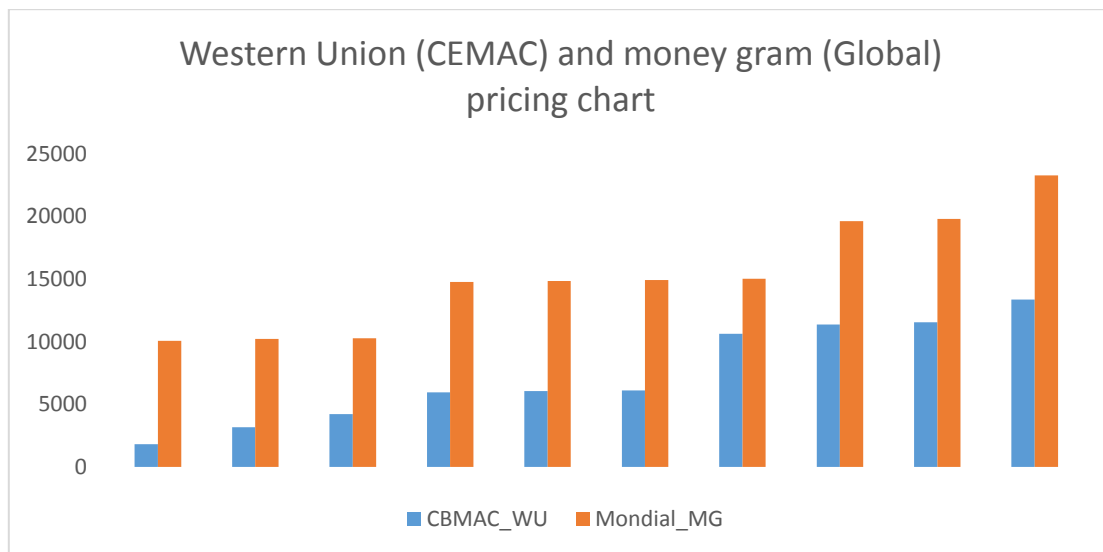
According to the table, we find that Western Union is cheaper than Money Gram for the same amount of shipment in the WAEMU zone. For a sending between 18000 and 21000, Western Union charges 10450 when Money gram receives 13200. There is then a difference of 2750 that Western Union uses to attract it customers.

Table16: Comparison of Western Union rates to Money gram

Western Union			Money Gram	
Sending	CEMAC	World	Sending	Fees
0-25000	1800	10050	0-30000	5775
25001-50000	3160	10200	30001-60000	6875
50001-60000	4210	10260	60001-90000	7975
60001-75000	5950	14750	90001-12000	9350
75001-90000	6040	14840	120001-150000	11000
90001-100000	6100	14900	150001-180000	13200
100001-120000	10620	15020	180001-210000	14300
120001-150000	11350	19600		
150001-180000	11530	19780		
180001-210000	13360	23260		

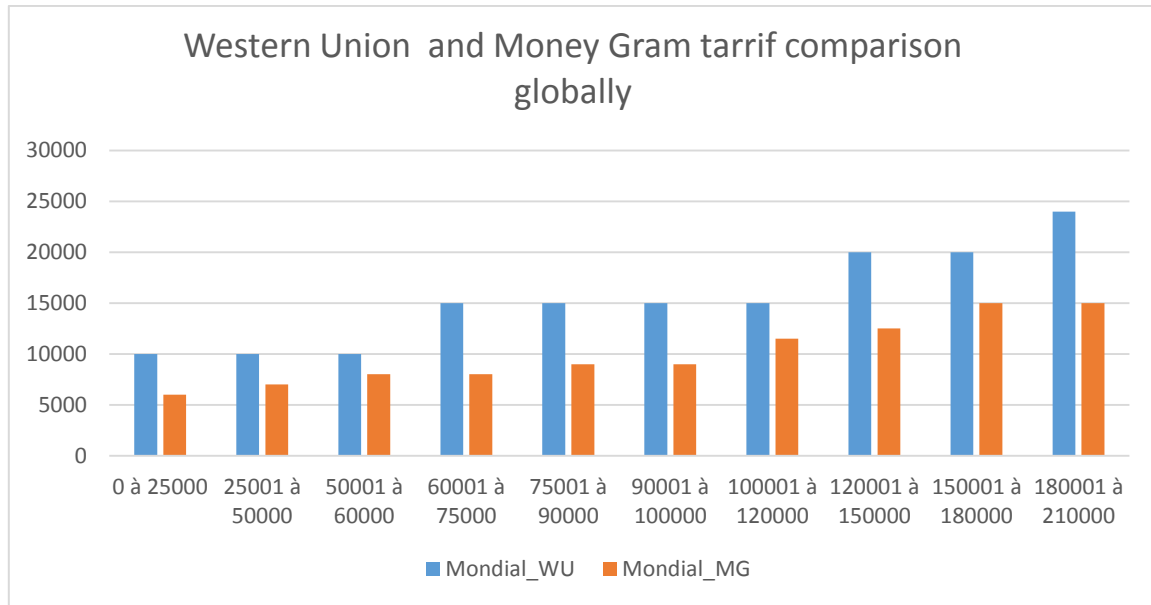
Source: Ecobank, Financial department, 2016

Figure4: Pricing chart between Western Union and money gram globally



Source: Ecobank, Financial department, 2016

Figure5: Tariff comparison between Money gram and Western Union globally



Source: Ecobank, Financial department, 2016

Globally, Money gram is cheaper except that Western Union is cheaper in CEMAC. It is worth noting that Money gram has included in the world CEMAC.

In short, for a worldwide transfer, Western Union is solicited when it is a CEMAC country. However, when you leave the CEMAC countries, Money gram is solicited.

5 GENERAL CONCLUSION

5.1 Limitations

5.1.1 Communication

Ecobank Togo is a bank, an anonymous company, a subsidiary of the Ecobank group. It has a strong reputation with a dynamic and young staff offering a diversity of products in a growing banking market. It involves a good organization of the staff however; the state of collaborative relationships, trust and the flow of information between the agents is not

encouraging. The facts reveal a certain tension in interpersonal discussions. Its communication is limited to operational information and visual audio tools are lacking, but it wants to achieve more efficiency

5.1.2 Western Union service

- Problem of ID card

According to western union procedures, a customer must present a valid identity document (national identity card, Togolese residence card, digital driver's license and passport) before making an operation. Throughout our internship, many clients have always had problems with cashiers because of the identity documents that they present. For them, any sending operation must be done without identity card and payment transactions with the aforementioned cards or other than that. What do our cashiers not accept and which are obliged to reject the operation. This has the effect of reducing the number of transactions carried out by the agency. Clients leave the agency stating that the operation is done elsewhere without this complication.

- Problems with competing products

Within Ecobank, some products compete with Western Union.

- Quick transfer
- Visa
- Calls for funds

Ecobank is also competing with other products marketed by other economic operators such as:

- Money gram
 - Money Express
 - Money Cash
- Customers' maximum limits of the sending amounts by western union.

- According to the WAEMU exchange rate regulations, western Union International limits its consignments to 1.500.000 per day and per person for the zone CFA. And 500,000 per day per person for the rest of the world. Customers consider that the amounts are too small, which sometimes explains the fact that some countries in the sub region have their maximum, largely above that of Togo (example of the Ivory Coast).

In order to achieve their objectives, customers are obliged to use other means to overcome these limits by sending the surplus under the name of another person who carries out the transfer on his behalf or uses other transfer products

- Other problems

The western Union department only has three wickets, two of which are operational. In case of absence of one of the cashiers, the permanence of the cash register is no longer assured. There will be only one open. This leads to a waiting line in the lobby and customer anger.

We also register complaints from clients about the complexity of the form to be filled in prior to cashing. They complain about being charged either for not providing correct information to their identity or for bad information to the destination of the transfer.

5.2 Proposal

5.2.1. Internal communication

Communication within the company must be coherent with the general policy of the company. Therefore, proposing a communication strategy includes a solution approach to the wrong diagnosis within the company for more efficiency. These solutions to be proposed are only the fruit of previous work.

- The CEO could regularly send a personalized letter to each employee as reasons. This letter will be a sign that the first responsible person cares about the lives of his collaborators. It is a sign of rapprochement between the Director General and his staff.
- Interpersonal communication deserves to be maintained. To do this, the periodic organization of training sessions would be useful for the development of active listening and the holding of constructive discussions.
- Conduct surveys and surveys from time to time to assess the social climate of the workforce and, at the same time, to identify the image that human resources have of the company. They will also measure the impact of the communication plan on agents.
- Proceed with a rotation of agents of the same service within the company. This will enable each employee to have a knowledge of the different services in order that the company continues to function normally even in the event of unavailability of one or other staff member.
- Ensure that hours of work are respected within the limit of 40 hours per week because almost all the workers come home late and are very dejected on payment of these hours. This will avoid employees' exhaustion and early old age. It will also allow employees to be more focused on what they are doing. The yield would also be improved at the same time. This method would humanize employees a little more.

5.2.2 Optimization of the transfer means

- Reviewing the WAMU and CEMAC tariffs to the rest of the world

To cope with its competitors (Money gram and Money Express), Western Union must adopt a new pricing policy by slightly reducing international sending costs. Because during our internship we noticed that, most customers seek to know before the operation, the sending costs. What they often find higher compared to competitors.

- Raise the quotas for daily sending

The western union system has put in place its own policy to overcome sending limits. For Ecobank, any transfer exceeding the authorized amount is automatically blocked by the system or the payment is denied using other means of transferring funds. It would be more advantageous for the western union to review the upward quotas. This can be done under the authorization of the central bank. This policy will allow partial retention of a number of clients.

- Open all three counters

In order to remedy the growing problems of queuing lines and to allow rapid service, it is desirable for Ecobank to proceed with the permanent opening of three wickets. This will undoubtedly increase the daily number of customers.

- Bring all the western union agencies to respect professional deontology

In order to oblige all western union agencies in Togo to avoid unfair competition, a central bank body mandated for this purpose may regularly monitor compliance with standards relating to remittances and receipts of funds. However, before the body in question is operational, Ecobank can wait to accept the clients' files when certain key information is provided. A customer who presents a passport, a national identity card, or a consular card and provides the number of the transfer and the name of the sender may also be the same to complete the operation. Ecobank does not have to be very demanding on the customer, Identity of the sender.

5.3 Conclusion

The field of communication is very broad and contains various components. We only talked here about internal communication, in particular, the preponderant role that the communication service can play in achieving the objectives of the company.

On the ground, we realized the real communication problems that Ecobank Togo faces. Thus, by contacting Ecobank staff, we realized that the real problem of this company remains the lack of collaboration within the company. This is the reason we came up with proposal to develop a strategy in the way, to contribute to the resolution of the problem.

Its staff despite its encouraging image of this moment must appreciate Ecobank more. In addition, to do this, why would not it mobilize all its personnel which would rise to the level of these objectives and without which the company does not exist. We have proposed a strategy in this direction. However, would it solve the problems that we have raised if this memorandum containing the company does not take a look at our proposals or they will just considered it as a simple formal document of diploma and throw into the dustbins of the company?

In short, western union is a way to transfer money like Money gram and Money Express. However, its field of activity is broader than its competitors. This concurred advantage makes it more solicited by the customers. The success he knows today must not lead him to ignore the competitors. He must do everything in his power to preserve his lead. Unfortunately, the analysis of the functioning of the western union agencies reveals certain shortcomings, which may jeopardize the competitiveness of this means of transfer.

Among these deficiencies, we noted excessive pricing, the problem of competition, the customers overcoming limits of the amounts of fixed items by western union using other products and other problems.

Considering these shortcomings, we have made suggestions. We proposed to Ecobank: to reduce UEMOA and CEMAC tariffs to the rest of the world, raise the quotas for daily consignments, open all three counters, and reduce the customer's task by accepting their records when certain key information is correct.

The internship at Ecobank allowed us to reconcile training to the practice .Information, which we had been deprived, did not prevent us from using rationally the little that we have to achieve our objective.

Since Western Union is not the only means of transferring money offered by Ecobank to its Customers, it runs the risk of organizing competition between its products. How should it be carried out to optimize the profitability of all services offered to clients?

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7 APPENDIX

FIGURE 6. ECOBANK Togo Head quarter



Source: Own photograph

Figure 7: Western Union Transfer fees

TARIFS VERS L'AFRIQUE

Montant €		Frais € *
De	A	Nouveau
0.01 –	100.00	4.90
100.01 –	200.00	7.00
200.01 –	500.00	12.00
500.01 –	750.00	17.00
750.01 –	1,000.00	22.00
1,000.01 –	2,000.00	27.00
2,000.01 –	3,000.00	32.00
3,000.01 –	3,500.00	37.00
3,500.01 –	4,000.00	42.00
4,000.01 –	4,500.00	47.00
4,500.01 –	5,000.00	52.00
5,000.01 –	6,000.00	57.00
6,000.01 –	8,000.00	62.00

Source : Ecobank, Western Union department

Figure8: Sample of western Union send and receive money

START HERE
YOUR INFORMATION

First Name(s) JOHN	Street Address (Apt #) 12345 GREEN STREET
Last Name(s) DOE	City NEW YORK State NY Zip 12345
Email	Phone/Loyalty #

I WANT TO: SEND MONEY

TEXT ME

Your Mobile

YOU WILL RECEIVE A TEXT WHEN MONEY IS PICKED UP

AMOUNT

Send Amount (Dollars)*

Destination: Country/State

RECEIVER

NAME MUST MATCH ID

First Name(s)

Last Name(s)

SELECT ONE: CASH PICKUP

SPEED

Money in Minutes
 Next Day (where available)

TEST QUESTION

IF APPLICABLE - VARIES BY COUNTRY

Test Question (limit 4 words)

Test Answer

I WANT TO: PAY A BILL

TO

Company Name (or Code City) **SEVISFEE**

Account Number **012182013896198**

Attention (if applicable)

AMOUNT

Amount (Dollars)? **200.00**

SPEED

Urgent
 Next Day
 2nd Day

OPTIONS MAY NOT BE AVAILABLE FOR ALL PAYMENTS

I WANT TO: RELOAD PREPAID

INFO

RELOAD PREPAID CARDS / MOBILE PHONES / OTHER ACCOUNTS

Card number, account number, order number, telephone number or user name

AMOUNT

Amount (Dollars)?

SIGN HERE

Your Signature

Certain terms and conditions governing this transaction and the services you have selected are set forth on the attached pages. By signing this receipt, you are agreeing to those terms and conditions.

VEA EL REVERSO PARA ESPAÑOL > GFMMULTIB 7/13

Source : Ecobank, Western Union department

Questionnaire ORIGINAL

Madame/Monsieur

Dans le cadre de la rédaction d'un mémoire suite à un stage dans votre entreprise et pour permettre à la DRH de savoir le baromètre de la vie intérieure de l'entreprise, veuillez répondre à ces questions (en cochant la case de votre choix) dans l'anonymat que vous enverrez le plus tôt possible à la DRH (sous pli ferme).

1-Pensez-vous être suffisamment informé ?

- Oui
- Non
- Sans Réponse

2-Que pensez-vous de la communication interne ?

- Très bonne
- Bonne
- Passable
- Mauvaise

3-Tenez-vous des réunions de travail avec vos responsables ?

- Régulièrement
- Rarement
- Pas du tout

4-Vous sentez-vous à l'aise à travailler avec les autres ?

- Oui
- Non
- Sans réponse

5-Le climat qui règne vous plaît ?

- Oui
- Non
- Sans réponse

6-Etes-vous satisfait de vos conditions de travail ?

- Oui
- Non
- Sans réponse

7-Méritez vous mieux que ce poste ?

- Oui
- Non
- Sans réponse

8-Pensez-vous que votre point de vue est pris en compte dans la prise de décision ?

- Oui
- Non
- Sans réponse

9-Comment les agents s'appellent il entre eux ?

- Par leur titre
- Par leur nom
- Par leur prénom

10-S'interesse ton aux évènements heureux ou malheureux des collègues ?

- Oui
- Non
- Sans réponse

11-Pensez-vous que des rumeurs circulent dans l'entreprise ?

- Oui
- Non
- Sans réponse

12-Recompense ton les agents dans votre entreprise ?

- Souvent
- Rarement
- Très souvent

13- Connaissez-vous les critères d'évaluation en vue de la rémunération ?

- Oui
- Non
- Pas suffisamment

14-Etes-vous informe sur le processus de recrutement a Ecobank-Togo ?

- Oui
- Non
- Pas suffisamment

15-Partagez-vous le projet selon lequel le rendement de cette année doit dépasser celui des années précédentes ?

- Oui
- Non

Nous vous sommes très reconnaissant pour votre diligence et confiant que cette étude apportera un plus à notre rendement et à notre bien-être a toutes et à tous. Merci

Questionnaire English version

Dear

As part of the preparation of a thesis following an internship in your company and to enable the HR to know the internal life of the company, please answer these questions (by ticking the box of your choice) in the anonymity that you send as soon as possible to the HR.

1-Do you think you are sufficiently informed?

Yes

No

Without Answer

2-What do you think of internal communication?

Very good

Good

Passable

Poor

3-Do you have meetings with your managers?

Regularly

Rarely

Not at all

4-Do you feel comfortable working with others?

Yes

No

No answer

5-Do you like the climate at work?

Yes

No

No answer

6-Are you satisfied with your working conditions?

Yes

No

No answer

7-Do you deserve better than this post?

Yes

No

No answer

8-Do you think that your point of view is taken into account in the decision-making?

Yes

No

No answer

9-How are the agents called like to be called?

By their title

By name

By their first name

10-Are you interested in the happy or unfortunate events of colleagues?

Yes

No

No answer

11-Do you think that rumors circulate in the company?

Yes

No

No answer

12-Do the employees are rewarded in the company?

Often

Rarely

Very often

13- Do you know the evaluation criteria for compensation?

Yes

No

Not enough

14-Are you informed about the recruitment process at Ecobank-Togo?

Yes

No

Not enough

15-Do you share the idea that this year's performance should exceed the one of previous years?

Yes

No

We are very grateful for your diligence and trust that this study will add value to our performance and well-being to all. Thank you.