

Internship Report On

**Analysis on the contribution of bKash to maintain the nation's financial inclusiveness efforts and its demographical demand over the recent years**

By

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An internship report submitted to the BRAC Business School in partial fulfillment of the requirements for the degree of Bachelor of Business Administration (BBA)

BBA  
BRAC University  
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## **Declaration**

It is hereby declared that

1. The internship report submitted is my/our own original work while completing degree at BRAC University.
2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.
3. The report does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.
4. I/We have acknowledged all main sources of help.

**Student's Full Name & Signature:**

**Shams Munawar**

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**Shams Munawar Momoshad**

17104198

**Supervisor's Full Name & Signature:**

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**Professor Sang H. Lee**

Professor & Dean, BRAC Business School

BRAC University

## Letter of Transmittal

Mr. Sang H. Lee  
Professor and Dean  
BRAC Business School  
BRAC University  
66 Mohakhali, Dhaka-1212

Subject: Submission of Internship Report

Dear Sir,

With due respect, it is my pleasure and privilege to apprise you that I, Shams Munawar Momoshad, ID- 17104198, have completed the internship report which is titled as “Analysis on how much bKash contributes to the nation's financial inclusiveness efforts along with the changing trend of performance by bKash”.

During my three months (19<sup>th</sup> of July to 20<sup>th</sup> of September 2021) long internship period I was assigned as an intern of AML&CFT under the External and Corporate Affairs Division of bKash Limited. I have tried my best and made an attempt to compile a complete analytic as well as a research-based report upon the experience of my work at bKash Limited. Also, I am very grateful to everyone who has provided me with important information's and gave me valuable advices.

It would be very kind of you, if you accept my internship report and help me complete my internship procedure accordingly as per the requirements of BRAC Business School. I trust and believe the report will meet all the necessary desires of the program.

Sincerely yours,

Shams Munawar Momoshad  
17104198  
BRAC Business School  
BRAC University  
Date: October 2<sup>nd</sup>, 2021

## **Non-Disclosure Agreement**

This agreement is made and entered into by and between bKash Limited and the undersigned student at BRAC University

...Shams Munawar Momoshad.....

## **Acknowledgement**

I would like to start by thanking our Almighty Allah for blessing me with the opportunity to work for one of the best companies in Bangladesh and for helping me throughout the hurdles and difficulties. I am also delighted and thankful to be completing my internship at a dynamic department of the company, which is, AML&CFT under External & Corporate Affairs Division, bKash Limited.

With that being said, I would also like to express my heartfelt gratitude to Mr. Shahrear Ahamed, DGM of the CPMCT team, who, despite his busy schedule, took the time to listen, guide, and keep me on track by helping me throughout the process which eventually got me to complete my project at bKash Limited.

Moreover, Mr. Sang H. Lee, Professor & Dean of BRAC Business School, deserves my thanks for participating in the beneficial decision-making process and offering the necessary counsel and assistance for conveying and sharing his knowledge and helping me throughout this journey making it a wonderful experience.

To add, the successful completion of this internship report is also the result of a variety of people's contributions and involvement, particularly those who took the time to provide meaningful direction and suggestions to improve the report. To put it in a sentence, every single one starting from my supervisors to my colleagues have worked really hard to transform my internship into a process of renewed excitement, fresh learning, and new experiences which has led me to an amazing time of learning experience.

Last but not the least, I would like to thank my family and friends who were always there for me in my time of need and supported me throughout the journey.

## **Executive Summary**

This internship report is based on my experiences as an intern in the AML&CFT department under ECAD at bKash Limited, along with other extensive research related to the given topic “**Analysis on the contribution of bKash to maintain the nation’s financial inclusiveness efforts and its demographical demand over the recent years**”.

The company's organizational structure and procedures are carefully examined in the study. In addition, the study examines the company's operational strategy. Along with that, the company's financial performance is examined and compared to previous years' results. In addition, the company's strengths, weaknesses, opportunities, and dangers have been investigated in a strategic study. Moreover, the report extensively focuses on the financial inclusion analysis and the effort of bKash to ensure financial inclusion. Thus, various data has been collected from the related fields to present all the ideas available. Along with the ideas from these data, a survey has been conveyed where different sorts of bKash users participated and shared all the information according to their perspective, some of them also suggested changes they want to see from bKash. Other than this, various articles and documents were also used to gather the information that related to MFS, bKash and their financial inclusiveness.

To conclude, the purpose of this report is to share the efforts of bKash to ensure financial inclusion of our country, along with all the things that need to be improved, that has been improved and some suggestions which can be crucial for bKash and for the betterment of the MFS industry of Bangladesh.

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## **List of Acronyms**

1. **AML/CFT** - Anti-money laundering/countering the financing of terrorism
2. **BFID** - Bank and Financial Institution Division (Ministry of Finance)
3. **BFIU** - Bangladesh Financial Intelligence Unit
4. **ECAD**- External and Corporate Affairs Division
5. **CAMLCO** - Chief Anti-Money Laundering Compliance Officer
6. **CDD** - Customer Due Diligence
7. **CID** - Criminal Investigation Department of the Bangladesh Police
8. **NBFIs** - Non-bank financial institutions
9. **NBR** - National Board of Revenue
10. **NC**- National Corporation
11. **MNC**- Multinational Corporation
12. **MFS**- Mobile Financial Service
13. **ML/TF** - Money laundering/terrorism financing
14. **KYC** - Know Your Customer

## **Glossary**

<b>e-KYC</b>	Collection of required KYC information electronically and preserve the collected information in database (Bangladesh Financial Intelligence Unit, 2018).
<b>MFS Company</b>	Companies established solely for the purpose of providing MFS which are registered under Companies Act, 1994 (Bangladesh Financial Intelligence Unit, 2018).

# **Chapter -1**

## **Overview of Internship**

## **1.1 Student Information:**

**Name-** Shams Munawar Momoshad

**ID-** 17104198

**Program-** BBA (Bachelor of Business Administration)

**Major-** Finance & Computer Information's Management (CIM)

## **1.2 Internship Information:**

### **1.2.1 Initial Information's**

**Period-** 3 Months

**Company Name-** bKash Limited

**Department-** AML&CFT

**Division-** External and Corporate Affairs Division

**Address-** Shadhinata Tower, 1, Bir Sreshtha Shaheed Jahangir Gate, Dhaka Cantonment,  
Dhaka 1206

### **1.2.2 Internship Company Supervisor's Information:**

**Name-** Mr. Shahrear Ahamed

**Position-** DGM of the CPMCT (Compliance Process Monitoring and Control team)

### **1.2.3 Job Scope:**

My employment was ensured as an intern in the External & Corporate Affairs Division (ECAD), one of bKash's largest divisions, which is divided into four teams.



ECAD primarily focuses on compliance and fraud prevention, as well as working to reduce the risks connected with bKash and its related operations. The ECAD branch of bKash aligns bKash's objectives with Bangladesh Bank rules requiring MFS providers to reduce the risk of money laundering and terrorism funding.

The Bangladesh Financial Intelligence Unit (BFIU) offers financial intelligence and have supported various compliance and amendments in order to mitigate all sorts of risks for bKash and also for the economy. Basically, it protects bKash, its shareholders, investors and people who are under the service of bKash, ensuring safety along with sustainability.

### **1.3 Internship Outcomes:**

#### **1.3.1 Student's contribution to the company:**

External and Corporate Affairs Division (ECAD) has different departments out of which I was assigned at the AML&CFT department which is Anti Money Laundering & Combating Financing of Terrorism. These departments have also been divided into different teams to sort things out easily in an effective way. So, the team that I worked into is CPMCT (Compliance Process Monitoring and Control Team). The team was outstanding and helpful throughout my journey. My job was to go through the KYC and e-KYC documents which had all the basic information of the customers. It is the form that customers fill up at the time of opening an account and after going through several checkpoints for clearance, it comes to us (the interns) for a partial check after which it awaits the final clearance of the main compliance team who is our team leader. So, we are the second last stop before completing the whole clearance procedure for an account. Our remarks are important as it helps clarify the problems with the accounts and why they can

be accepted or rejected. Moreover, there are certain unusual things often found in the forms, sometimes the prior teams fail to ensure accurate outcomes due to human error which is why it is also our duty to recheck and find the issues out that eventually has to be mentioned and notified directly to our leaders for better security.

### **1.3.2 Benefits to the student:**

There are several benefits that I have received while working at bKash Limited. Firstly, I got to learn a lot from Day 1 as they have arranged different training sessions every day for the First week and informed us about the company policies, rules and regulations, gave us a perspective of the work of different divisions and different departments. All the team leaders and head of the departments took these sessions which have enriched our knowledge and have extended our mindset about the work culture of bKash. Secondly, there were many self-development workshops conducted by the team leader of the training team which has developed our knowledge about Presentations at Microsoft Visio, taught us various techniques of Excel which was a workshop for Advanced training of Excel for Corporate Practices. Also, they have taught us various implementation techniques of excel for their corporation. Moreover, we were assigned with certain tasks like- building a specified Tax calculation software specifically using excel and its formulas which will help us calculate the Income tax or maybe the Corporate Taxes of an organization.

So, all these workshops and development activities have certainly been helpful for me, for my self-development and I believe the learning experience gathered in these 3 months tenure of internship directly from a corporate institution will prove priceless for my future career.

### **1.3.3 Problems/Difficulties (faced during the internship period):**

The main difficulty faced during the Internship period was the ‘Total Lockdown’ imposed by the Government of Bangladesh as a response to the Covid-19 upsurge situation. Due to the lockdown, our work had to be shifted from ‘Work at Office’ to ‘Work from Home’ which eventually have disrupted our work schedule and we the interns were a bit deprived because our work was a bit classified and was supposed to be done from office using the laptops or other resources given by bKash. We had our very own accounts at the official internal portal of bKash where the work was assigned to us and since the work was done from home, we were not given complete access to the work that we were initially assigned with. It was an unfortunate situation for both us and the company but it was mitigated with training sessions and different other developmentary tasks which were assigned to us afterward.

### **1.3.4 Recommendations (to the company on future internships):**

My recommendation would be, if the employees are given more access to the devices provided by the office and entrusted with the things that they are supposed to receive, it might prove beneficial for the employees. Again, bKash can increase various career-oriented sessions for the interns which can help them gather more knowledge about corporate culture and corporate practices, these will not only help them in their internship but also will be crucial for building a career in the corporate sector, especially in the NCs or MNCs.

## **Chapter -2**

### **Organization part**

## 2.1 Introduction of bKash Limited

Bangladesh's mobile finance business has seen a transformation since the launch of bKash Limited, the country's largest MFS provider. Although at the time of initiating the journey of bKash other MFS companies like- Rocket from Dutch Bangla Bank Limited started right after bKash, but they could not be the pioneer in this industry because of certain differences in their approach and bKash soon became a symbol of trust among the general people of Bangladesh. bKash started its journey around 2011 with the help of Sir Fazle Hasan Abed, Founder of BRAC (NGO) and with his approval, BRAC Bank Ltd became a partner of this joint venture where another partner/Investor being Money in Motion LLC.

bKash has worked throughout the years introducing changes in this industry, making it more innovative and easier for the general people so that it can be reached everywhere in every district of Bangladesh by ensuring better financial inclusion.

In 2017, bKash Limited, Bangladesh's largest mobile financial service provider, was placed 23rd on Fortune's third annual "Change the World" list, which honors the top 50 companies changing the world by addressing a variety of societal challenges (bKash, 2021).

It also got associated with companies from a variety of industries, including Grameenphone, Robi, Airtel, Aarong, Bata, and others. To ensure better service for the users, bKash introduced an app-based payment option in April 2018, which is very safe for all sorts of transactions and users thanks to the highly verified security protection. Additionally, it has also been established that bKash is Bangladesh's largest MFS, with a network of over 200,000 agents distributed across the country's urban and rural areas, serving over 35 million unbanked customers (bKash, 2021). Furthermore, bKash has established a very good network with many banks to establish a hassle-free service where transactions will be possible from Bank to

bKash or from Credit/Debit card to bKash simply for the ease of the users. As a result, bKash has unquestionably constructed a payment gateway system particularly made for the future where people can be cashless at their will whenever they want and still get all sorts of facilities paved their way.

### **2.1.1 Objective:**

The main purpose of this report is to examine the performance of one of the country's and the world's major mobile financial service providers, as well as their goods and services and the problems they face.

In contrast to the general analysis of the industry, this research focuses on the organization's marketing and operational processes in addition to its overall presentation.

Moreover, there are some additional points that can identify the objectives in a much-specified manner-

- a. Through this report, a better picture of the strengths and weaknesses will be identified.
- b. Overall managerial, operational, marketing and financial conditions of the company will be estimated and an overview of the company will be obtained.
- c. To know the AML and CFT practices better in a distinctive way.

### **2.1.2 Methodology:**

To convey the analysis and research based on bKash, we are going to be using three different sources and methods. Firstly, my work experience as well as the information that I will be able to collect from the bKash corporate office will likely guide me move forward. My supervisors, senior officers, colleagues will be helpful in this regard for collecting all

the documents and necessary first-hand data. For instance, collecting data related to the performance of bKash which can indicate the trend of bKash to improve their service outcome like- different observations related to the types of accounts, the increment/decrement of personal accounts, various transactional changes over the years, number of increment/decrement rate of users to use bKash, dependency rate of customers over the years etc. Secondly, the data and information's gathered from the web portals and different parts or pages of the internet will help confine the research and analytical procedures to ensure a much better outcome of the research. All the data collected from the internet are expected to provide necessary information as per the demand of this report.

## **2.2 Overview of the Company**

### **2.2.1 History of bKash Limited:**

Under certain jurisdiction and regulations of Bangladesh Bank, bKash began its journey as a mobile financial service in Bangladesh and have commenced operations in 2011, being a subsidiary of BRAC Bank Limited. This money system through mobile was created as a joint venture between Bangladesh's BRAC Bank Limited and the United States' Money in Motion LLC (bKash, 2021).

Soon, The International Finance Corporation (IFC), a member of the World Bank Group, became a stakeholder in April 2013, and the Bill and Melinda Gates Foundation became an investing partner or commonly known as a shareholder in April 2014. After that around 2018, Alipay's operator, one of the most renowned, Ant Financial Services Group (Ant Financial), became bKash's strategic partner.

### **2.2.2 Mission:**

The mission statement of bKash taken from their official website and the paraphrased version has been stated below-

*“bKash seeks to broaden the net of financial inclusion by delivering financial services that are easy, affordable and dependable. bKash also aims to deliver a mobile financial services solution based on a highly scalable Mobile Money platform that allows the people of Bangladesh to transfer and receive money safely via mobile devices (bKash, 2021).”*

### **2.2.3 Vision:**

The vision statement of bKash which was provided by the CEO, Mr. Kamal Quadir is stated below-

*“bKash intends to provide financial services to the low-income regions that are not served by traditional services like banks, therefore reaching a larger number of individuals in Bangladesh (Huawei, 2020).”*

### **2.2.4 Products & Services:**

bKash has been working tremendously in order to make their service World-class and to keep their promise to people. Thus, they came up with a mobile app to ensure a one-stop service with ease that can avail all sorts of services for smartphone users. Other than this, bKash already had their dial-in option through which service can be availed without a smartphone or internet. But the introduction of an independent mobile app has made things easier and appealing in many ways. The basic services of bKash have also been shown below-



- **Send Money:** It's a simple procedure to transfer money from one account to another, and having a personal bKash account isn't required because one can send money using the help of the local merchants/agents. So, Money can be paid to an account directly or through agents from anywhere in the country. A minimal fee is levied in exchange.
- **Cash In:** Any customer may load cash into their bKash wallet for free from an ATM or through the registered bKash agents.
- **Cash Out:** A consumer's bKash wallet may be accessed via ATMs or a bKash agent to withdraw cash. Withdrawing funds from bKash, however, incurs a fee (18.5 taka in general for every 1000-taka cash out).
- **Mobile Recharge:** Customers can use their bKash account to recharge the balance on their own or someone else's phone number.
- **Payment:** With bKash, clients may pay with their accounts at most stores in Bangladesh, making digital payments simple.
- **Pay Bill:** To make things even easier, bKash now allows clients to pay their bills from the comfort of their own homes. Bills may be paid electronically with a few clicks rather than spending hours standing in line. Bills like- Electricity Bill, Telephone Bill, Gas Bill, Water Bill, Internet Bill, Visa Card Bill, AMEX Card Bill etc. can be given mostly through the bKash app and some through the dial-in option.
- **Add Money:** Consumers may add money straight from their bank or credit cards to their bKash wallets if they desire. For example- from Bank to bKash, Visa to bKash or from MasterCard to bKash etc.

- **Remittance:** Bangladeshi individuals living abroad can transfer money to their loved ones in Bangladesh using bKash simply by maintaining all legal jurisdiction. Although banks are included in the process but bKash ensures hassle-free deposit of money for the users.
- **Donation facilities:** bKash has partnered with several organizations that help people transform their lives. Customers may now donate directly to aid impoverished children's education and healthcare through bKash.
- **Interest facilities on Savings:** One can enjoy up to 4% Interest (per annum) on Savings on your bKash Account.

<b>Balance/Slab amount</b>	<b>Rate p. a</b>
BDT 1,000 – BDT 5,000.99	1.5%
BDT 5,001 – BDT 15,000.99	2%
BDT 15,001 – BDT 50,000.99	3%
BDT 50,001 and more	4%

**Table- 1: Interest Rates of bKash money deposit (bKash, 2021)**

### **2.3 Management Practices:**

The basic structure of the company is set by the HR (Human Resources) department as they are responsible for all sorts of recruitment, management of employees, appraisal, job evaluation through ensuring employee output and satisfaction to the utmost level. They provide training and development which helps an employee achieve his/her required goals. Also, keeps the company on track through better performances of the employees. If the HR department is weak or if the managerial body is weak then the company cannot sustain or improve in the long run.

The managerial style of bKash is democratic and participative, there are many departments under various divisions which has been further divided into teams for better performance output. Teamwork is primarily focused in bKash, which enables better support for the company as small teams are more suitable to achieve greater goals than any large teams or individuals.

The HR department follows a strict recruitment process where an interviewee has to go through several steps, starting with CV submission, if selected, has to sit for an interview which also follows by a final interview for the selected candidates with the head of the department and maybe with one of the heads of the company. In addition, several training sessions for career building and work development helps the employees to ensure better performance which follows by performance appraisals if the output of the employee is noteworthy. bKash also has an amazing salary structure in comparison to all the National Companies of Bangladesh along with the festival bonuses every year.

## 2.4 Marketing Practices:

The marketing department of bKash is one of the diversified and crucial departments because all sorts of ideas for better promotion and distribution of their services come from this department. The marketing department of bKash has been divided into two different divisions:

- Product & CLM
- Brand

### 2.4.1 Marketing strategy:

Customer is the prime factor and customer-centric behavior is what bKash believes in. Thus, bKash strives to create and provide value for their targeted customers through their service. It is one of the crucial strategies that they have been focusing on since the very beginning. Other than this basic strategy, the company determines which consumers will be served (**segmentation and targeting**), as well as how it will be offered (**differentiation and positioning**) (Tawfiq, 2017). bKash also determines the entire market, splits it into smaller parts, picks the most promising segments, and concentrates on supplying and pleasing the consumers in these segments. The firm creates an integrated marketing mix based on elements it can control, such as product, price, place, and promotion (the four Ps) (Tawfiq, 2017). Marketing analysis, planning, implementation, and control are all used by the firm to determine the optimum marketing strategy and mix. This allows the firm to keep an eye on and respond to the forces at work in the marketing environment.

#### **2.4.2 Target customers, targeting, and positioning strategy:**

The customers of bKash include people from various socioeconomic classes like- Higher, Middle, or Lower class, as well as people with various views and lifestyles, who are searching for value in exchange for their payments for certain services (Tawfiq, 2017). Since, bKash is a Mobile Financial Service their main targeted customer base was the poor people from rural areas who cannot easily avail the services of a bank, which eventually took a turn because of their increasing demand.

bKash plans to position through proper marketing strategies like promotions and financial inclusion to ensure better and justified customer satisfaction.

#### **2.4.3 Marketing channels:**

The marketing channels of bKash extend through different intermediaries, since bKash is a service their marketing channels are a bit different and mostly it depends on the merchants and field agents who have working from cities to rural areas to remote places to ensure the reach of bKash and get necessary suggestions from customers to ensure that satisfaction which bKash have been working hard to achieve. Other than this, Social Media Marketing, SEO, TV channels were some good contributing forces.

#### **2.4.4 Product development and competitive practices:**

bKash had many competitors since the start of their journey which includes Rocket and some joined the group a bit late like- Nagad, Mcash, SureCash, Upay etc. which have been improving their products, offering various extensive services to attract and divert customers away from bKash but the services and its availability by bKash is incomparable.

For example- The bKash app is a one-stop solution for various services, starting with sending, receiving the money-to-money transfer between Banks and Cards, they have it all covered. Almost every superstore, shop in the country are accepting money through bKash which eventually increased its demand, and the availability of services made it famous among the users. They are constantly upgrading their app and introducing new features and services with every update to secure their dominant position in the market.

#### **2.4.5 Advertising and promotional/branding strategies:**

They are maintaining various advertising methods and following various strategies to guarantee a better promotion of their product:

- New TV commercials are released regularly to promote the service.
- Billboards: A huge, attractive billboard with a clear message.
- Agent Point: The agent's store has posters.
- Car stickers, boat branding, and posters on the back of rickshaws are all examples of vehicle branding.
- Numerous promotional offers are given through shops for shopping with bKash also promotion through mobile operators is ensured.
- App-based promotional offers are given in abundance, referral offers for bringing more people to use bKash are promoted too.

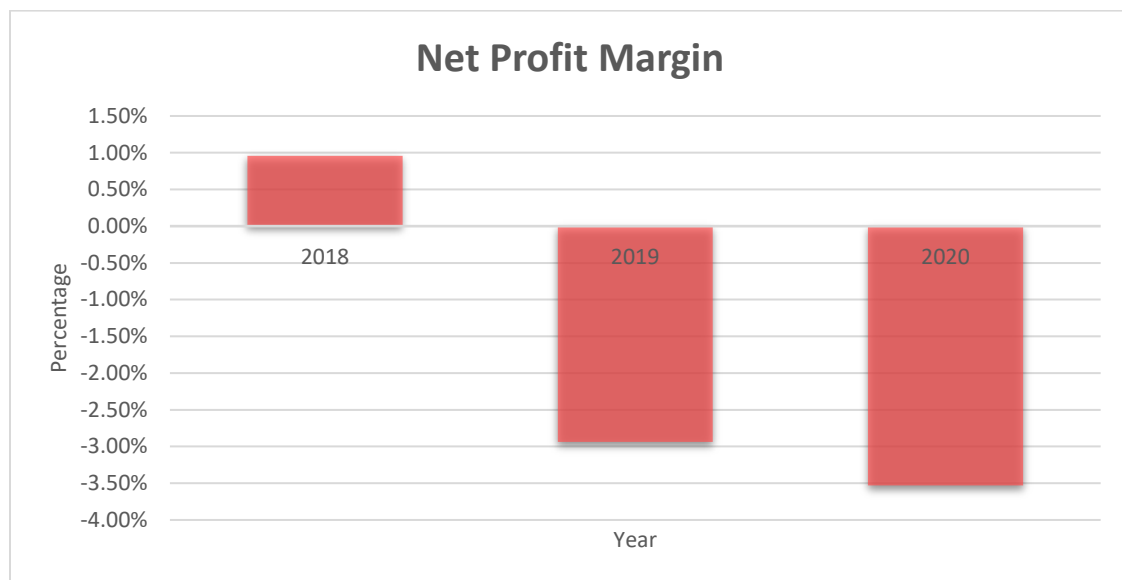
## 2.5 Financial Performance and Accounting Practices:

In this part, I have tried to portray the financial performance according to the information I was able to gather, I will emphasize and display all the basic performances as bKash is not a listed company and the financial statements are not complete and remains un-audited.

Moreover, as an intern, I could not retrieve any crucial information other than the ones which is already public on the BRAC Bank and bKash website. Thus, based on the minimal data that I had, I have attempted to assess the financial performance of 2018, 2019, and 2020 using appropriate financial ratios.

### 2.5.1 Net Profit Margin:

The Net Profit Margin ratio displays the percentage of revenue that is made up by the company is being transformed into the net profit. It shows how much profit does each TK of revenue generates for the company.

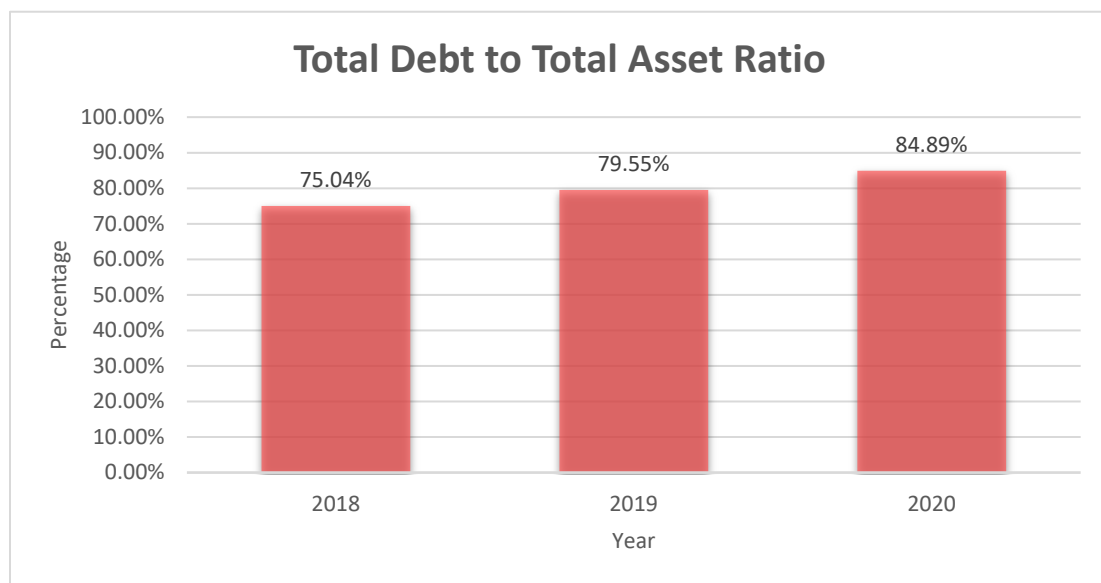


**Figure- 1: Net Profit Margin of bKash Limited**

It is possible to say that for every 100 Tk earned by bKash Limited, a loss of 3.53 Tk is made during the year 2020 and the same for the year 2019. The company's net profit is seen to decrease gradually. As previously indicated, more expenditures and losses have contributed to reduced profit margins as a result of the challenging times and also because of the promotion and marketing expenditures to compete with the competitors.

### 2.5.2 Total Debt to Total Asset Ratio:

The procedure to find this ratio is to divide the total liabilities by the total assets. It showcases the amount of debt that the business was financed with.



**Figure- 2: Total Debt to Total Asset Ratio of bKash Limited**

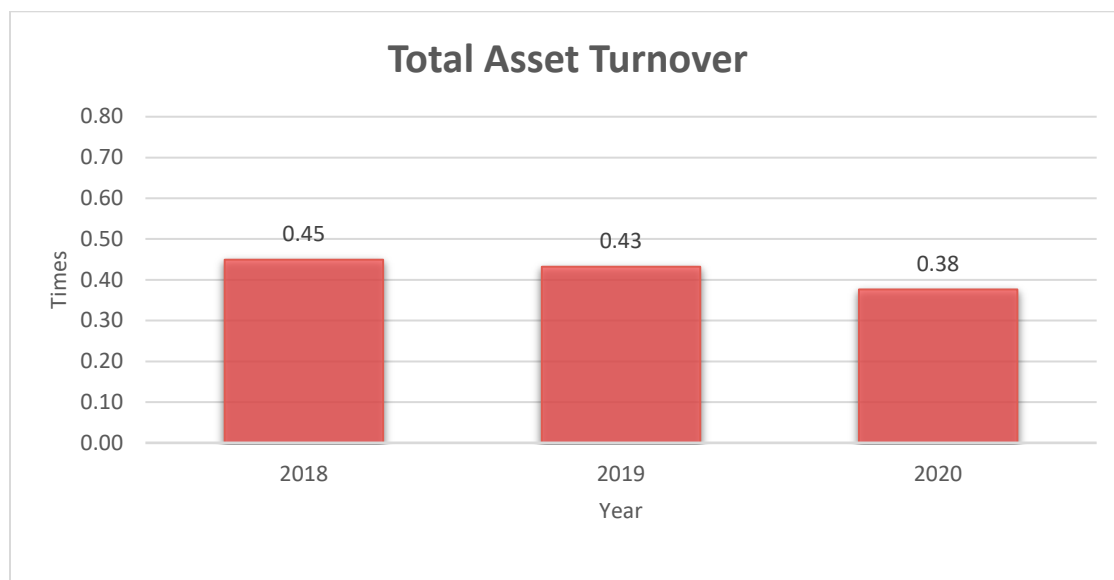


In general, the company's total debt to total assets ratio is relatively high. That is, the firm is slightly at risk of going into debt, and the risk has increased at 2020 even more, thus its overall assets might be reliant on debt. As a result, investment in the firm is relatively a bit risky at the moment but since bKash is a brand, we can say that the risk will be worth it and the scenario will change gradually. In addition, as compared to the year 2019, the total debt to total assets ratio grew to about 5 % which is not much for a year.

Since, bKash has been investing more in its company structure, infrastructure, and even on promotion and marketing they have a plan to make it bigger overturning all the negative results.

### 2.5.3 Total Asset Turnover:

Total asset turnover measures how well a firm generates income from its assets. Here, total sales are divided by average total assets to arrive at this figure.



**Figure-3: Total Asset Turnover of bKash Limited**

Due to the losses made by bKash in recent years, it is seen that the total asset turnover has taken a toll on it. But it can also be noticed that it has decreased by 0.07 times from 2018 to 2020, so there is still an opportunity to overcome the situation considering the extensive use of bKash due to the Covid-19 pandemic situation.

#### 2.5.4 Return on Asset (ROA):

The return on asset (ROA) is a fundamental financial statistic that indicates how much a firm gets on each Tk of assets. This ratio may be used to determine how effective it is in turning assets into profits. That means a high return on investment (ROA) indicates a big profit with less investment in the business.



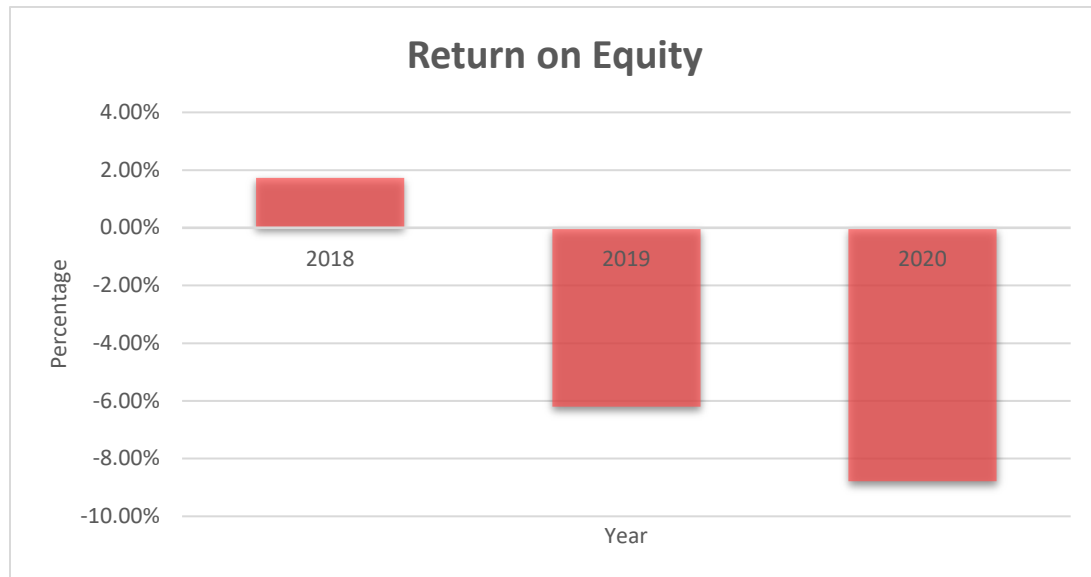
**Figure-4: Return on Asset of bKash Limited**

Normally, the higher the ROA, the better it is for the company.

But similar to all other ratios it is seen that the ROA has reached a negative level because of the losses incurred during the financial year of 2019 and 2020 by bKash Limited.

### 2.5.5 Return on Equity (ROE):

Return on Stock (ROE) is a financial statistic that determines how much profit a firm generates from each Tk of its equity or its shareholder's equity. A decent ROE ratio can only be determined by comparing a company's average ROE to that of its rivals in the same industry.



**Figure- 5: Return on Equity of bKash Limited**

It can be observed that in the years 2019 and 2020, the values are much lower showing the same results as that of the other ratios. The firm had to utilize more of its equity to pay costs and expenses also there were many other investments involved during these challenging times of pandemic and during these difficult times of rising competition.

### 2.5.6 Equity Multiplier:

The equity multiplier is a risk indicator that assesses how much of a company's assets are funded by equity rather than debt. It is determined by dividing the total asset value of a business by the entire shareholders' equity.

A high equity multiplier, in general, suggests that a firm is heavily reliant on debt to fund its assets. On the other hand, a low equity multiplier suggests lower dependence on debt.

Year	2018	2019	2020
Equity Multiplier	4.01	4.89	6.62

**Table-2: Equity Multiplier of bKash**

### 2.5.7 Du Pont Equation:

Du Pont's analysis provides a more comprehensive perspective of the company's Return on Equity. It emphasizes the company's performance while also pointing up areas where it may improve. If stockholders are unhappy with the firm's reduced ROE, the company can use the DuPont Analysis method to determine if the lower ROE is attributable to a low-profit margin, poor asset turnover, or inadequate leverage.

Once the company's management has identified the weak spot, they may decide to address it. Weak ROE isn't necessarily a serious concern for the firm; it can also occur as a result

of routine business operations. For example, due to increased depreciation in the first years, the ROE may decrease.

Du Pont's equation breaks down the ROE and examines how the determinants or factors of ROE impact the company's ROE. The three drivers of ROE, according to DU Pont's three method rule, are net profit margin, asset turnover, and equity multiplier/financial leverage.

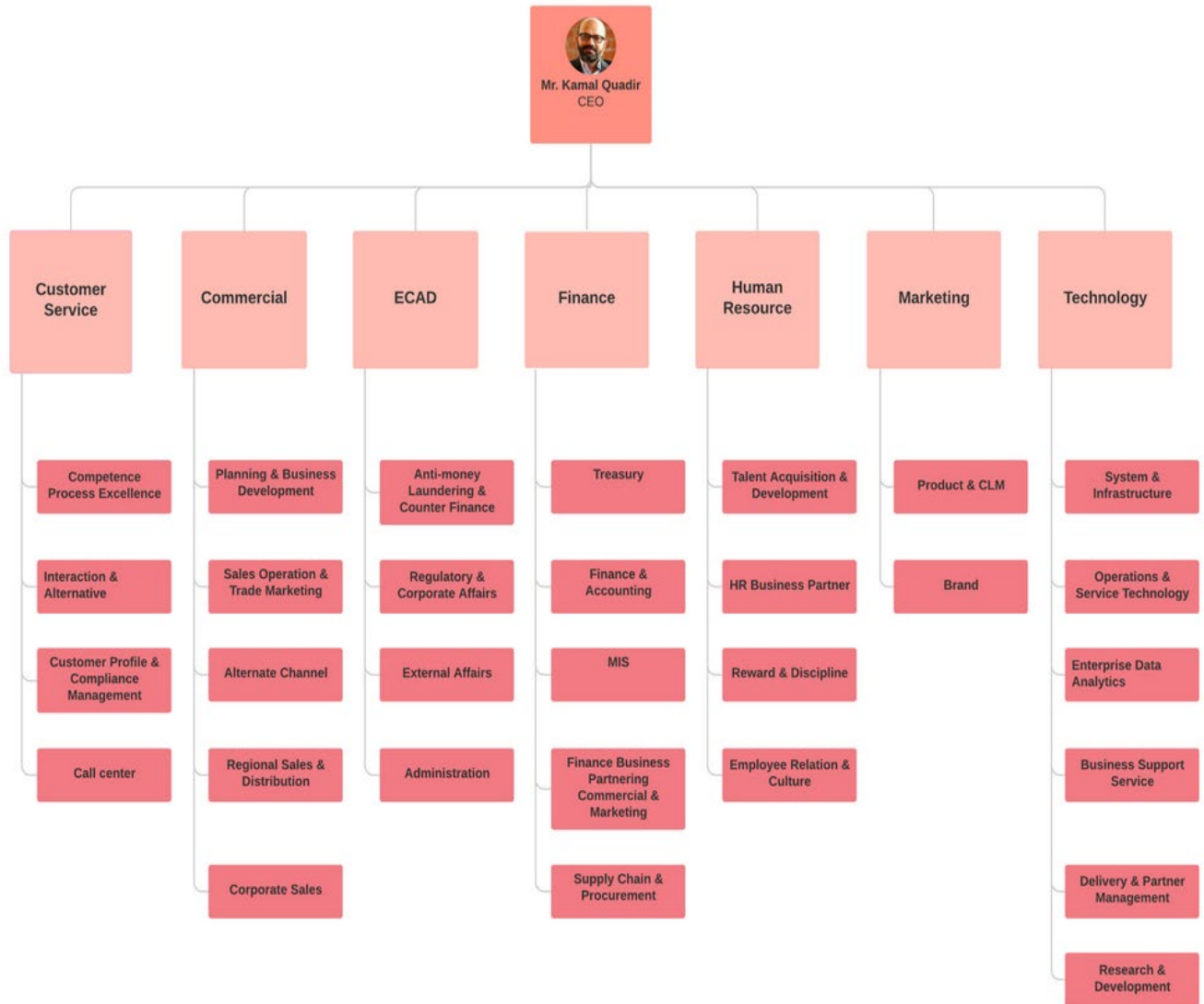
I have attached a table below which shows the breakdown of Du Pont's analysis:

<b>Year</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
<b>Total Asset Turnover</b>	<b>0.45</b>	<b>0.43</b>	<b>0.38</b>
<b>Net Profit Margin</b>	<b>0.96%</b>	<b>-2.94%</b>	<b>-3.53%</b>
<b>Equity Multiplier</b>	<b>4.01</b>	<b>4.89</b>	<b>6.62</b>
<b>Return on Equity (ROE)</b>	<b>1.73%</b>	<b>-6.20%</b>	<b>-8.78%</b>

**Table- 3: Du Pont's Equation proof**

## **2.6 Operations Management and Information System Practices:**

The operations are run by a smooth managerial team to ensure ongoing success and versatility. bKash has been constructed of seven major divisions that work together to provide services and operate the company, with each department having a unique function.



**Figure- 6: bKash Organogram**

**Board of Directors:**



Mr. Shameran Abed  
Chairman



Mr. Ryan Gilbert  
Nominee Director of BRAC  
Bank Limited



Mr. Andi Dervishi  
Nominee Director of  
International Finance  
Corporation (IFC)



Mr. Nicholas Hughes  
Nominee Director of  
Money in Motion LLC



Mr. Arun Gore  
Nominee Director of  
Money in Motion LLC



Ms. Nihad Kabir  
Nominee Director  
of BRAC Bank  
Limited



Mr. Kazi Mahmood  
Sattar  
Nominee Director of  
BRAC Bank Limited



Mr. Selim Reza Farhad  
Hussain  
Nominee Director of  
BRAC Bank Limited



Mr. Guoming Cheng  
Nominee Director of  
Alipay Singapore E-  
Commerce Private  
Limited



Mr. Kai Nin Kenny Man  
Nominee Director of  
Alipay Singapore E-  
Commerce Private Limited

Let us put a brief discussion about the main divisions and a bit detailed outlook of the AML&CFT division of ECAD as this is the division I am assigned to work.

- **Commercial:** This section is in charge of lead generation, campaigns and activations, and the recruitment of new agents, among other things. They are responsible to gather and solve partner-related issues and gather more distribution houses.
- **Customer Service:** This group is in charge of dealing with any customer inquiries and interactions. They have different departments involved in providing detailed service to the customers along with the necessary solutions that customers look for.
- **ECAD (External & Corporate Affairs Division):** It is one of the biggest departments which is in charge of all external communications, as well as business management and affairs. Under this division lies the AML&CFT department which has teams to cover different activities and preventing the laundering of criminal profits has become a major priority for all mobile banking service providers. One of the most effective strategies to detect and discourage money laundering is to have a thorough grasp of a client's



organization and pattern of economic activities and responsibilities. So, the bKash AML/CFT department allocates several responsibilities to its employees to ensure that transactions are efficiently monitored and overall compliance is maintained. A brief overview of the teams is given below-

- **CPMCT (Compliance Process Monitoring & Control Team):** CPMCT offers services to clients, checks their work, gives comments, and develops compliance-based policies for future enhancements.
- **RAMLCO (Regional Anti-Money Laundering Compliance Officer):** This group consists of individual division leaders in different locations that track regional concerns that occur as a result of bKash services.
- **Strategic Compliance Team (SCT):** SCT examines the transitory risks that may arise once new rules are adopted and implement strategies to mitigate all the risks.
- **Suspicious Transaction Report/Suspicious Activity Report Team (STR/SAR):** They report suspicious operations and transactions via bKash services, then file complaints and take necessary action.
- **Training Team:** They are important for educating agents, retailers, and merchants in accordance with the Bangladesh Financial Intelligence Unit (BFIU) requirements.
- **Risk Monitoring & Control Team (RMCT):** The RMCT examines the situation, identifies dangers that may arise from the usage of bKash facilities, and recommends measures to mitigate such risks.
- **Compliance Analysis and Paperwork (CA&D):** They are in charge of all departmental documentation and recordkeeping and work closely with Bangladesh Bank.

- **The Field Compliance Assessment Team (FCAT):** It is a group of people who work in the field, examining irregular transaction concerns right at the source.
- **Finance:** The finance department is in charge of the company's accounting and all financial transactions. They have a vast department as the financial activities are huge and the regulations to ensure best financial practices are needed to be assured. Since bKash is still not a listed company the financial statements are unaudited and are released quarterly.
- **Marketing:** Marketing teams are in charge of brand management, product and service promotion, and public relations. This is one of the strongest teams as bKash believes in the proper promotion to ensure the reach to people.
- **Human Resources:** This group is in charge of finding new personnel and providing incentives to current staff.
- **Technology:** The technology team is in charge of all bKash technological improvements and new technologies. This is a huge team as bKash is all about technology through finances and they aspire to provide the best technical support and development.

## **2.7 Industry & Competitive Analysis:**

### **2.7.1 Overview of MFS Industry:**

By bridging the gap between the banked and unbanked institutions, Mobile Financial Services (MFS) has achieved new heights. Not to mention the fact that they are making a significant contribution to financial inclusion. This type of accessibility has impacted people's lives throughout the country. Banking transactions may now be completed quickly

and easily from anywhere in the country. Additionally, after the worldwide pandemic, this business has shown to be beneficial from various angles. While the usage of these digital services originally declined to a loss of revenue, the need to maintain social distance has pushed the use of such services, whether it's to send money home to rural regions or to make online purchases, bKash has shown promise and excellent service to be the most reliable.

### 2.7.2 SWOT Analysis:

SWOT-analysis helps us understand the Strength, Weaknesses, Opportunities and Threats of a company which accelerates us to convey a successful competitive analysis of the company.



Figure-7: SWOT Analysis (Appfluence, 2021)

### **Strength:**

- **Brand Positioning:** From naming the company bKash to naming the company bKash, every step they make is planned. It had a significant impact despite being a basic Bangla word. And customers use the brand name as a verb when they think of mobile banking services on a daily basis.
- **Vast Coverage:** They were able to cover a vast region of the country in a short period of time by having agents throughout the country.
- **First Mover's:** Even though it entered the market second to Dutch Bangla Bank, bKash soon conquered the market and established a foothold. As a result, they were able to reap the benefits and became the market leader in no time.
- **Variety of Services and Discounts:** To stay on top, bKash is always coming up with new methods to retain their client base, whether it's by bringing all available services under one roof or offering regular discounts and cashback offers. Consumers are enticed by all of these elements.

### **Weakness:**

- One of their primary flaws is that they approximately demand a larger service fee than their competitors, Nagad and Rocket, which is a hoax because of the service tax and additional fees imposed but due to marketing strategies of Nagad it shows that Nagad charges lower than bKash but this belief is gradually changing as the truth is being revealed.
- They only accept a restricted number of transactions each day, which is changing with time.

- bKash did not have Savings facilities on the account which is also being implemented soon.

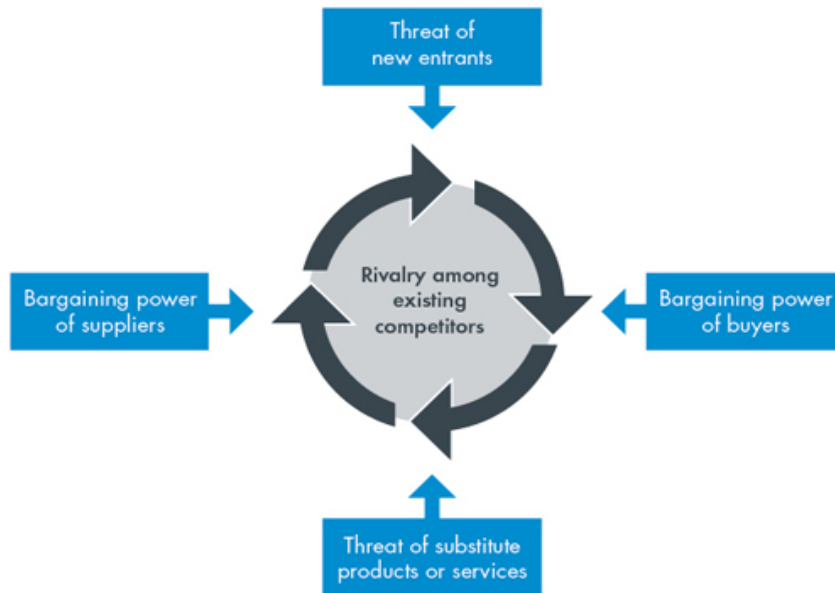
### **Opportunities:**

- **Corporate Social Initiatives:** By participating in some CSR activities, bKash may cultivate a positive image in the eyes of its customers which might result in gathering new leads.
- **International Reputation:** bKash has earned a reputation for itself not just in the country, but also internationally. Furthermore, they have ties with multinational ventures that they may leverage to spread their services to other areas.
- The gradual growth of SME and online businesses
- **Banking hours:** Traditional banks having restrictions and regulations in timings which can be solved through bKash easily.

### **Threats:**

- The industry's apparent success rate, as well as the pandemic, has prompted more institutions to provide Mobile Financial Services. Thus, competition is rising and new entrants are seen to get on with their service.
- Hacking, fraudulent activities, and abuse of the service are possible for which a better security structure has to be guaranteed.
- Legal issues should be tackled with integrity.

### 2.7.3 Porter's Five Forces:



**Figure-8: Porter's Five Forces (cgma, 2021)**

- **Power of Supplier:**

The MFS idea is highly reliant on the country's mobile carriers. In some ways, the firms' collaboration with these telecom companies is what allows them to serve such a diverse variety of clients across the country. As a result, supplier power is likewise extremely strong.

- **Power of Buyers:**

The customers in the urban and city areas have a variety of alternatives available to them, whether it's a variety of MFS providers or banks and ATMs around every corner. Whereas, consumers in rural regions, are not so fortunate. They have a restricted number of MFS providers and almost none for banks. Buyer power is split into two categories. As a result, buying power is expected to be limited.

- **Threat of New Entrants:**

Apart from the fact that bKash, along with many other well-established MFS such as Nagad and Rocket, controls the majority of the market share, there are a number of additional reasons that might contribute to the industry's high barrier to entry. Newcomers may find it difficult to reduce their operating expenditures on short notice. So, it is expected that new entrants will be there but the threat is comparatively low.

- **Threat of Substitutes:**

Banking as we know it is not going away anytime soon. It is still one of the most trusted and widely utilized ways, particularly among city dwellers. While mobile financial services have made significant progress in terms of security, they still fall short of the protection provided by traditional banks. Microfinance is still a viable alternative for rural residents and can be used in place of MFS.

- **Rivalry among competitors:**

Mobile Financial Services have a lot of room for development, but in order to do so, they require cutting-edge technology. This is a significant expenditure that is practically necessary to keep afloat in the industry. While product difference is modest, as the market evolves and matures, rivals will become more prevalent.

## **2.8 Summary & Conclusions:**

bKash Limited has undeniably led the path for digital finance and FinTech in Bangladesh, not to mention made a significant contribution to the country's economy and people. There is still a lot that bKash can accomplish in an industry that is always developing, and with advancements in technology constantly bringing in new options and increasing potential. To

stay on top, they must make proactive decisions and engage in research and development so that companies can predict what will happen before it happens.

In addition to the outstanding services they provide, which result in a significant contribution to the economy, the organization and the individuals that work there are amazing.

This internship allowed me to see, the difference that the company brings in to the lives of the unbanked people of rural areas. I got the opportunity to personally experience the great work culture and atmosphere throughout my time at bKash.

## **2.9 Recommendations/ Implications:**

As previously said, this business has a lot of potentials and will receive a lot of support from the government because of the purpose it provides to the country. However, despite the rising number of new entrants, bKash will have to stay ahead of the game and create chances for themselves rather than waiting for others to make the first move. All the new technological advances are becoming accessible as bKash awaits a huge competition rising, thus the organization must make the most out of it and utilize all the opportunities to their maximum potential. They must keep a track of everything going around the World for more developed advancements in terms of FinTech and plan on how to effectively implement it in Bangladesh. Planning should be done and foreign markets should be reached for the betterment of the company. In addition, potential countries and clients are out there because there aren't many alternatives present which can be a great opportunity to grasp.



## **Chapter -3**

### **Project/Research part**

### **3.1 Introduction:**

With the help of bKash limited, individuals may access financial services from anywhere, at any time, utilizing the mobile phone network. With proper distribution of time, strategic planning, effective financial inclusion, and suitable marketing and training efforts, bKash was able to earn the confidence of all the targeted customers.

This part of the report will put forward an overview and showcase the concept of financial inclusion through various research on the designated topic. Furthermore, the extensive findings will provide justified data regarding the work of bKash Limited. Again, a regulated survey will also be conducted to gather insights directly from the users and non-users of bKash, which will provide further assistance in gathering the user experience and to learn about the efforts of attaining financial inclusion by bKash Limited. Some demographical data will also be gathered to understand the changing demand and usage of bKash throughout the general users of Bangladesh.

#### **3.1.1 Background:**

bKash Limited has been operating since 2011 with the view of making financial facilities easier for everyone. Thus, converging the term 'Financial Inclusion' with their way of work and ensuring long-term solutions for general people. When bKash initially proposed their mobile financial service ideologies and brought their service into the market, the timing was considered favorable because Bangladesh's economy was experiencing challenges in encouraging rural people to participate in the country's banking system due to certain regulatory restrictions, the expense and requirements of traditional banking, and the lack of branches including various facilities in the rural areas of Bangladesh. As a

result, the government found bKash's strategy of promoting financial inclusion to be practical and appealing at the moment. With time, bKash strengthened its business strategy, allowing them to raise capital to fund further expansion.

Approximately 61.5 percent of Bangladeshis live in rural areas (Digital 2021: Bangladesh, 2021), with the majority of this group having no bank accounts and no basic experience on how to establish one. Furthermore, it has been discovered that a large number of individuals are covered by mobile networks, which eventually became the potential customers of bKash. They intended to make the facilities as simple as possible for this large population to receive financial services without having to go to a bank. As a result, financial inclusion emerged where not just the poor rural people, but also those who lack the financial means to trade are getting an account and very little or no charge for getting their desired financial services.

bKash now has over 180,000 agents throughout Bangladesh and over 30 million registered accounts (bKash Limited, 2020). Their strategy concentrates on both rural and urban segments, with a particular focus on rural low wage earners with low levels of literacy, for whom bKash has simplified the process of transactions and other service facilities including their app, and attempted to educate them about their service offerings and operational processes in order to gain their trust and provide financial inclusion to the underserved rural market.

### **3.1.2 Objectives:**

The main objectives of the report are:

- To find out the role and effort of bKash Limited for ensuring better financial inclusion
- To find the probable solutions to the problem statements.
- Conveying survey to understand the financial literacy of the users and their satisfaction towards ensuring the financial inclusiveness goals by bKash.
- To understand the changing demographics of bKash amidst the pandemic.

### **3.1.3 Problem statements:**

- i. bKash Limited still awaits to partner up with all the public and private banks of Bangladesh. Although many banks are contemplating working with bKash, the bulk is still not on board as negotiations are going on and this is causing issues for general users when it comes to 'bKash to Bank' transactions.
- ii. As bKash is offering a lot of amenities and focusing more on their app-based services, most of the rural residents are being deprived, which is counter to bKash's original mission of serving Bangladesh's rural population and making their lives simpler.
- iii. Several restrictions prevent a large sum of money from being stored in a bKash account in comparison with a bank, thus many individuals rely on banks to deposit and transact their hard-earned finances.
- iv. Even though bKash has collaborated with Western Union, the transactional limitation is prompting many people to switch to a bank account for cross-border money exchange or money transfer which is also known as the International Remittance.

#### **3.1.4 Significance:**

This report might prove quite significant for the company and an overall understanding of the financial aspects and position of Bangladesh. The journey of attaining proper financial inclusion is not new and the concept has been around for years. Also, banks have been trying to improve their service and methodologies for decades and have made certain improvements but it is certainly not enough for the people living in the rural regions of Bangladesh and also for those who are under educated and do not understand the technicalities regulated by the banks. We also know the formalities that get offered by the banks for security purposes and various other reasons which are compatible and practical for people who are somewhat educated or at least understand the procedure by which these banks operate. Thus, financial inclusion becomes an important topic.

Accessibility of financial services, understanding the means of these services, and being able to transact while having full knowledge about the service are some of the basic means of having proper financial inclusion for all. Not only it helps the people but helps a nation to build a better financial system, which is necessary for increasing cash flow and making things easier for everyone regardless of the class or type of people. So, the data collected for this report might prove beneficial for bKash and may help the banks or other financial institutions to improve their efforts towards achieving better financial inclusion.

#### **3.2 Methodology:**

We will use four distinct methods and techniques to present the analysis which will be based on the topics or issues mentioned beforehand. Firstly, my job experience and the information that I will be able to collect from bKash, which will most likely steer me in the right direction.

Also, my superiors, senior officials, and coworkers will be of assistance in gathering various essential papers and first-hand facts. For example, gathering performance data can indicate the trend of bKash in order to improve the service outcomes, things like- different observations regarding the types of accounts, various transactional changes over the years, changing rate of the users of bKash, diversities among the users, their preference and expectations from bKash, and customer dependency rate over the years, etc.

Secondly, the data and information acquired from various online portals and journals or the pages of the internet will assist in condensing the research and its analytical methods, resulting in a superior outcome. Various tools including MS Office, Grammarly, and Google-based software/ tools will be utilized.

Thirdly, surveys have been conveyed to obtain an accurate picture of the financial-literacy related information, position, usage, thoughts, and suggestions of the general users of bKash, which will provide a comprehensive and conclusive outcome to reach towards the goal of this research, thus it will help us learn more about the necessary changes and possible improvement of the services of bKash to ensure a better financial inclusion in Bangladesh.

Finally, interviews of general and random bKash users were taken through telephone and social media and direct contact was avoided because of the safety issues due to Covid-19. Through these interviews, we got to understand their views about the services of bKash. But their criticism, recommendations, and expectations were the key takeaways of these interviews.

### **3.3 Findings and Analysis:**

This findings and analysis part can be considered as the most important part as it will feature all the documents, findings through research, and the analysis made with these research outcomes to bring out an overall solution and conclusion to this research. For our convenience, this part will be divided into some sections which will include all the research made on the topic and the sections are given below-

- Role of bKash and its effort towards Financial Inclusion
- Understanding the problem statements and their probable solution
- Analysis of the survey and its results
- Analyzing the demographical change and demand of MFS amidst the pandemic

#### **3.3.1 Role of bKash and its effort towards Financial Inclusion:**

From the very beginning, since 2011, bKash has been working to establish the ease of financial transactions along with the introduction of many other services for the general people of Bangladesh. After almost 10 years of successful operations, the company is still working towards a better future with more possibilities to reveal. They are diversifying their services to cover all the aspects of financial inclusion. They are working with banks, private and government organizations as well as with NGOs to validate their success and retain the position that they have achieved with sheer dedication and innovation.

bKash started its journey where one can open an account and access it with the USSD code facility from any mobile operator, which was followed by send/receive money, Cash in/out facilities etc. and it was already a big step for ensuring financial inclusion because it was provided by banks and people can now enjoy it with the help of personal or agent's mobile

phones. It broke most of the barriers of financial transactions and soon various companies started to accept cash payments through bKash and thus it got more popular.

After some time, innovations like- mobile recharge through bKash, extended luxurious or shopping-based payment facilities, payments of educational institutions, bill payments, transportation ticket booking, travel facilities etc. were introduced and so the demand only increased. With the unbelievable innovations, bKash did not stop. Moreover, they have increased their pace and started to introduce more facilities and features to their service. Their partnership with the government-owned organizations became better and now they retain the service of receiving payments for Gas, Electricity, Water, Internet, Telephone, along with various government fees etc. which led people to relax at their respective residence and pay their dues without facing any hassle.

Furthermore, services like- transfer of cash from the bank to bKash or from Credit/Debit card to bKash are also available, which eventually have eased up the urban lives in so many ways. Additionally, features like- transferring money from bKash to bank is still on development as few of the banks have partnered up already, while others are in the process of partnering up very soon.

Finally, the savings account is one of the new features which was launched recently and many such new features and services are being added every month to prove their effort in making Bangladesh, one of the most financially inclusive countries in South Asia.



### 3.3.2 Understanding the problem statements and its probable solution:

- i. 'bKash Limited still awaits to partner up with all the public and private banks of Bangladesh. Although many banks are contemplating working with bKash, the bulk is still not on board as negotiations are going on and this is causing issues for general users when it comes to 'bKash to Bank' transactions'.

bKash is taking great steps to complete partnerships with as many banks as possible in order to assure the best for its users. One of the ways of this support is the money transfer from 'Bank to bKash' is already available, where Internet Banking can be used to transact money directly from Banks to bKash. About 26 banks are already providing this service with bKash. However, direct transactions connecting the main accounts of banks to ensure transactions from 'Bank to bKash' or from 'bKash to Bank' is still restricted to 2-5 banks, as these banks have reached an agreement to work which profits both the parties, bKash is still working hard to collaborate with as many banks as possible, both public and private to make an ecosystem where every customer will get a one-stop complete solution. The way to do that might include, paying a good amount of interest and a fee associated with each transaction as these banks might lose money from customers throughout the process, so they ought to be compensated properly. But with the availability of this feature, financial inclusion will likely reach its peak and help bKash to attain its goal.

- ii. 'As bKash is offering a lot of amenities and focusing more on their app-based services, most of the rural residents are being deprived, which is counter to bKash's original mission of serving Bangladesh's rural population and making their lives simpler.'

With the introduction of the bKash app, new opportunities were presented and the diversity of services increased exponentially. While smartphone users are enjoying this as a blessing, the rural or under-educated majority are not getting much out of it. Although the USSD service contains all the basic facilities of bKash, it lacks all the extra opportunities provided by the bKash app. It is also true that the rural population does not care about the facilities provided in the app, they are more interested in the basic options. They prefer the easiest and the most common services whereas do not even bother to open an account and prefer to take the help of the agents for making transactions. Nevertheless, it is the duty of bKash to ensure equality in services and they are making various efforts to provide the best for everyone. For instance, bKash has been updating their USSD service and trying to avail offers according to the need or interests of the general customers. They have introduced one of the most awaited services for better financial inclusion, which is sending money from bKash to other non-bKash users. This will not only increase the cross-transactional facilities among different MFS users but will result in financial feasibility and ease of higher transactional opportunities.

Thus, bKash is taking necessary steps and improving their USSD service, while appending various amenities, according to the interest and dynamics of their customers (rural, under-educated, educated, or urban). Because we know that different customer base has different preferences and providing service according to their choice or need is the best way to gain popularity and success.

- iii. ‘There are several restrictions that prevent a large sum of money from being stored in a bKash account in comparison with a bank, thus many individuals rely on banks to deposit and transact their hard-earned finances.’

bKash has been working to solve the issue of providing the savings facility in the general accounts of the users for some years, to provide similar benefits like that of the savings account of a bank. But, opening a savings account in the bank is not as easy as it seems, there are certain rules and regulations imposed by the banks which has to be followed. In addition, required documents of a person are needed to be submitted which is one of the most crucial factors of opening an account and it bears the proof of being eligible for opening an account. Most of the people living in the village areas of Bangladesh are not acquainted with such knowledge or do not possess the required papers for which they fail to open up an account. Thus, financial inclusiveness was lacking in this particular regard. So, according to the urge of people, bKash has recently introduced this service where a person can use the savings scheme from his/her personal account by meeting some prerequisite criteria and bKash will be paying interest on the money saved in those personal accounts. An annual interest rate of up to 4% has been set for the savings scheme upon following all the requirements and conditions of bKash personal accounts. Moreover, anyone who maintains a minimum amount of BDT 1,000 in their bKash account for the whole month while making at least two transactions, and maintains an average day end balance within BDT 1,000 and BDT 5,000.99 for the entire month will earn 1.5 percent annual interest based on the month's average balance, and the VAT and AIT will be deducted in accordance with government regulations (bKash, 2021). The interest-based chart has been shown below-

<b>Balance/Slab amount</b>	<b>Rate p. a</b>
BDT 1,000 – BDT 5,000.99	1.5%
BDT 5,001 – BDT 15,000.99	2%
BDT 15,001 – BDT 50,000.99	3%
BDT 50,001 and more	4%

**Table- 4: Interest Rates of bKash money deposit (bKash, 2021)**

Furthermore, IDLC Finance has launched the country's maiden "Digital Savings Scheme," which will allow consumers to use their bKash accounts to access the term-deposit services by the non-banking institutions like bKash Limited (UNB News, 2021).

"This partnership between IDLC Finance and bKash to link clients with traditional banking via mobile financial services (MFS) will set the industry standard. Access to services such as monthly savings plans would also help people enhance their living conditions and economic development " Mr. Jamal (CEO and MD, IDLC Finance) said, (UNB News, 2021).

"To encourage individuals to save more, IDLC's savings service has been delivered to the doorsteps of marginalized people to improve their financial management efficiency and independence," Mr. Kamal (CEO, bKash) added, (UNB News, 2021).

There is a procedure that has to be followed to get the benefits out of this monthly savings scheme. bKash account holders can deposit the savings installments via the bKash app on

the appointed date of each month, and once the savings plan matures, consumers will get the money in their bKash account, including the profit amount.

Customers of bKash will be able to participate in IDLC's savings plans in monthly installments of Tk500, Tk1,000, Tk2,000, and Tk3,000, with a minimum of two years and a maximum of four years tenure.

To conclude, it can be mentioned that bKash Limited is not only ensuring savings facilities for their platform but also encouraging other banks to join with them and increase their respective efforts of making everyone's life easier, which is eventually paving their way to attaining better financial inclusion in Bangladesh.

- iv. 'Despite the fact that bKash has collaborated with Western Union, the transactional limitation is prompting many people to switch to a bank account for cross border money exchange or money transfer which is also known as the International Remittance.'

bKash has partnered up with Western Union around 2016, which enabled the users to enjoy various cross-border money transactional facilities and helped them send remittance from the comfort of their home using their bKash personal account.

Again, to send money from overseas to a bKash account in Bangladesh, one should follow the steps given below:

- Go to a bank branch/money exchange/MTO agency that is approved and partnered.
- Provide the beneficiary's full name and bKash account information.
- Should provide the needed funds and request to start and execute the procedure by a trusted Bank/Money Exchange/MTO Agent.

Again, The Bank/ Exchange House/ MTO Agent assures the following while sending remittances from abroad:

- The recipient has a functional and registered bKash account.
- The recipient's bKash account number and full name were correctly provided.
- The value of the transaction (in Bangladeshi Taka) does not exceed the limit which has already been set by bKash.

While bKash is providing a great and assuring service for everyone, a problem resides with the limitation of the transferrable funds. The current limitation for sending remittance is Tk. 1,25,000 (Including 2% government incentive) per transaction which is about USD 1470 approximately whereas Western Union provides a limitation of USD 2500 per transaction. Again, for the monthly limit of bKash one can send a maximum rate of Tk. 4,41,000 per month which is about USD 5188 approximately but there is no limitation for the service of Western Union. Although the issue is very small compared to the service and its ease, sooner or later bKash will solve this issue by increasing the number of limitations accordingly and it has already been proved that bKash is doing everything in its ability to ensure the best. It is to be noted that, the transactional limit has increased by approximately 5 times in the past 5 years which clearly proves the dedication of bKash in this particular context, and soon we can expect better services for an overall ease of cross-border transactional service.

### **3.3.3 Analysis of the survey and its results:**

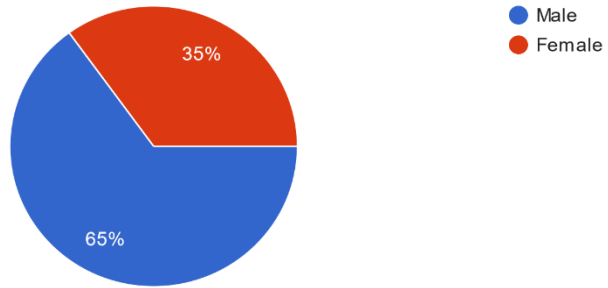
A survey regarding the 'Financial Inclusion' of bKash Limited has been conducted by my supervision, where people from both urban and rural areas have shared their opinions and thoughts. There were 50-60 participants in this survey and the maximum of them were either students or service holders from all over the country. Additionally, they have shared their experiences as well as the experiences of their family who are living in the urban and rural sides of Bangladesh. Moreover, they were benevolent enough to share the ways through which bKash can achieve better financial inclusion and also suggested many other ways for ensuring the best results for our working class and rural population of Bangladesh. For a better understanding of the context, this survey has been divided into three main sections which will likely cover the whole scenario of the topic. The sections are-

- i. Information and preference of the users
- ii. Opinion of the users
- iii. Suggestions and thoughts of the bKash and non-bKash users

#### **i. Information and preference of the users:**

The questionnaires and answers of the basic information of the users are given below-

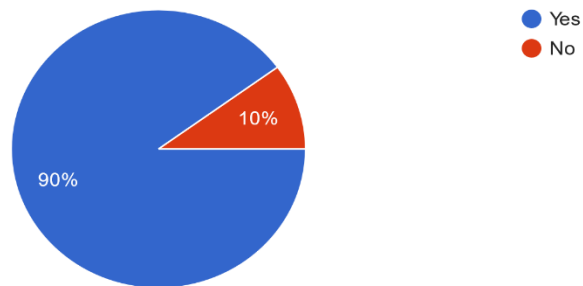
Your Gender?  
60 responses



**Figure- 9: Gender-based response**

The figure above represents the total gender-wise response taken from the survey. The male respondents were 65% and female respondents were 35%.

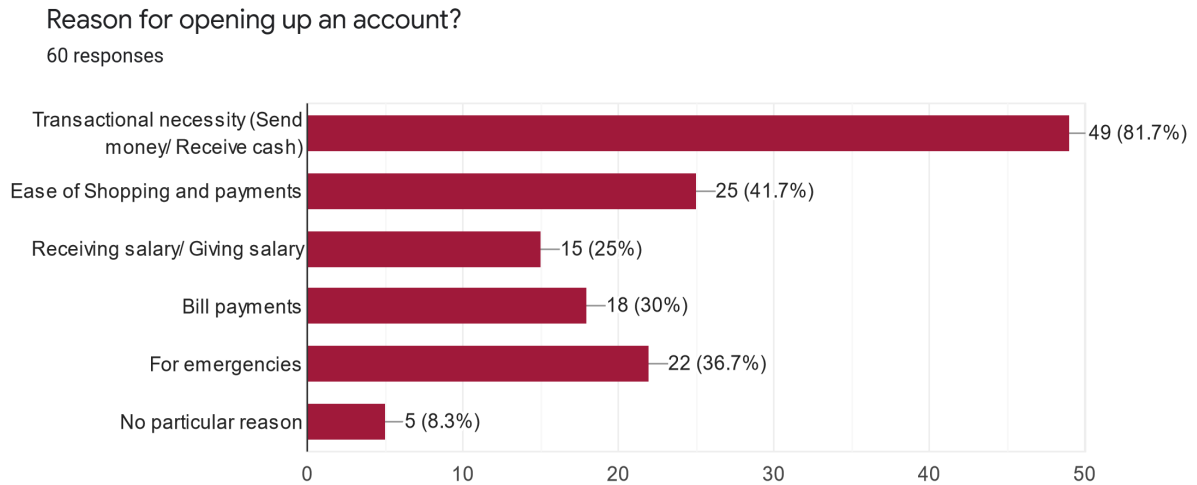
Are you a bKash user?  
60 responses



**Figure- 10: Rate of bKash users**



Here, figure-10 shows that, about 54 people were the users of bKash, whereas, 6 people did not use bKash, this will provide a better representation and validation of the data collected through our survey.

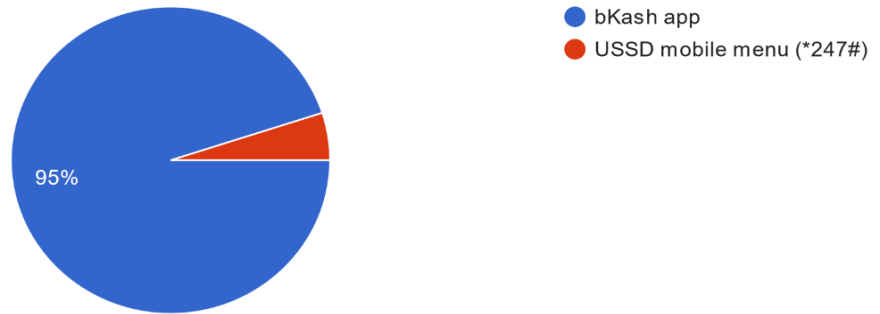


**Figure- 11: Reason for opening personal account**

The graph above represents a multiple answer question, where respondents are free to choose more than one answer and it can be noticed that the majority agreed to open the account for transactional purposes while about 25 and 22 people agreed to have opened the account for Ease of shopping/payments and for emergencies respectively, which can be very important at this point of Covid-19. Moreover, about 15 and 18 people also have agreed to use bKash for Receiving/giving salary or for Bill payments respectively which is also one of the most important means of transactions during this lockdown. Finally, about 8.3% of respondents mentioned that there was no particular reason for opening their account.

Do you prefer bKash app or the USSD mobile menu?

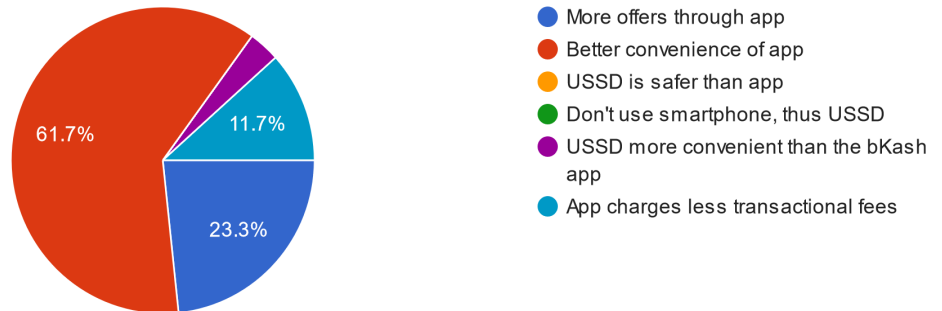
60 responses



**Figure- 12: Preference for bKash app or USSD**

Select a reason for your prior preference.

60 responses

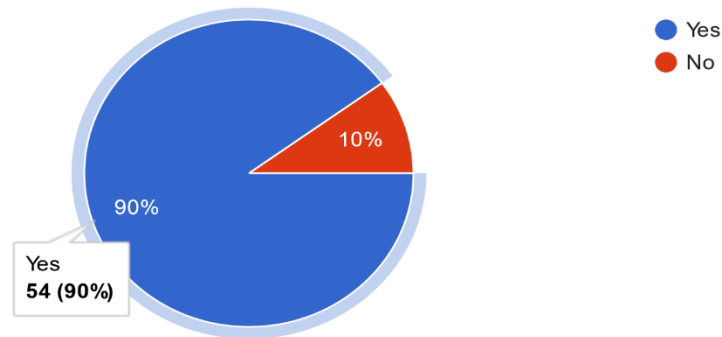


**Figure- 13: Reason for their prior preference**

Figure- 12 and 13 represent the preference of the users, in figure-12 we can notice that the majority, which is about 95% prefers bKash app and the reason for this choice has been

showcased in figure-13, where we can identify that most of the people (about 61.7%) are using the app for better convenience and service. On the other hand, about 23.3% and 11.7% of users prefer the app because of the offers and for the reduced transactional charges respectively, which clearly illustrates the particular reasons for using the app over the USSD and bKash are succeeding on grabbing the public's attention in whatever way possible. However, only about 4% of respondents think that the USSD service is more convenient than the app and they might have their reasons which were not shared in the survey.

Do your parents or any elderly member of the family use bKash?  
60 responses

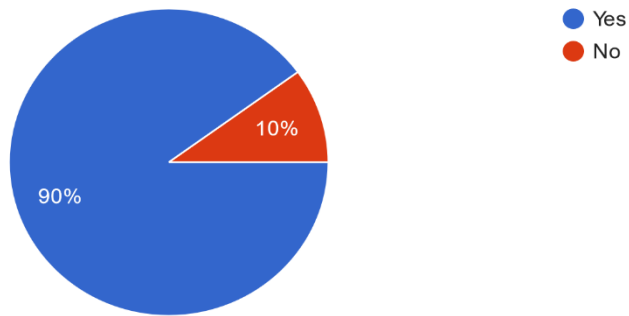


**Figure- 14: Family members of respondents using bKash**

Here, in figure-14, we can identify about 90% of people responding affirmatively that their family members (Elderly) are using bKash whereas only 10% projected the opposite answer. Thus, it can be justified that the elderly people of our society are comfortable with

bKash and finding its services useful, it can also be predicted that their compatibility with the facilities of bKash is top-notch.

Do you prefer bKash over all other Mobile Financial Service providers?  
60 responses

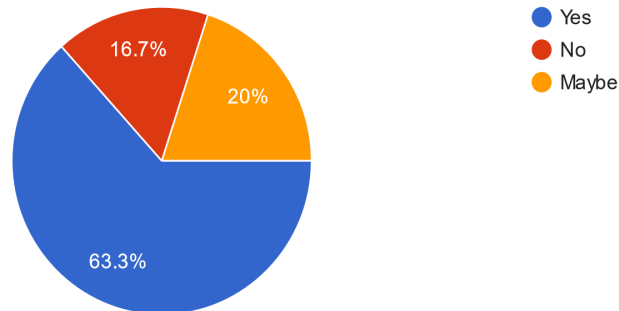


**Figure- 15: Preference of bKash over other MFS providers**

About 90% of people from the figure above, prefer bKash over all other MFS providers in Bangladesh, which solely means the quality of service and ease in financial transactions of bKash is over the top and completely reliable. However, only about 10% believes otherwise and the common reason was the charge of bKash for every transaction for which the respondents prefer the rising competitors for their lesser charge.

Does the people working for you or your family have bKash accounts? (e.g- House help, Driver, Guards, etc.)

60 responses

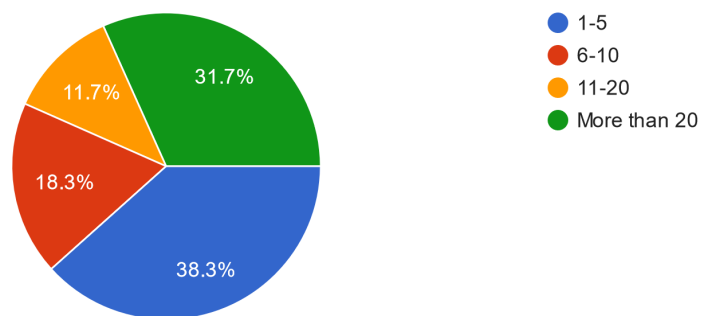


**Figure- 16: Working-class bKash users**

The above diagram showcases the working-class bKash users who are working under the family of the respondents. Among all the replies, the majority (63.3%) believe that the people employed under them are bKash users and the other 20% of the respondents are unsure about them while the rest 16.7% nullifies the idea of these people being bKash users.

How many people from your village house are directly or indirectly using bKash and its facilities?

60 responses



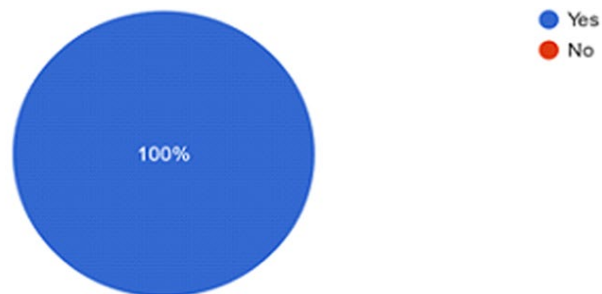
**Figure- 17: Under-educated bKash users**

Here, the respondents were asked about the villagers (mostly their family currently residing in rural areas) who are using or being facilitated by bKash. About 38.3% says that only 1-5 villagers from their family are using bKash whereas 31.7% believe that the number of users is more than 20. On contrary, 18.3% agrees to have 6-10 people from their village home who are using bKash and its facility. While rest of the respondents have settled at 11-20 people range, which clearly implies that bKash is greatly used among the rural population of Bangladesh and the services are quite a user friendly to these people.

**ii. Opinion of the users:**

The opinion of the users will include all the possible changes that might be profitable both for bKash and for the general users. Also, it will illustrate the perceptions and opinions of the users on the effort of bKash for achieving better financial inclusion.

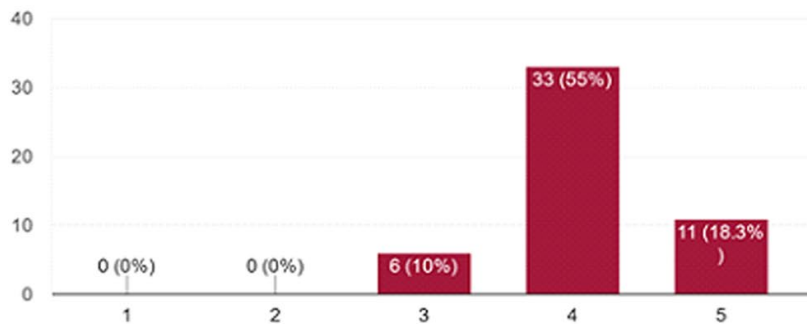
Did bKash make your life easier than before?



**Figure- 18: bKash and ease of life**

We have already seen that, out of 60 respondents, 90% were the direct users of bKash but we also understand that almost everyone has directly or indirectly experienced the features and usage of bKash in one way or the other or at least have seen the methods of its usage, for which almost 100% of the respondents have agreed to the fact that bKash has contributed to making things easier even if it was only for once or twice.

How much would you rate bKash for their contribution towards the improvement of the financial inclusion stats in Bangladesh? (Financial Inclusion has been explained in the beginning)

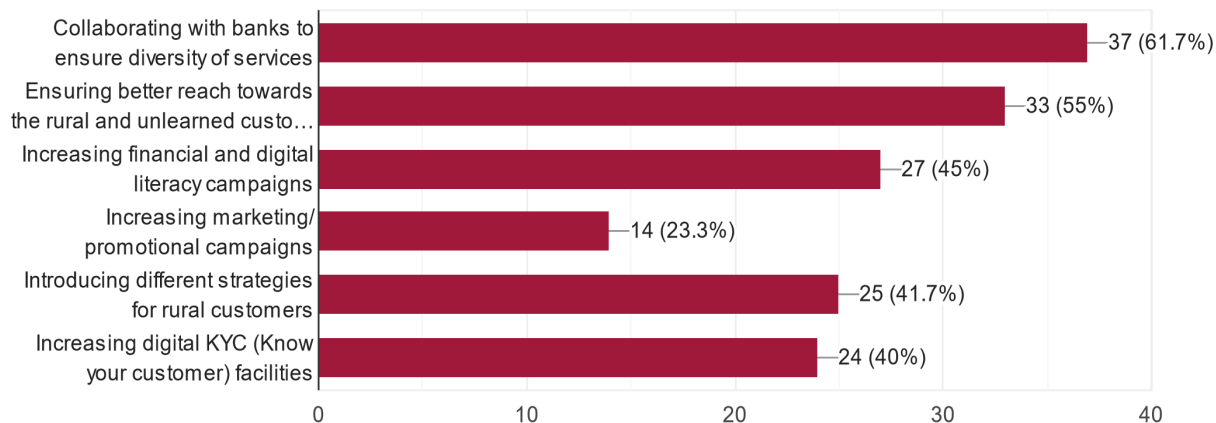


**Figure- 19: Thoughts on the contribution of bKash for better financial inclusion**

Here, figure-19 contains the responses of 50 people where the majority (55%) were rating an overall 4 out of 5 for the contribution of bKash towards improving the financial inclusion statistics in Bangladesh. In addition, about 18.3% believe that bKash has done an amazing job in the field of improving financial inclusion as they have rated 5 out of 5 to bKash limited, which certainly proves that bKash is successful enough in creating a positive mindset among the general users of our country.

## How can bKash improve their contribution towards achieving better financial inclusion for Bangladesh

60 responses



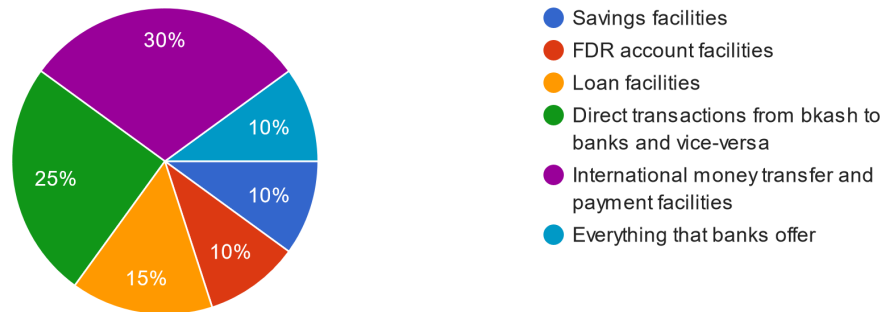
**Figure- 20: Opinion for improvements to ensure financial inclusion**

The above chart illustrates a multiple-answer question, where the respondents shared their opinion on the probable things that bKash can do to improve their contribution towards reaching the expected financial inclusiveness. About 37 and 33 people think that collaborating with the bank for diversified service and reaching towards the rural and under-educated people respectively would prove beneficial for achieving better financial inclusion. In addition, 45% of the respondents agree that increasing various financial and digital literacy campaigns might be helpful for everyone which can positively enroll new and varied customers to the service range of bKash. Again, 41.7% and 40% of people also think that, ‘Increasing various strategies for the rural customers’ and ‘Increasing digital KYC’ respectively might bring positive results for bKash. However, only 14 people have agreed that increasing promotional campaigns can be noteworthy for attaining financial



inclusion. While taking public view as the key it can be concluded that the collaboration of banks and bKash while ensuring various diversified services can be quite game-changing for better financial inclusion of bKash.

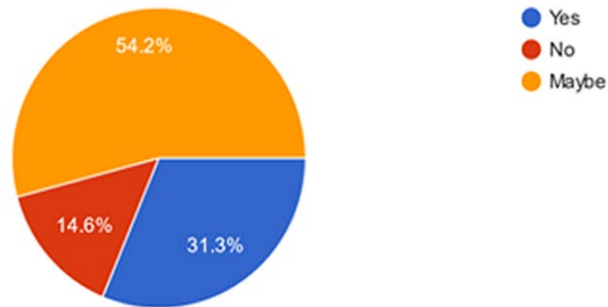
Which facilities should bKash include from the ones offered by the banks?  
60 responses



**Figure- 21: Opinion for including facilities similar to banks**

According to figure-21, most of the respondents (about 30%) believe that the facilities like ‘International money transfer and payment facilities’ should be included, similar to that of the banks. bKash has been working with AliExpress where one can pay their payments for shopping through bKash. To add, almost one-fourth of the respondents want the ‘Direct transaction from bKash to Bank and Bank to bKash’ facilities which is also coming true as bKash is partnering up with various banks to bring ease in transactional facilities. However, while 15% of the people want the ‘Loan facilities’ to be included, the rest of the 30% are supporting the FDR, Savings, and various other facilities that the banks are offering to be included in bKash.

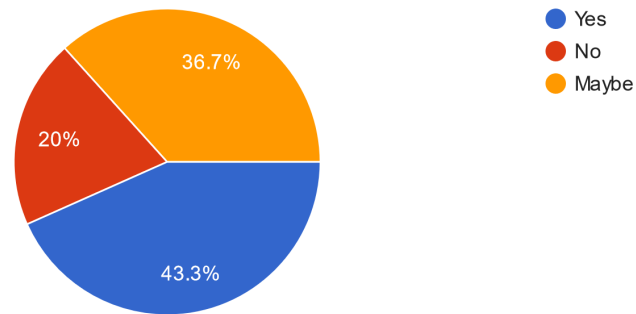
Should bKash get enlisted under the Dhaka Stock Exchange to ensure better financial inclusion?



**Figure- 22: Opinion for including bKash under DSE**

Out of the 60 respondents, about 54.2% are unsure or does not have the clear idea of what DSE might be or the outcome that might happen if bKash gets enlisted under DSE but bKash as a company might be beneficial if gets enlisted under DSE as their transparency will get appreciation and selling of the stocks will help the company in the long run. Common and shared stockholders will also find benefit upon investing in a reputed company as that of bKash Limited. As we can see, in the diagram, 31.3% agrees that bKash should get enlisted under DSE which proves their knowledge and understanding about DSE and the benefits that bKash might receive, whereas, the rest 14.6% thinks it to be a bad idea for bKash to get enlisted under DSE. Since the majority are supporting this point, bKash should consider getting enlisted under DSE as they will be financially viable and profitable, while the transparency will add to the financial inclusion efforts for the company, people and the country.

Do you think rural and under educated people can use all the basic facilities of bKash with ease  
60 responses

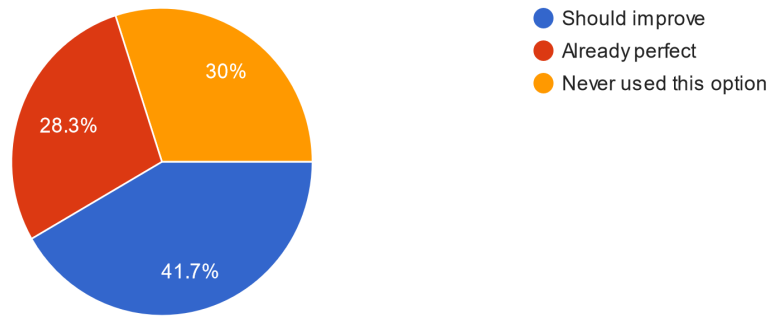


**Figure- 23: Under-educated people and their compatibility with bKash**

bKash has been working tremendously to ensure financial inclusion with the poor, rural-based and under-educated population of Bangladesh. The above diagram can work as a positive gesture because the majority (43%) of the respondents are supporting the feasibility of using bKash by everyone, whereas, about 36.7% are unsure about the topic and the rest of the 20% are against the question and believes that the rural population is not compatible with the methodology of using the basic facilities of bKash. The work of bKash has been extraordinary in the past few years and their effort for ensuring financial and technical literacy has been top-notch, soon the service will get much more accessibility by all sorts of people.

Should bKash change their USSD service and make it more user friendly or is it just perfect, the way it is?

60 responses



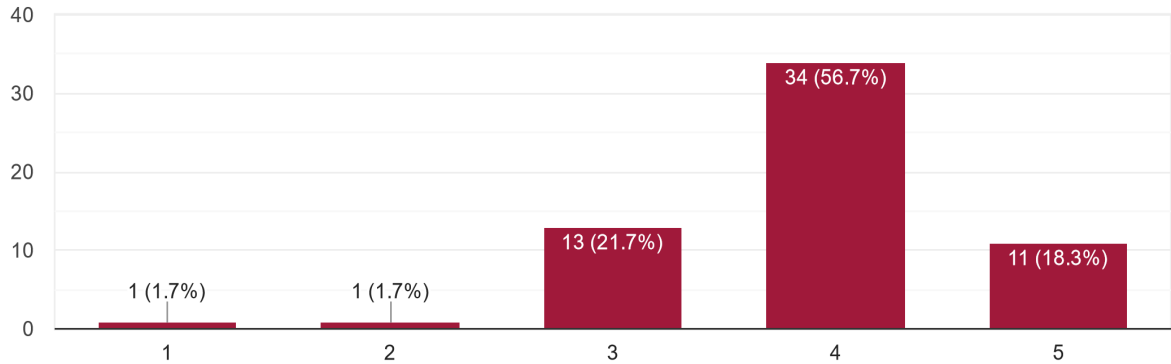
**Figure- 24: Opinion regarding USSD service**

The response seen from the diagram suggests that bKash should improve their USSD service as 41.7% have agreed to the put the opinion. However, almost 30% have never used the option and the rest 28.3% think it's already perfect which suggests that bKash should take necessary steps to improve their USSD service according to the necessity of their users.

**iii. Suggestions and thoughts of the bKash and non-bKash users:**

How would you rate the efforts of bKash in order to make the user experience easier and better for all sorts of people?

60 responses

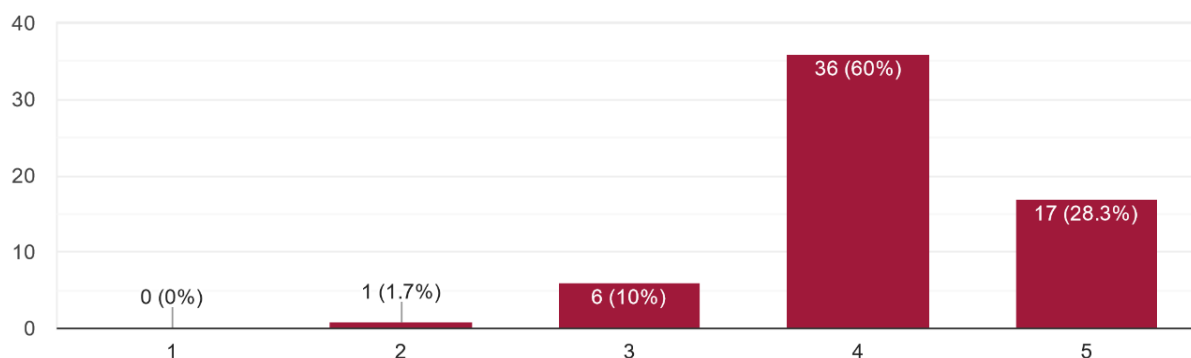


**Figure- 25: Rating the efforts of bKash**

The bar chart illustrates that the majority of the people have rated 4 out of 5 to bKash for their excellent effort to improve the user experience and make it viable for every class. In addition, almost 11 of the respondents gave 5 out of 5 and about 13 voted for 3. It becomes quite clear that the people are satisfied with the efforts of bKash and the results prove that bKash is improving their technology and services in regular intervals for the ease of the users.

Please rate your experience with bKash

60 responses



**Figure- 26: User experience rating with bKash**

The user experience has been great as the maximum of the respondents went for 4 out of 5 while the others went for 5. Some who have voted 3 or lesser which proves that bKash has room for improvements and it should match the need of the customers. But the positive feedbacks overtake the negatives and bKash is proving their worth once again.

**Suggestions and thoughts:**

There were certain questionnaires regarding the improvements of the service for the rural and under-educated people of our country. Thus, the respondents proposed some changes and improvements that they would prefer to see. Those suggestions have been shortlisted underneath-

- a. bKash can work to make the features easy and understandable for all types of people, especially for the rural and the less educated people.

- b. bKash can educate the villagers and ensure financial and technological literacy throughout the country.
- c. There should be enough campaigns and dynamic projects to ensure better reach around every corner of our country.
- d. Developing and designing the UX for everyone, so that people can be comfortable while using it.
- e. Introducing easier transactional facilities.
- f. Training the agents for better service and making sure that they are capable of helping the rural customers.

Some other noteworthy suggestions were collected from the users, which covers the overall service improvements that are expected from bKash. The suggestions have been pointed below-

- Adding dual currency transactional system by bKash, similar to the banks and the Credit/Debit cards.
- Collaborating with different trusted banks to introduce linked depository or savings account for the ease of the users.
- Introducing international payments facilities through bKash.
- Customers should be informed about the system updates beforehand, through SMS.
- Adding transactional options with ATM or CDM at the remote places where network and internet is unavailable or trying to bring in a different technology that can solve this issue for the ease of the remote users of bKash.

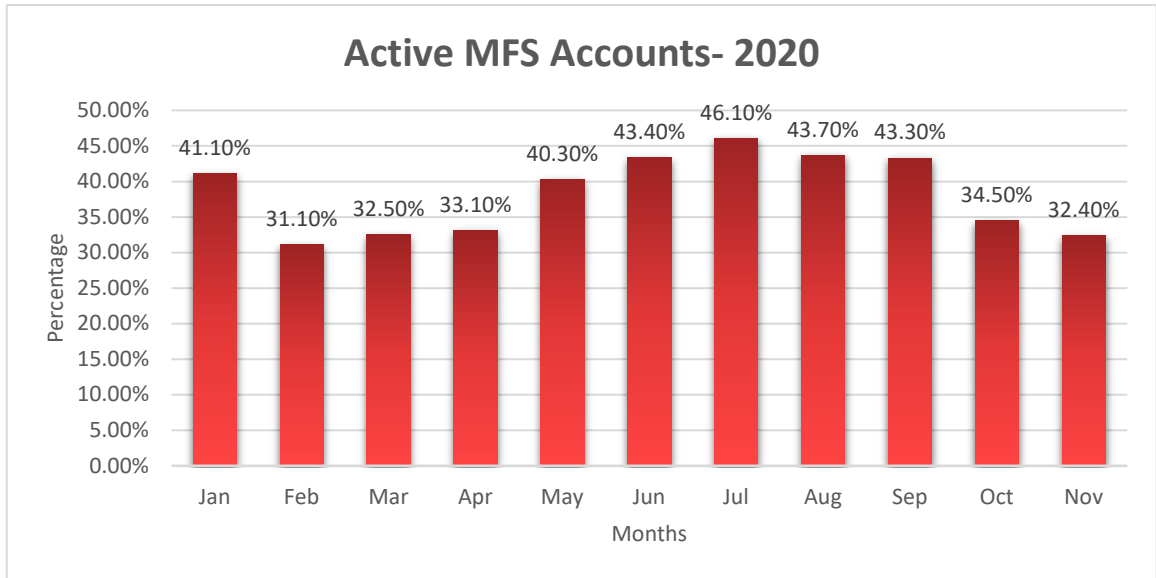
### **3.3.4 Analyzing the demographical change and demand MFS amidst the pandemic:**

The pandemic 'Covid-19' has caused various adverse effects in everyone's life regardless of caste, class, or way of living. People have been stuck in their own places to avoid the seriousness of this disease. While everyone was facing serious issues regarding cash transactions and availing banking services from home, bKash and other MFS providers became the savior for most of the people. It strengthened the idea of cashless transactions and innovated its technology as per the requirement of the users. As 'Covid-19' is an infectious disease that can spread through the physical exchange of money, the cashless transaction was an inevitable step towards safety. Thus, the business standards took a big change, innovations took their leap and the MFS providers became more dedicated to fulfilling their goals for better performance and revenue.

Although the MFS industry seemed promising because of their work and was supposed to gain more customers according to the given condition, unfortunately, this did not happen and there were various ups and downs due to the rising poverty, joblessness, and health issues caused by Covid-19.

Therefore, the dynamics of active MFS accounts have been changing throughout the year 2020 from January to November. The percentage change has been illustrated below-





**Figure- 27: Active MFS Accounts (Hasan, 2021)**

The data presented above shows us the inconsistent variation of active accounts. The change was quite unpredictable, it can be noticed that the lowest point was reached in February when the adverse situation of Covid-19 started to increase and soon the rate increased throughout the months when the infection rate was at the peak and lockdown was imposed. Soon after the lockdown was eased, it can be seen that the dependability of people on these MFS accounts started to decrease. There can be various other possible reasons affecting the change but it is to be noticed that, in November, the number of active users of the mobile financial services platform fell to its lowest level since 2020, which is a concerning development for the very MFS platform.

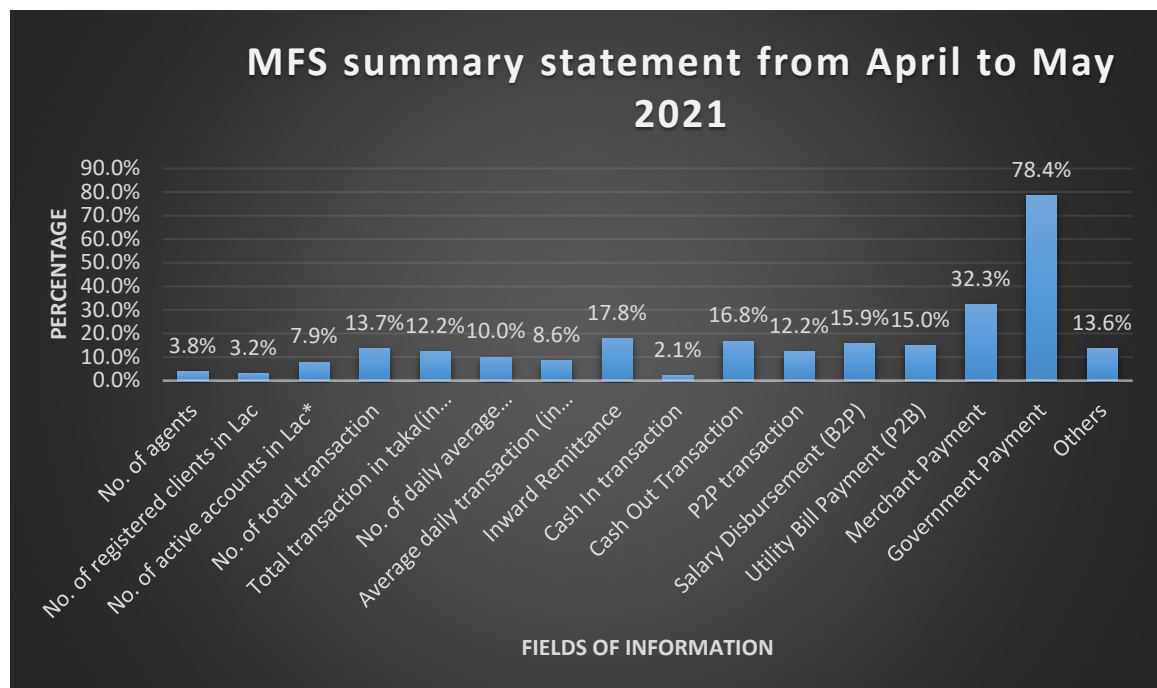
According to Bangladesh Bank data, roughly 3.8 crores of the 9.8 crores registered accounts have made a transaction in the preceding 90 days at the end of November (Hasan, 2021).

Although there were some negative impacts seen for the MFS companies during the pandemic, there were some positive results too.

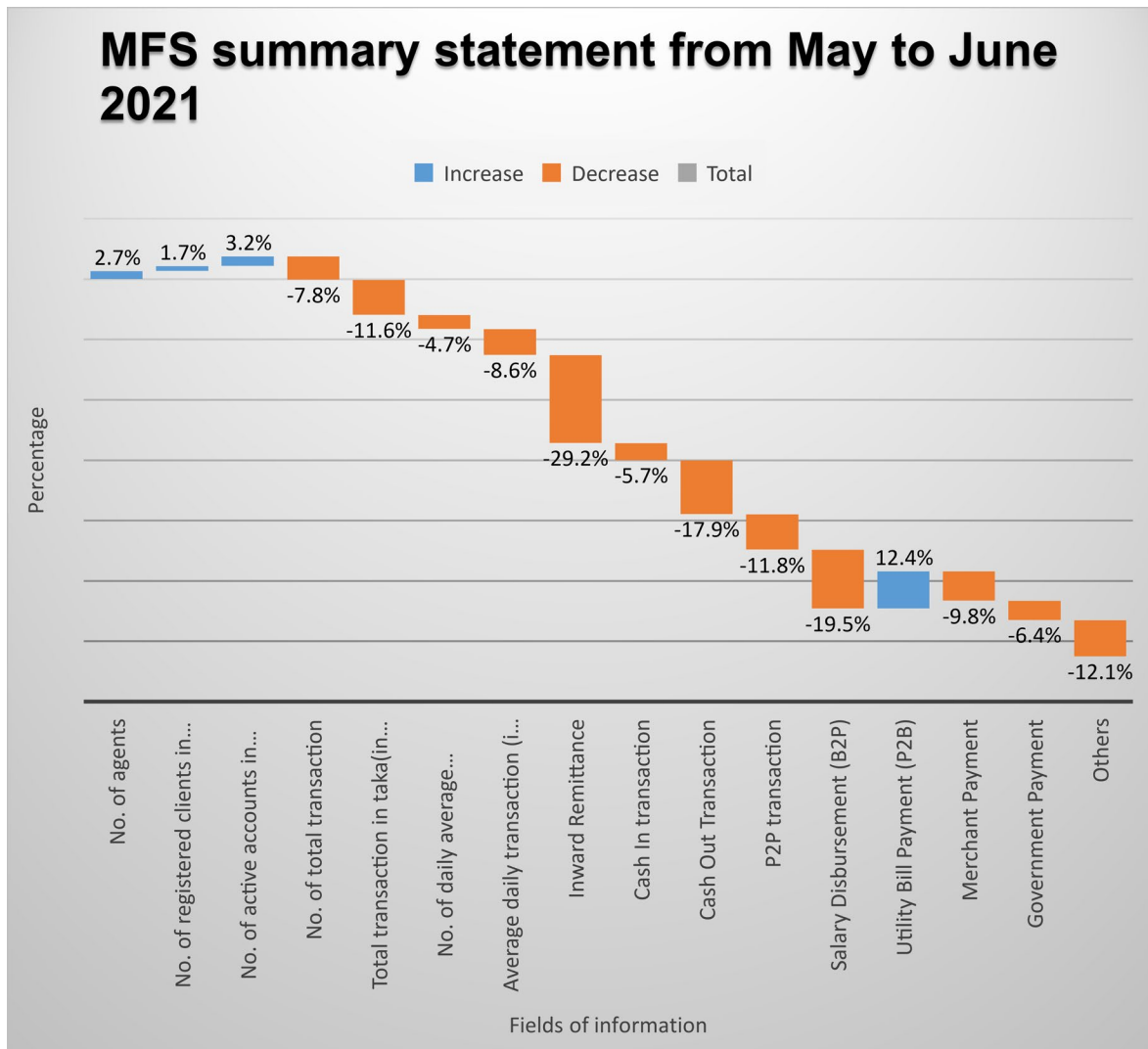
Person-to-person (P2P) transactions on the platform topped Tk 16,000 crore for the second month in a row in November. It totaled Tk 16,108.8 crore, accounting for the second-largest proportion of the month's total transactions. Moreover, P2P transactions increased by 63.5 percent in November compared to the same month last year (Hasan, 2021).

In November, different deposits accounted for the largest percentage of MFS transactions: Tk 16,353 crore, the second-highest sum after July, which was a record-breaking period for the platform by all measures (Hasan, 2021).

In 2021, the MFS industry has faced different outcomes, some of the months were positive and uplifting while the others were not so appealing. The chart shows the transition of basic summaries of the MFS industry from the month of April to May 2021.



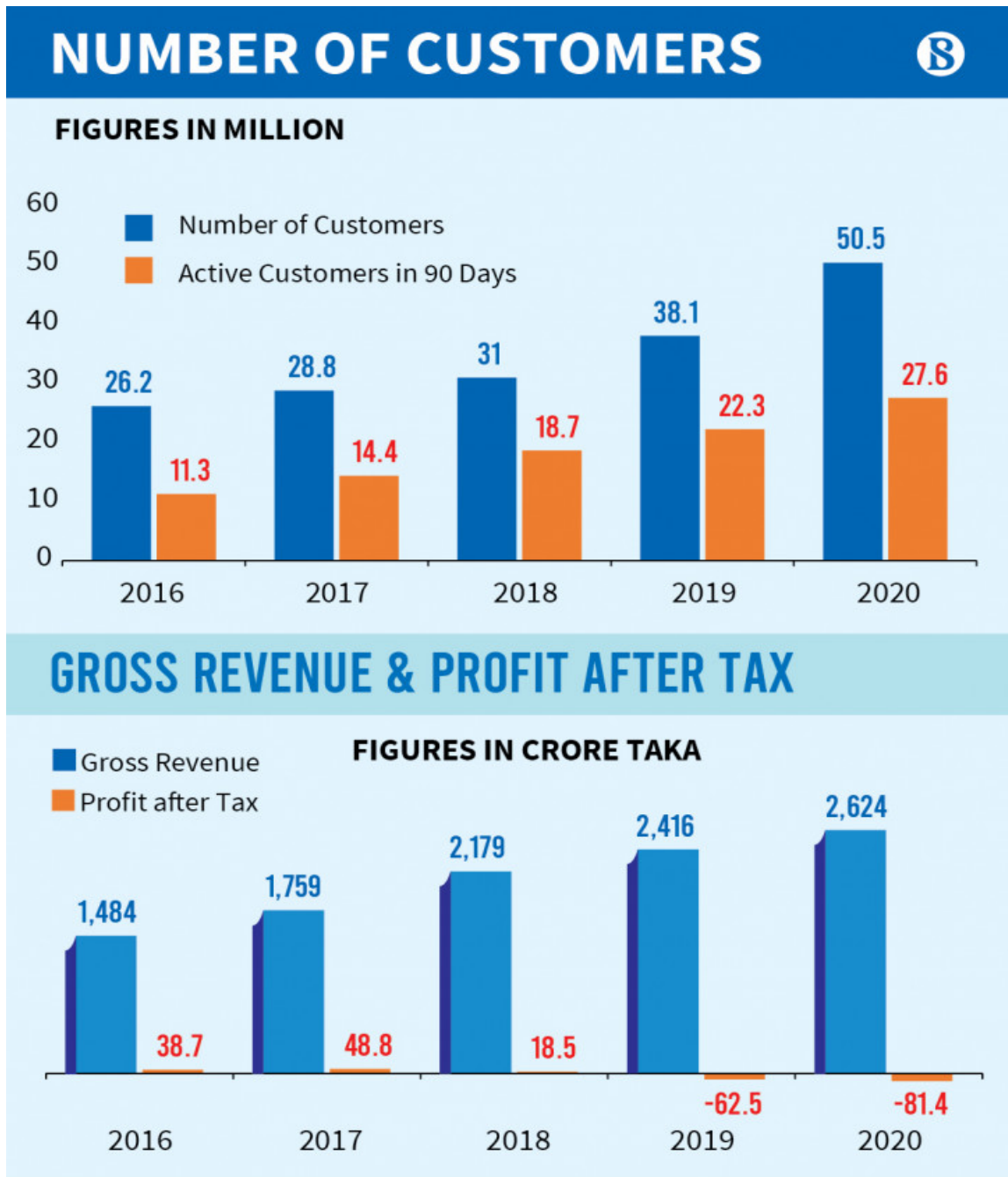
**Figure- 28: MFS Summary statement (April to May) (Bangladesh Bank, 2021)**



**Figure- 29: MFS Summary statement (May to June) (Bangladesh Bank, 2021)**

Here, the chart above shows the transition of basic summaries of the MFS industry from the month of May to June 2021.

The differences between the percentage change are visible and we can see that the change went from positive to mostly negative implying that the value went down for the negative fields of May to June in comparison to that of April to May.



**Figure- 30: Recent statistics of bKash (Alo, 2021)**

Here, the figure describes the change of the users over the period of 5 years from 2016 to 2020 and it points out that the number of customers and active customers has increased the most in 2020 implying the increased demand of bKash among the users.

While the condition was dramatically changing resulting in positive and negative changes for the MFS companies, it is true and to be noted that, bKash did not make any profits in 2020. They were more focused to fight through the challenge of pandemics and reach more people, ensuring higher customer engagement and service. Their extensive campaigns and activities to gain more users while having their trust have reached a new dimension of excellence throughout this period of time. People are more confident in the services of bKash and innovations are helping them to attain a better hold in the MFS industry. In 2021, bKash is making a better impact for 2020 and the changes are very satisfying. With the addition of various new aspects of technology features, bKash is already contributing towards system advancements with more options compared to their competitors. bKash will likely get a better reach along with trust, once they are done with their desired developments.

### **3.4 Summary and Conclusion:**

bKash Limited has been a big name in the MFS industry since the very beginning and the constant innovation, improvement of technology and better financial services are making it better than the competitors. Before the introduction of bKash and other MFS companies, banks were the only go to place for financial dealings. But considering the huge population, the services nor the availability of banks were companionable or enough for everyone, with the majority living in the rural areas or are less-educated. Thus, introduction of branches every month was just not enough and was not helping the general residents of the rural areas.

Again, in terms of banking service accessibility, Bangladesh's central bank issued a directive with the goal of providing banking services to the whole country's population.

According to the guidelines, banks should open 50% of their new branches in rural regions every calendar year.

Several banks, on the other hand, maybe hesitant to engage in rural regions since they are not cost-effective. Moreover, traditional banking, which needs a lot of paperwork, is particularly tough for rural people, especially those who are illiterate and the majority of the banks' clients reside in cities which makes it even tougher.

As a result of this circumstance, the country now faces a financial crisis. For which, the introduction of MFS was a necessity for ensuring financial inclusivity.

bKash has proven to be Bangladesh's best convergence of finance and technology since its inception. As attempts are made to popularize mobile money as a viable alternative to physical and plastic money, where MFS has made a substantial contribution to rural-urban financial flow. bKash also has continued their expansion which will not only assure more penetration of the 'bottom of the pyramid' market but also help to boost online e-commerce transactions. It is mostly used for payment-related services by the majority of users. Currently, along with all other available services, the most common transactions are cash-in and cash-out, followed by P2P transactions.

The report presented here showcases all the findings related to bKash, focuses on the available options or the changes required to ensure better financial inclusivity. There were surveys that were conducted to ensure better depth through the response of the general users. Overall, the report is made to highlight the efforts of bKash regarding financial inclusion and probable ways to improve the financial inclusivity of bKash.

To conclude, because of technological advancements, particularly mobile technologies, the banking sector has achieved significant progress. Consumer experiences have improved significantly as a result of developments like automated teller machines, internet, and mobile financial services, payment wallets, and other innovations. But there is still a lot to accomplish to provide the best output and make things easier through innovation and technology. Thus, in this regard, the Bangladesh Bank should take all sorts of necessary steps to provide financial inclusion to all citizens of the nation. The importance of mobile financial services in attaining the goal of financial inclusion is mostly highlighted in the study. Also, according to the findings of the study, mobile financial services play a vital role in achieving financial inclusion. Hopefully, within 5-6 years MFS service will reach massive heights, and the financial services of Bangladesh will be the best in the South-Asian or maybe in the Asian continent.

### **3.5 Recommendations:**

According to the research and findings, bKash has to better design its financial services based on the demands of its target customers. The advent of the internet and mobile phones in Bangladesh provides an excellent opportunity for the government and business sector to collaborate and design accessible financial solutions for the general public. The ongoing financial division crisis demonstrates that there is no acceptable administrative prerequisite for reformist change; rather, the methods used are plainly backfiring. We've seen the government encourage arrangements that meet the requirements of persons who are reliant on

innovation. Thus, to meet the changing demands of the public, bKash must upgrade its operations and services.

bKash can also focus on market analysis, such as evaluating revenue and local transactions in rural regions and identifying prospective zones/rural areas where business is flourishing, in order to better focus their digital banking service training programs and attract more target customers. In the long run, this, together with recognizing unique demands tailored to various zones in connection to their economic activity, will be beneficial. As a result, bKash can meet the diverse demands of its consumer base.

bKash also needs to give booth training in distant rural regions so that rural folks who aren't reached by their regular marketing campaigns and educational programs may be taught one-on-one. Aside from that, since the whole business of bKash is based on technology, they must continually upgrade their servers to eliminate any technical issues or bugs that might bother the consumers.

To have a stronger and bigger reach with partners and distributors, bKash should aim for more sophisticated internet and network coverage. This will make it easier for individuals in rural regions to use bKash and its services. In the long run, it will assist in bringing more people together under the umbrella of mobile financial services.

Moreover, bKash should strive to decrease their (18.5 taka) basic transactional rate so that rivals do not have an edge in attracting new consumers.

Customers will be able to conduct any type of cashless transaction up to an amount from their account if bKash increases their account limit, allowing them to store more money in their bKash account at their leisure. bKash can also expand their horizons for payment or getting



money outside of Bangladesh, similar to PayPal so that users can make payments outside of Bangladesh or receive their income for freelance work from overseas using bKash.

In general, bKash has proven significant for the digitized financial operations of Bangladesh. The continuing revolution has aided in bringing a diverse variety of individuals into financial activities and has shown to be a powerful instrument for empowering those who are financially disadvantaged. This goes a long way toward boosting any economy and assisting it in reaching its GDP targets. Finally, the efforts done by bKash can be said to be commendable in every way.

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## 5 Appendix:

### Appendix A (Financial Performance and Accounting Practices of bKash Limited)

Financial Ratios	2018 (In taka)	2019 (In taka)	2020 (In taka)	Formulas
Total asset turnover-	$(19272138311/42896102931) = 0.45$ times	$21281314893/(49305101898) = 0.43$ times	$23070852573/(61355783366) = 0.38$ times	Total Revenue/ (Total asset)
Total Debt to Total asset ratio	$(32187323131/42896102931) * 100 = 75.04\%$	$(39221468576/49305101898) * 100 = 79.55\%$	$(52086114643/61355783366) * 100 = 84.89\%$	Total Debt/ Total asset
Net Profit Margin	$(184795291/19272138311) * 100 = 0.96\%$	$(-625146478/21281314893) * 100 = (-2.94\%)$	$(-813964599/23070852573) * 100 = (-3.53\%)$	Net Profit/Total Revenue
Return on Asset (ROA)	$(184795291/42896102931) * 100 = 0.43\%$	$(-625146478/49305101898) * 100 = (-1.27\%)$	$(-813964599/61355783366) * 100 = (-1.33\%)$	Net Income/Total asset
Return on Equity (ROE)	$(184795291/10708779800) * 100 = 1.73\%$	$(-625146478/(10083633322)) * 100 = (-6.20\%)$	$(-813964599/9269668723) * 100 = (-8.78\%)$	Net Income/Shareh olders equity

Du Pont Equation	1.73%	-6.20%	-8.78%	<b>Du Pont Equation = Net profit Margin * Total Asset Turnover * Equity Multiplier= ROE</b>
Equity Multiplier	$\frac{42896102931}{10708779800} = 4.01$	$\frac{(49305101898)}{10083633322} = 4.89$	$\frac{(61355783366)}{9269668723} = 6.62$	Total Asset/Total Stockholders' equity

**Table A.1- Financial ratios calculation of bKash Limited**

**Appendix B (Questionnaire of the survey on bKash Limited)**

1. Name of the respondent
2. Gender of the respondent
3. Are you a bKash user?
4. Reason for opening up an account?
5. Do you prefer bKash app or the USSD mobile menu?
6. Select a reason for your prior preference.
7. Do your parents or any elderly member of the family use bKash?
8. Did bKash make your life easier than before?
9. Do you prefer bKash over all other Mobile Financial Service providers?
10. If no, which MFS provider do you prefer and why?

11. How much would you rate bKash for their contribution towards the improvement of the financial inclusion stats in Bangladesh?
12. How can bKash improve their contribution towards achieving better financial inclusion for Bangladesh?
13. Which facilities should bKash include from the ones offered by the banks?
14. Should bKash get enlisted under the Dhaka Stock Exchange to ensure better financial inclusion?
15. Do the people working for you or your family have bKash accounts? (e.g- House help, Driver, Guards, etc.)
16. How many people from your village house are directly or indirectly using bKash and its facilities?
17. Do you think rural and under-educated people can use all the basic facilities of bKash with ease?
18. How can bKash improve their service for the rural and under-educated people?
19. How would you rate the efforts of bKash in order to make the user experience easier and better for all sorts of people?
20. Should bKash change their USSD service and make it more user-friendly or is it just perfect, the way it is?
21. Please rate your experience with bKash.
22. Suggestions for improvements or thoughts regarding the services of bKash limited.