Report On

"Digital Banking Adoption and Its Transformative Impact on Customer Experience: A Study on City Bank PLC"

By
Mehnaz Afroz Borni
Student ID: 20204021

An internship report submitted to the BRAC University in partial fulfillment of the requirements for the degree of Bachelor of Business Administration

BRAC Business School
BRAC University
September 2025

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

Mehnaz Afroz Borni
20204021

Supervisor's Full Name & Signature

Nadia Afroze Disha
Lecturer, BRAC Business School
BRAC University

Co- Supervisor's Full Name & Signature

Tanzin Khan
Senior Lecturer, BRAC Business School
BRAC University

Letter of Transmittal

Nadia Afroze Disha
Lecturer
BRAC Business School
BRAC University
Merul Badda, Dhaka 1212.

Subject: Submission of internship report on **'Digital Banking Adoption and Its Transformative Impact on Customer Experience: A Study on City Bank PLC'**

Dear Miss,
As a mandatory requirement of my internship, I am honored to submit my report on "Digital Banking Adoption & Customer Experience." This topic was chosen with the intention of exploring how digital transformation is not only reshaping the banking sector but also redefining customer expectations and engagement. By analyzing adoption trends, customer satisfaction factors, and service challenges, I aimed to highlight the growing importance of technology-driven solutions in financial services. Drawing from my workplace observations and industry insights, I tried to present a report that not only fulfills academic requirements but also provides a thought-provoking perspective on how digital banking is shaping the future of customer experience in Bangladesh.

I am optimistic that this report will fulfill all needs and standards.

Sincerely yours,
Mehnaz Afroz Borni
Student ID: 20204021
BRAC Business School
BRAC University
Date: 28-09-2025

Non-Disclosure Agreement

I have a contract with "City Bank Limited" as a BRAC University student that allows me to use and obtain necessary organizational insights to complete my internship report, "Digital Banking Adoption and Its Transformative Impact on Customer Experience: A Study on City Bank PLC"

My organizational line manager approved and guided the preparation of this report based on qualitative research, focusing on practices, customer perspectives, and workplace observations. I want to sincerely thank you for granting me permission to use these insights for the preparation of my report.

As part of the internship, a comprehensive report and presentation must be submitted to BRAC University. I was strongly urged not to include any sensitive or confidential information by the organizational supervisor. Without a formal document that has been signed by both parties, this agreement cannot be modified.

Line manager's Full Name & Signature

____

H M Abrar Zaman
Cluster Manager & Branch Manager
City Bank PLC

Student's Full Name & Signature

____

Mehnaz Afroz Borni

Address: BRAC University, Merul Badda, Dhaka 1212.

Description of the report: "**Digital Banking Adoption and Its Transformative Impact on Customer Experience: A Study on City Bank PLC"**

Acknowledgement

To begin with, I would like to express my gratitude to the Almighty for providing me with the opportunity to complete the report. Furthermore, I would like to convey my gratitude to my supervisor, Nadia Afroze Disha, Lecturer at BRAC University, for his direction, inspiration, and support during the entire process, which enabled me to produce an informative report. Moreover, I would like to convey my gratitude to my co-supervisor, Tanzin Khan, Senior Lecturer at BRAC University, for the guidance and support she provided. In addition to that, I would take this opportunity to express my gratitude to H M Abrar Zaman, my on-site supervisor for providing me the chance to work under his supervision. He has been so supportive to me all the time and a person who inspires me to achieve more. Lastly, I would like to appreciate the support and guidance I received from the colleagues of the HR Department of the City Bank PLC.

Executive Summary

In the banking sector, the digital revolution is now the fundamental battlefield for attracting, retaining, and retaining customers. This research explores the crucial relationship between the adoption of digital banking and its revolutionary effects on customer experience, using real-world knowledge gained during a 12-week internship at The City Bank PLC. This report explores how City Bank's strategy shift to digital channels is radically changing client interactions and expectations, despite the fact that the bank has established itself as a leading financial institution with a strong brand and high-quality services.

This report shows the adoption of City Bank's digital solutions through qualitative analysis, highlighting the main factors influencing acceptance as well as the inherent difficulties in a market that is competitive and changing quickly. Beyond internal operations, the examination takes into account Bangladesh's larger socioeconomic and regulatory environment, emphasizing the particular advantages and disadvantages of digital financial services. The study concludes with a series of practical suggestions aimed at strengthening client happiness, accelerating digital adoption, and ensuring The City Bank PLC maintains a competitive edge in the age of digital banking.

Table of Contents


CITY BANK CENTER

Chapter 01: Overview of the Internship

1.1. Details about the Student

I am Mehnaz Afroz Borni and my ID no. is 20204021. I am studying in BRAC Business School in Bachelor of Business Administration (BBA) and did a major in Human Resource Management with a minor in Marketing.

1.2. Details of the Internship

1.2.1. Time frame, business, division, and address

I was offered a three-month internship at City Bank PLC after completing the 12th semester of my BBA degree. On July 31, 2025, I began working at the City Bank PLC Office located in Simpletree Attalika, Holding No. 134, Plot No. 13, Gulshan Avenue, Gulshan 2. I worked mostly in the Human Resources Department (Recruitment) during my internship. On October 29, 2025, my internship came to an end.

1.2.2. Details of the Internship Company Supervisor

My supervisor's name is H M Abrar Zaman. He is the Cluster Manager & Branch manager Retail Banking Division at Corporate head office, which is located at Gulshan Avenue, Dhaka-1212.

1.2.3. Job Description, Responsibilities, and Job Scope

At the City Bank PLC, I worked as an intern of the Human Resources Department, specifically in recruitment division, where I assisted with recruitment and selection related tasks such as calling candidates to schedule interview or informing them about the date and time of written test, assisting with the invigilation of written tests, providing the appointment letter to selected candidates and collecting necessary documents from the newly recruited employees.

1.3. Internship Outcomes

Getting an internship with The City Bank Plc was a terrific start to my professional career and an honor. This internship term has taught me a lot. My mentors at work helped me improve my interpersonal skills and pushed me to behave professionally.

1.3.1. The contribution of students to the organization

As an intern of the Human Resources Department, I conducted the following activities:

➢ Inviting Candidates to Interviews/ Written Tests: One of the tasks that I did most frequently was calling candidates for interviews or written tests. During my internship period, I have called candidates for attending written tests/ interviews for various positions. I was provided with a list of candidates whom I had to call or text to inform them about the time and date of the interviews or written test of the positions that they have applied for.

➢ Exam Invigilation: I have worked as exam invigilator when any written tests took place. I focused on ensuring that no unfair means were used during the exam. The question and answer papers cannot be photographed by candidates. During the exam, they are not permitted to speak or use a mobile device. One of my main responsibilities was to keep an eye on them and return each and every question paper that was handed to me prior to the exam.

➢ Providing Assistance during Interviews: Another task of mine was to assist the interviewer during the interview sessions. Before the interview, I made sure that the seating arrangement was appropriate for conducting the interview session in the proper manner. Depending on the number of interviewers, I made copies of required documents and organized them in the interview room. It was my job to make sure that the whole process was conducted smoothly.

➢ Calling Selected Candidates: Once the right candidates for r any positions was selected, I called them to inform them about the selection and other details associated with joining.

➢ Handing Over Appointment Letter: I was entrusted with the task of handing over the appointment letters when the members of the recruitment team went to a meeting or had other urgent activities. The employees are provided with two copies of the employee agreement form and letter of appointment. Both copies must be signed and returned; one copy belongs to the employee and the other one is for the employer. The following are the five documents that are provided to them as part of the joining package: i) The first document contains information on the joining dates and what needs to be brought on the joining day, including the release letter, a copy of the E-TIN, photocopy of the National ID, and original and copies of all educational documents. ii) The joining report is the second document. iii) The "Know Your Employee Form," which requests more information about the employee, is the third. iv) The nomination information form for provident funds and gratuities is the fourth. A worker may nominate up to three people, but only one nominee is required (maximum). Potential nominees include spouses, kids, parents, and siblings. v) The declaration form promising to follow all corporate regulations and policies is the fifth document.

➢ Collecting Necessary Documents from Newly Recruited Employees: Once an employee joins the organization by collecting the appointment letter, I collected necessary documents from them and organized the papers as instructed from the HR Officials.

➢ Entering Employee Information into Excel: I entered employee information into the excel database when required.

1.3.2. Benefits to the Student

Throughout my internship, I benefited greatly from The City Bank Plc. In order for me to compete in the business world, they helped me grow both internally and externally. I've improved my ability to have conversations with a range of people, which will help me get ready for my next job. I got the chance to collaborate with seasoned experts and learned how a company's human resources division runs. I also gained knowledge of the roles played by many HR departments, including Operations, MIS, Recruitment, and Organizational Development. Additionally, throughout the internship, I gained a deeper understanding of the recruiting and selection process and its related activities, which expanded my understanding of how the process functions in the actual world.

1.3.3. Problems/ Difficulties Faced during the Internship Period

There are some difficulties that I faced during my internship period. To begin with, I was doing my internship along with a course, and it had put me under a lot of pressure as I had to attend classes, give exams, complete assignments along with the internship. Moreover, there was a significant traffic delay and the office was fairly distant from my home, so it took more time to travel. Additionally, there was a lot of work pressure at the bank, and since it was my first step towards the corporate life, I was not used to dealing with it, so it was tough for me to adjust at the beginning.

1.3.4. Recommendations (To the Company on Future Internship)

The City Bank PLC is a great organization to work for. It is highly appealing to the interns because they have an excellent office culture. While also being highly professional, everyone there is really friendly and helpful. Given that The City Bank PLC is already a suitable company to work with, I have very little to suggest. In my opinion, the office hours should be followed strictly as it gets difficult to concentrate for more than 8 hours a day. Also, transportation service could be provided to the staff which will lessen the hassle significantly for interns like me who live quite far from the office. Lastly, the resources given to the interns could be improved as the slow resources can occasionally derail an intern's motivation and productivity.

Chapter 02: Organization Part

2.1. Introduction

Founded in 1983 as one of the first generation private commercial banks in Bangladesh, City Bank PLC has established itself as a pioneer in shaping the country's financial landscape. Unlike many traditional banks that followed a conventional approach, City Bank adopted a forward-looking vision early on, introducing innovative services that redefined customer convenience and trust in the banking sector. With its diversified portfolio ranging from retail and SME banking to corporate and investment banking, the bank has steadily grown into one of the most respected financial institutions in Bangladesh, earning recognition both nationally and internationally for its commitment to excellence.

What truly sets City Bank apart is its bold embrace of technology and digital transformation. It was among the first banks in Bangladesh to launch American Express credit cards, introduce modern ATM and mobile banking services, and pioneer contactless payment solutions. Today, City Bank PLC is not just a financial institution but a driver of innovation, shaping how customers interact with banking services in an era where speed, security, and customer experience define competitiveness. With its vision of becoming the most respected and preferred financial brand, City Bank continues to position itself at the forefront of the industry, making banking more inclusive, efficient, and customer-centric.

2.1.1. Objective

The objectives of this section are the following:

✓ To analyze the functional areas of The City Bank Limited in detail
✓ To discuss the management and marketing practices of CBL
✓ To analyze the financial performance of CBL
✓ To perform Porter's Five Forces analysis in order to determine the industry competitiveness of CBL
✓ To conduct a SWOT Analysis of CBL
✓ To recommend some solutions based on the findings of the report

2.1.2. Scope

Details regarding The City Bank Private Limited's various operations are included in this chapter. Because of this, it will give the readers a thorough understanding of the company.

2.1.3. Methodology

The information was gathered from primary and secondary sources.

- Personal observation and in-person interactions with the staff have been used to gather the primary data.
- Relevant information has been gathered from the company website and an online article about City Bank PLC.

2.1.4. Limitation

Some limitations were faced while preparing the report. These are:

- ➢ The confidentiality code made it difficult to obtain all the necessary information. It was challenging to compile this report without any difficulties because the management of CBL withheld any confidential information.
- ➢ Since the internship term was brief and the permanent employees were busy with their own work most of the time, it was challenging to gather data on my own and I had to use secondary data.

2.2. Overview of the Company

2.2.1. Background Information of City Bank PLC

City Bank began operations in 1983, making it one of the country's oldest private commercial banks. On March 27, 1983, the bank inaugurated its first location at Banga Bandhu Avenue in Dhaka, the country's capital. It was made possible to start a bank and grow day by day because of the initiative and risks taken by 12 innovative entrepreneurs. The directors initiated their journey with capital of BDT 3.4 crore, which has since grown to BDT 330.77 crore in capital and reserve ("Assignment on Historical Background of The City Bank Limited - Assignment Point", n.d.). At present, the Managing Director and CEO of the organization is Mashrur Arefin and Mr.

Aziz Al Kaiser is the Director of the City Bank Limited. The organization currently have 132 branches with more than four thousand three hundred employees. These branches serve more than 17 lakh customers across the country ("Overview", 2022). The head office of CBL is situated at Gulshan-2, Dhaka. Since its founding in 1983, City Bank has served as a case study in evolution, evolving from a conservative organization into a renowned institution with a variety of functions that welcomes best practices from around the world and chooses to lead the way in technological advancements. The Bank, unlike many others, uses milestones toward becoming the most comprehensive bank in the nation as part of its criterion for success in addition to bottom-line results ("Overview", 2022). Retail banking, corporate financing, digital banking, asset management, SME banking, and women's banking are some of the products and services the bank provides. The bank holds licenses for the Visa and MasterCard Debit and Credit Cards as well as the only American Express Card in Bangladesh. City Bank has launched Bangladesh's first Dual Currency Credit Card. In the past few years, the organization has received numerous awards such as Best Bank in Bangladesh by Global Finance in 2021, Best Digital Bank in Bangladesh by Asiamoney in 2021, Best Innovation in Banks for Digital loan by Bangladesh Innovation in 2021, Best CSR Bank In Bangladesh by Asiamoney in 2020 etc. ("Awards and Recognitions", 2022).

2.2.2. Vision, Mission, & Values

Vision

In order to provide value to stakeholders and shareholders, City Bank is committed to accomplishing its strategic goals over short, medium, and long time horizons. Our main objective for 2023 was to move on with our transformation strategy in order to become Bangladesh's most inventive, customer-focused, technologically advanced, and people-centric bank.

Mission

Their goal is to become Bangladesh's preferred financial services organization by providing a broad range of cutting-edge goods and services that appeal to and thrill every clientele. In order to increase efficacy and efficiency, we are dedicated to consistently testing and refining our platforms and procedures while maintaining the highest levels of compliance, good governance, and community respect in all that they do.

Values

Their values define the way we think, work, and act, guiding us toward realizing their Vision and Mission by setting clear expectations for our employees. They are committed to being results-driven, maintaining accountability and transparency in all our actions, and keeping their focus firmly on delivering customer delight.

2.2.3. Products and Services

- The City Bank Limited provides a wide range of products and services designed to meet the needs of diverse customer segments and strengthen its presence in Bangladesh's banking industry. The bank offers a variety of **retail deposit products**, including Savings Accounts, Current Accounts, DPS Accounts, Fixed Deposit Accounts, and specialized schemes such as Student Savings Account, Freelancer Accounts, RMG Workers' Accounts, and City Alo women-focused accounts.
- In terms of **loan products**, the bank provides Personal Loan, Student Loan, Auto Loan, Home Loan, Secured Loan, Overdraft, and Insurance-Backed DPS facilities. It also extends financing support through Corporate, Commercial, and SME Banking divisions with Working Capital Financing, Term Loans, Pre- and Post-Shipment Financing, Structured Financing, and Supply Chain Finance solutions.
- The bank's **Islamic Banking** segment offers Shariah-compliant products such as Islamic Savings Accounts, Islamic Term Deposits, Islamic DPS, Islamic Personal Finance, Home Finance, Auto Finance, Murabaha, Musharaka, and Salam-based facilities, along with Islamic credit and debit card solutions.
- For **card services**, City Bank provides a wide selection of American Express, Visa, Mastercard, and UnionPay credit and debit cards, as well as co-branded and prepaid cards, catering to both retail and corporate clients.
- Additionally, the bank delivers comprehensive **digital banking solutions** through platforms like Citytouch, City Live, Citypay QR, Smart IVR, and NFC-enabled

wearables. Services include fund transfers, virtual cards, digital wealth management, nano loans, QR payments, and in-app self-service features.

Through specialized offerings such as **Priority Banking (Citygem)**, **Women Banking (City Alo)**, **Student Banking**, and **SME Banking**, The City Bank PLC continues to enhance customer delight and expand its financial inclusion initiatives in Bangladesh.

2.2.4. Subsidiaries

The organization has introduced the following subsidiaries in order to gain access of new market and to expand brand recognition ("Subsidiaries", 2024):

Figure 1: Subsidiaries of The City Bank PLC

2.2.5. Activities related to corporate social responsibility (CSR)

The City Bank Limited prioritizes long-term initiatives that have a lasting impact on the nation's citizens and society. The following are some of the CSR initiatives that were adopted by The City Bank Limited ("Corporate Social Responsibilities", 2024):

- Developing a range of health support programs

- ➔ Introducing educational initiatives for the disadvantaged
- ➔ Making contributions to sports, culture, and the arts
- ➔ Developing various disaster management-related projects
- ➔ Aiding the poor in generating income
- ➔ Support for law enforcement from The City Bank PLC
- ➔ Increasing awareness of the down syndrome
- ➔ Contributing for the defense against terrorism

2.3. Management Practices

2.3.1. Approach to Leadership

The City Bank PLC uses a variety of leadership styles instead than adhering to a single leadership style. It helps the organization to utilize the advantages of different leadership styles and ensure best practices at the workplace. The following are some of the leadership styles that City Bank PLC employs:

- ➢ **Autocratic Leadership:** First of all, when a line manager assigns a subordinate assignment with a deadline that must be fulfilled, this is an example of the use of an authoritarian leadership style. Additionally, the line manager communicates part of the plans with the subordinates so that they can work on them and provide quality results.
- ➢ **Democratic Leadership:** When making decisions, a department's entire staff gathers in a room together and is encouraged to share their insightful opinions. Everyone gets the equal opportunity to share their thoughts on the issue and the leader listens to them and modifies strategies if required.
- ➢ **Participative Leadership:** The City Bank PLC also follows participative leadership styles in some circumstances. For example, if workload is high the leaders empower their subordinates to make decisions and complete the tasks on their own. They might guide them if any help is required, but the employees have the chance to be innovative and conduct the task on their own. Participative leadership style helps to identify employees with potential and to offer necessary developmental programs to those employees.

These leadership styles help City Bank PLC to provide necessary guidance to the employees, to closely monitor the work of the subordinates and keep them on task, helps ensure that the assigned tasks are performed on schedule, which helps to accomplish major projects. Furthermore, it increases the motivation level among staff members and helps them feel at home at work, which boosts productivity and helps City Bank PLC to meet its goals and objectives.

2.3.2. City Bank PLC’s Human Resource Procedure

The City Bank PLC considers the employees as an asset of the organization. So that, the human resource planning process is done carefully in order to find and retain the best fit for the organization. The human resource planning process of CBL incorporates hiring the best fit for a winning culture, workforce forecasting, succession planning, identifying what skills and capabilities an existing employee possesses. It helps them to determine what sort of training or developmental programs need to be offered to the employees so that the organization can compete in this competitive business world.

2.3.3. Recruitment and Selection Process

The recruitment and selection process is one of the most crucial parts of the human resource department of City Bank PLC as it is the employees that help the organization to achieve its goals. The City Bank PLC’s recruitment and selection process includes several steps which are maintained strictly during the hiring process. The following figure represents steps in the recruitment and selection process of City Bank PLC:

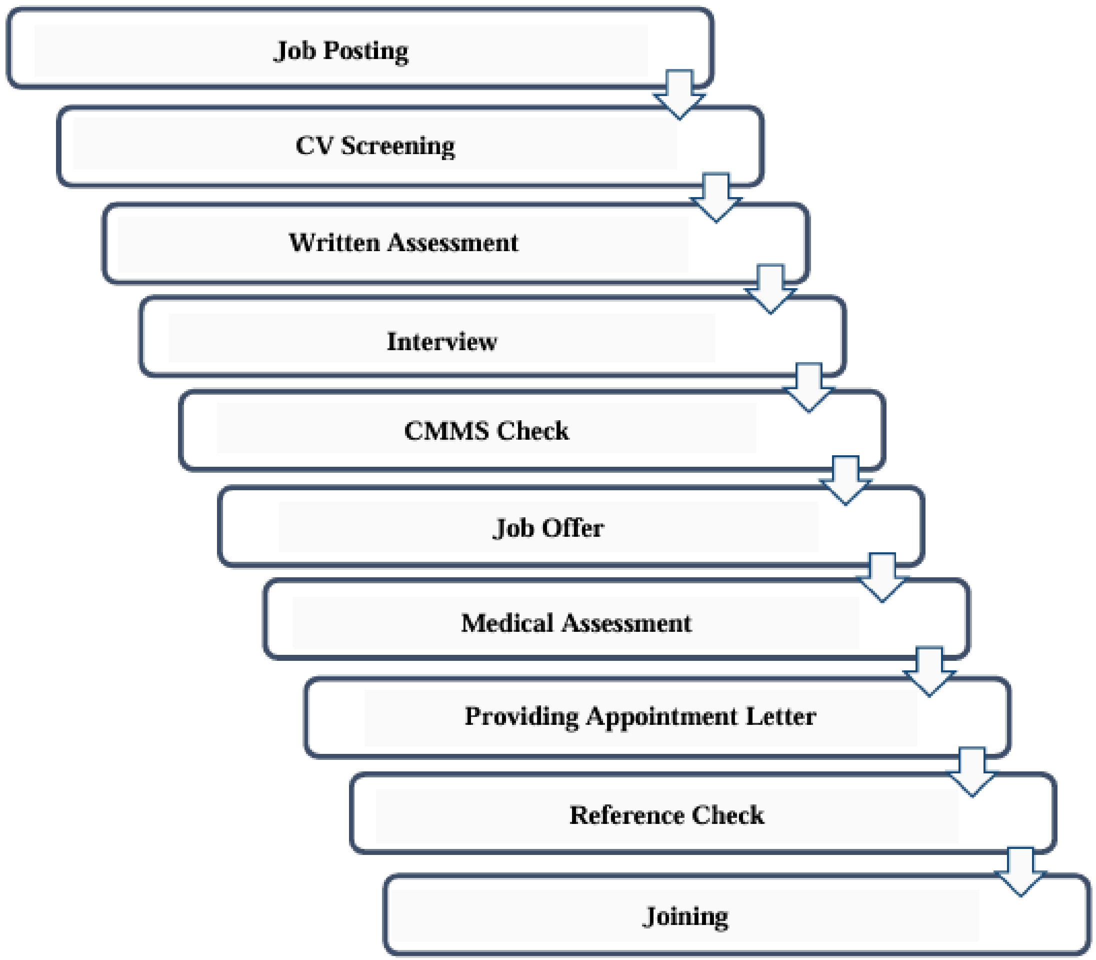

Figure 2: Recruitment and Selection Process of The City Bank Limited

Job Posting: The recruitment process starts with posting job opening advertisements. Job opening advertisements are posted in BD jobs, newspapers, social networking sites such as LinkedIn and Facebook. These job advertisements include details like job description, job specification, how to apply and deadline for applying. In addition to that, interested candidates can voluntarily apply on the career page of The City Bank Limited's website.

CV Screening: Once the deadline is over, CV's are collected and gathered for screening. During the screening process HR checks whether this applicant has applied previously or not, if yes did he/she attended the written test or interview are not. If it is found that an applicant has been called for a written test or interview but he/she did not attend it, those applicants get rejected during the screening process. Once the CV’s are screened, shortlisted candidates are contacted for the next step.

Written Assessment: Shortlisted candidates go through written assessment. The City Bank Limited offers five types of employment: ➢ Temporary ➢ Permanent ➢ Contractual ➢ Part-time ➢ Intern Candidates do not need to go through written assessment if the position is for senior officer or above. If the job opening is for a temporary and officer position then the candidates need to attend a written assessment. A score of 45% is required to pass.

Interview: Selected candidates are invited for an interview with the time and location details. One HR executive, one representative from the division for which the application is being made, and one representative from a cross-functional division make up the minimal interview panel. If the candidate is not chosen following the interview session(s), they are notified via email.

CMMS Check: Candidates who are selected after the interview are checked in the Corporate Memory Management System (CMMS). This system helped to determine whether this candidate worked in any other banks or was involved in any fraudulent activities or not. A candidate needs to pass this background check test to be offered a job.

Job Offer: The selected candidates are offered jobs which are approved by the head of HR. Salary negotiation takes place before offering the job. However, in case of temporary positions, no salary negotiation takes place.

Medical Assessment: Candidates who accept the job offer are sent for medical assessment. They receive an email with a prescription for a medical test attached. In order for the tests to be performed on the candidate, he/she must print this prescription and bring two copies of his or her passport size photograph to Shahabuddin Medical College and Hospital. The medical costs are covered by The City Bank Ltd. The hospital authority gives the HR department the report as soon as the test findings are prepared. The candidate is given an appointment letter if the exams demonstrate that he/she is physically fit.

Providing Appointment Letter: Candidates are then provided with an appointed letter consisting details of job position, job grade, salary structure etc.

Reference Check: At least two references must be provided by the applicant. One reference from the candidate's place of education may be provided. It is advised for a candidate who has worked before to give a reference from their previous employer's manager.

Joining: New hires must bring original documentation, as well as copies of their E TIN, NID, and academic transcripts, on the day of their start date. Release letter, appointment letter, nominee information are required as well. If these are not brought on the day of joining, the employee will need to wait until the following joining date.

2.3.4. The System of Compensation

In terms of compensation and benefits, The City Bank PLC is committed to enforcing a flexible, equitable, and competitive policy. The management team regularly reviews the pay scale to make adjustments for changes in the cost of living and the competitive environment of the banking sector. The review is initiated by the HR department, and the management then approves, rejects, or modifies the department's recommendations before the Board of Directors does so.

The salary structure of the employees consists of basic salary, house rent allowance and medical allowance. In addition to that, the permanent employees have various benefits such as insurance, provident fund, festival bonuses, gratuity benefits, paid time offs etc. Moreover, the organization offers its employees financial support in the form of advance salary payments and loan deductions from provident funds to cover a variety of emergencies and incidental costs. It includes medical emergencies involving the self, the spouse, the kids, or another dependent; passing away of a spouse, child, or other dependent; marriage of the employee or the employee's children or siblings; and children's education.

Employee salary records are kept by the HR department. These documents are private and should not be accessible to anybody not authorized (the authorization as defined by MD). Benefits and pay are private information that should not be shared with anybody else. Discipline may result from disclosing such sensitive information. HR handles the processing of the employee's salary and other benefits. While concerned HR payroll team members process all salaries and benefits, the Head of HR Operations approves the payments on a monthly basis or as needed. Any payment needs to be approved by the HR payroll team using the Finacle app.

2.3.5. Training and development

City Bank Limited firmly believes that its most valuable resource is the workforce, and as a result, it makes an investment in the training of the employees to position them for future leadership and career advancement. CBL believes that effective training/learning interventions, enabling opportunities, and upgrading functional abilities, leadership competencies, and potentials all contribute to the development of human resources benefits both the employee and the company. Employee development needs are determined at CBL using a macro and micro two-layered method. The effectiveness of the company strategy will be directly impacted by the major development areas of the organization's personnel (both functional and leadership), which are often identified by the macro approach. A systematic "needs analysis matrix" is used to facilitate an interactive discussion between the divisional leadership team and HR. Through the annual performance review process, the micro method seeks to identify an individual's development areas. With this method, the demands of the individual are determined in accordance with the performance gaps in the current role and the individual's long-term career goals. In conjunction with the divisional head and the employees themselves, line managers are primarily responsible for determining each employee's specific training needs (Happy, 2018). Mentor or supervisor coaching, job-specific training, in-house training, e-learning training programs, need-based local or foreign training, and orientation training are all offered to the staff. Two of The City Bank PLC's most well-liked training choices are on-the-job and off-the-job training. On-the-job training exposes workers to real-world scenarios and makes them seem effective straight away. It's a method of instructing via example. However, off-the-job training uses a variety of methods, such as case studies, film presentations, classroom lectures, numerous simulation exercises, and pre-programmed instruction. A variety of courses are offered by The City Bank PLC's training center. For example, the bank provides executive, computer, and general courses as well as other short courses to help its employees become more skilled. ("Human Resource Management Practices of the City Bank Limited", n.d.).

2.3.6. System for Performance Appraisal

The practice of evaluating an employee's previous performance is known as performance appraisal, and it is usually done for staff development, promotion, and award purposes. The City Bank PLC conducts performance appraisal for evaluating performance of the employees, for evaluating the need for training. Performance appraisal helps City Bank PLC to support employee development, to determine promotion-worthy candidates, to officially and legally support an employment decision, to identify the organization's hidden issues and to evaluate the capabilities of an organization as a whole. One of the most commonly used performance appraisal systems at City Bank PLC is 360-degree feedback. In this method, supervisors, colleagues, subordinates, and in some cases clients take part to evaluate the performance of the employee. This approach requires them to fill out a lengthy questionnaire which helps CBL to determine whether the employee's performance partially meets the expectation, fully meets the expectation or exceeds the expectation. In addition to that, experience-based performance evaluations is another approach used by The City Bank PLC. In this method, CBL assesses worker performance based on prior work experience. For instance, Mr. A has been employed by the company for three years, while Mr. B has been employed by The City Bank PLC for two. So, City Bank PLC therefore favors Mr. A due to his greater experience.

2.3.7. Organogram of The City Bank PLC

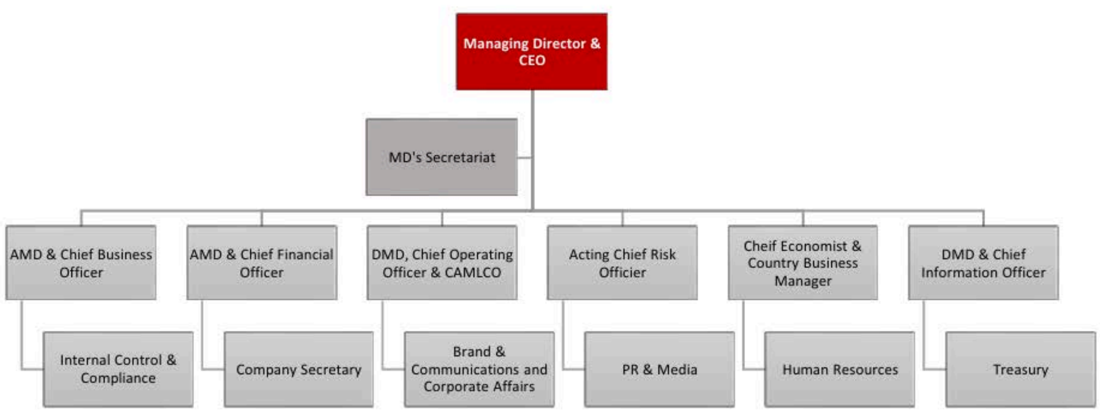

Figure 3: Organogram of The City Bank Limited

2.4. Marketing Practices

2.4.1. Marketing Strategy

The City Bank PLC's Brand and Communication department is in charge of carrying out marketing-related tasks and developing marketing-related strategies. This department is in charge of creating, maintaining, and improving City Bank PLC's standing as a trustworthy supplier of first-rate financial services. The team works collaboratively with other departments to establish business priorities and implement organizational plans for the brand.

2.4.2. Target clients, positioning strategy, and targeting

The target market of The City Bank PLC includes adults who are 18 years and above. Entrepreneurs, working couples, and senior citizens all fall under this category. Due to their ability to pay for the deposit and loan services, medium- to high-income families fall under the market. Although the majority of the population may reside in villages, urban and sub urban regions are where the banks want to consider as the target location. Due to the difficulty of collecting, villagers typically do not deposit their money in banks. As a result of that, the target market of City Bank PLC is the urban and sub-urban area residents of Bangladesh.

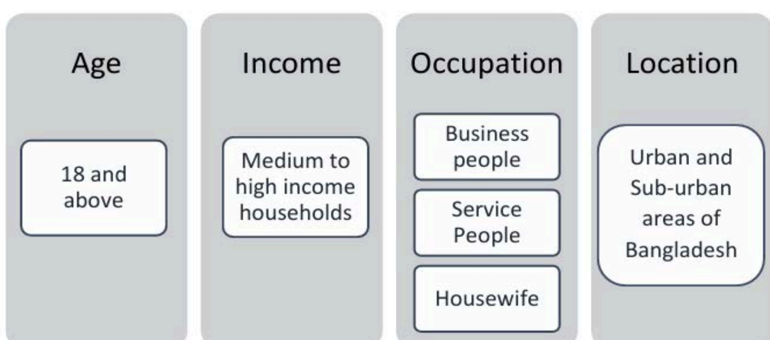

Figure 4: Target Market of City Bank PLC

2.4.3. Marketing Mix of The City Bank PLC

The 6P's of marketing for CBL is mentioned below: Location Urban and Sub-urban areas of Bangladesh • Product/Service: The following are the products/services of CBL ("City Bank", 2022):

Figure 5: Product/ Services of City Bank PLC

Price: The City Bank PLC set its interest rates at or near competitive levels as the bank pursues parity pricing. In the service industries, price affects consumers psychologically and economically. The middle class and higher middle class income groups—the bank's target customers—are extremely price sensitive in a nation like ours. Price should therefore be comparable. CBL will have more creditors and fewer depositors if it sets its interest rate below that of its rivals. If the bank sets its interest rate higher than its rivals, the situation could turn around. Therefore, the bank will not turn a profit in either scenario ("Banking Activities Analysis of The City Bank Limited", n.d.).

Place: There is no possibility of selling their service through any media, so the sale is direct. CBL has 132 branches across the country which helps it to offer its products/services to the customers.

Promotion: CIty Bank PLC uses various strategic approaches to promote the product or services to the customers. Advertisements on different media, sponsorship programs, and different events are arranged to promote the brand.

Process: It includes the operations and service delivery methods of City Bank PLC. In its most basic form, the process describes the stages or necessary elements needed to deliver the good or services to City Bank PLC's customers.

People: The term "people in the marketing mix" refers to anyone involved in the business operations of City Bank PLC, whether directly or indirectly. All employees of City Bank PLC work in marketing, team management, customer service, product design, sales, and training.

Product: A variety of financial products are available from City Bank PLC, such as credit/debit cards, fixed deposits, personal, house, vehicle, and SME loans, as well as savings and current accounts. Additionally, it offers business solutions like project finance, cash management, and trade services. In addition to these, consumers are guaranteed ease, accessibility, and security through contemporary digital services like internet and mobile banking.

2.4.4. Marketing Channels

AThe City Bank Limited conducts its marketing activities through the following channels:

- ☐ Website
- ☐ Advertisements on television Social media such as Facebook, LinkedIn, Instagram
- ☐ Newspaper
- ☐ Magazines
- ☐ Billboards
- ☐ YouTube

2.4.5. Advertising and Promotion strategies

The City Bank PLC is focusing on branding itself as a bank that can be trusted for three generations of a family. As Bangladeshi citizens are generally emotional in nature, and they have a tendency to save money for the members of the family, CBL is emphasizing on this strategy. To do that, CBL is broadcasting advertisements in television and social media promoting how CBL has been a bank for three generations.

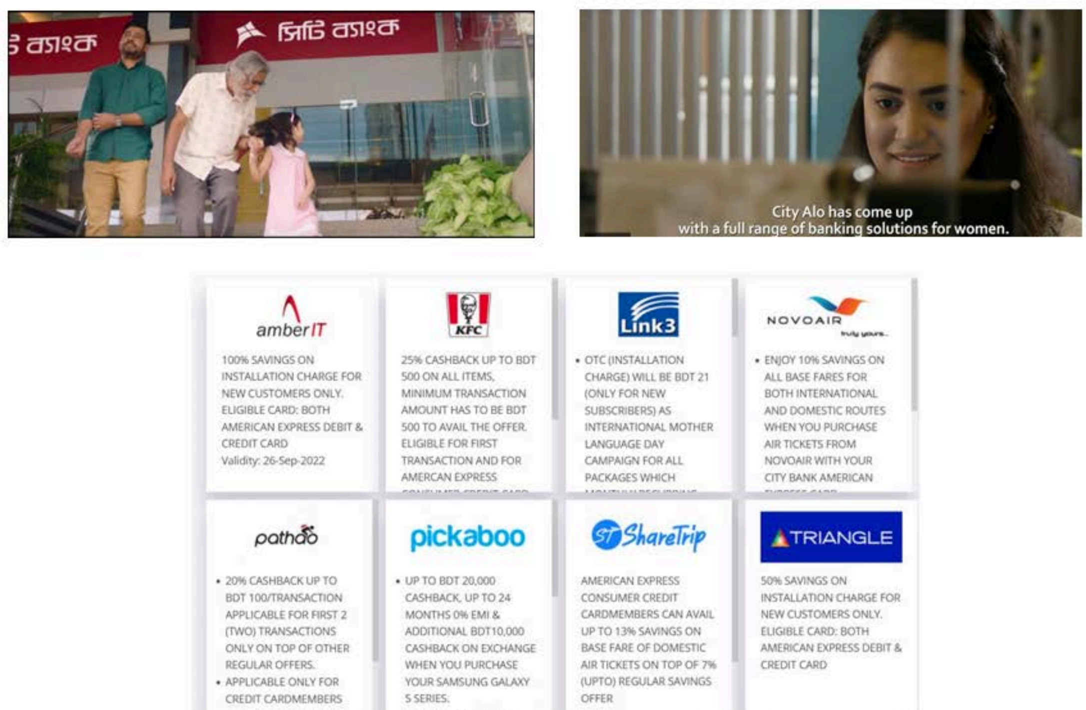

Figure 6: Advertising and Promotional Activities

In addition to that, City Bank is promoting City Alo which is a woman banking service, and they are posting advertisements regarding this to draw the attention of female citizens of the country. Furthermore, City Bank PLC provides the customers with attractive offers on famous brands which helps the organization to promote itself as customers use City Bank PLC's cards to avail those offers.

These are the strategies that The City Bank PLC is utilizing to conduct advertising and promotional activities. These strategies are helping the organization to reach the potential customers and also to create a brand image by targeting specific needs and desires of the customers.

2.4.6. Digital Marketing at CBL

With the advancement of technology, it is easier to connect with the target market by utilizing the benefit of digital marketing. City Bank PLC has a team dedicated to digital marketing. The team consists of the head of digital marketing who oversees the marketing activities on digital platforms such as Facebook, YouTube, and Instagram. The role of the search engine specialist is to oversee all SEO tasks, including content strategy, link building, and keyword strategy, in order to improve rankings across all major search networks. A content developer's role is to select and produce new content for the website. The social media marketing and advertising for the business is managed by the social media manager. The creation and execution of marketing plans for City Bank PLC's social media platforms are under her or his purview. For ongoing, strategic, and tactical digital marketing initiatives, the role of the digital media planner is to design and implement the media strategy (Yousuf, 2019).

2.5 Accounting Procedures and Financial Performance

2.5.1. Financial Results (DuPont Analysis)

The Return on Equity (ROE) of City Bank PLC is ultimately determined by the interplay of three key drivers: profitability, efficiency, and leverage. The bank's Net Profit Margin (%), which represents the final earnings after all expenses, is directly influenced by its core Operating Profit Margin (%) as well as the Tax Effect (%) and the Effect of Non-operating items (%). This profit margin is then multiplied by the Total Asset Turnover (Times), an efficiency ratio that measures revenue generation per taka of assets, to yield the Return on Assets (ROA) (%). Finally, the ROA is amplified by the Financial Leverage (Times), which indicates the proportion of assets funded by debt versus equity, demonstrating how the use of leverage magnifies the returns to shareholders to arrive at the final ROE.

Particulars	2020	2021	2022	2023	2024
Return on Equity	14.07%	30.00%	9.00%	17.60%	26.10%

(ROE) (%)					
Return on Asset (ROA) (%)	11.00%	0.70%	2.00%	1.20%	1.70%
Net Profit Margin (%)	12.70%	20.00%	15.00%	13.50%	15.50%
Operating Profit Margin (%)	15.50%	20.00%	21.10%	29.60%	32.90%
Tax Effect (%)	30.00%	32.50%	37.50%	57.60%	61.00%
Effect of Non-operating item (%)	20.28%	44.68%	67.23%	79.10%	77.20%
Total Asset Turnover (Times)	0.05	0.05	0.07	0.09	0.11
Financial Leverage (Times)	11.32	11.45	10.82	15.17	15.09

Figure 7: City Bank PLC's DuPont Analysis

The DuPont analysis for City Bank PLC reveals a dynamic and ultimately strong performance trajectory from 2020 to 2024. The Return on Equity (ROE) shows significant volatility, starting at a moderate 14.07% in 2020, peaking dramatically at 30.00% in 2021, then falling to 9.00% in 2022 before a robust recovery to 26.10% in 2024. This final ROE is deconstructed into its components: a solid Return on Assets (ROA) of 1.70%, significantly amplified by a high Financial Leverage of 15.09 times. The ROA itself is the product of an improving Net Profit Margin of 15.50%—which, despite being lower than the soaring Operating Profit Margin of 32.90%, indicates substantial impacts from provisions and non-operating items—and a steadily increasing Total Asset Turnover, which rose from 0.05 to 0.11 times, reflecting greater efficiency in using assets to generate revenue. The analysis highlights that the bank's impressive 2024 ROE was driven primarily by enhanced operational profitability and strategic use of leverage, even as significant portions of operating profit were absorbed by the Tax Effect and Non-operating items.

2.5.2. Accounting Practices

To conduct accounting related activities, suitable accounting procedures, such as International Accounting Standards (IAS) is incorporated into the accounting practices of CBL. In preparing the financial accounts, Bangladesh Accounting Standards (BAS), International Financial Reporting Standards (IFRS), and Bangladesh Financial Reporting Standards (BFRS), are being consistently followed as it is applicable in Bangladesh. On the basis of acceptable foundations and responsible judgment, accounting estimates and underlying assumptions are established and continuously examined. The financial statements are prepared in accordance with accounting principles consistently implemented, and the accounting estimates are supported by careful and reasonable judgment. The Companies Act of 1994, the Bangladesh Securities and exchange Commission (Stock Dealer, Stock Broker, and Authorized Representatives) Rules 2000, as well as other relevant laws and regulations are taken into consideration when preparing the financial statements in accordance with International Financial Reporting Standards (IFRS), which also include the International Accounting Standards (IAS). Additionally, the financial statements are created in BDT, which acts as both the functional currency and the presentation currency for the organization. The financial statements include a statement of financial position, a statement of changes in equity, a profit or loss and other comprehensive income statement, a statement of cash flows, a summary of major accounting policies, and other explanatory data.

Total Assets

From 2020 to 2024, City Bank demonstrated a powerful and accelerating expansion in its total asset base. Starting at BDT 382,926 million in 2020, assets grew by 8.9% in 2021 to BDT 416,902 million. This growth trajectory intensified significantly in 2022, with a remarkable 21.6% increase to BDT 506,847 million. Although the pace moderated slightly to 9.6% in 2023 (BDT 555,738 million), the bank concluded the period with its strongest performance, achieving a 25.5% surge in 2024 to reach BDT 697,349 million. This consistent and often robust growth, culminating in an 82.1% cumulative increase over the five-year period, underscores the bank's successful market penetration and strategic portfolio expansion.

Investments

From 2020 to 2024, City Bank's total investments exhibited a pattern of consistent and then explosive growth, reflecting a significant strategic shift. Starting from a base of BDT 46,251 million in 2020, investments grew steadily at 18.7% in 2021 and 32.1% over the 2020 base by 2022. This growth accelerated notably in 2023, with the cumulative increase reaching 58.0%.

The most dramatic expansion occurred in 2024, where total investments soared to BDT 133,644 million, representing an astounding 189.0% increase compared to the 2020 base. This surge, more than doubling the investment portfolio in the final year, strongly indicates a major strategic pivot towards investment securities, likely driven by factors such as proactive participation in government securities auctions and adherence to evolving statutory liquidity requirements.

Liabilities

From 2020 to 2024, City Bank's total liabilities demonstrated consistent and robust growth, closely mirroring the expansion of its asset base and maintaining a stable, high leverage ratio. Liabilities stood at BDT 354,107 million in 2020, accounting for 92.5% of total assets. This growth continued, reaching BDT 385,678 million in 2021 while maintaining the same 92.5% ratio. The most significant nominal increase occurred in 2022, with liabilities growing to BDT 474,002 million and the ratio peaking at 93.5%. The trend persisted in 2023 (BDT 518,518 million) and 2024 (BDT 651,531 million), with the liability-to-asset ratio stabilizing around 93.3-93.4%. This steady rise in liabilities, which primarily fund the bank's aggressive asset growth, underscores City Bank's reliance on depositor funds and other borrowings to drive its market expansion and lending activities, while consistently operating with a high degree of financial leverage.

Shareholders' equity

From 2020 to 2024, City Bank's total shareholders' equity demonstrated consistent growth in absolute terms, although its proportion to total assets declined, reflecting a strategy of leveraged expansion. Equity stood at BDT 28,818 million in 2020, representing 7.5% of the capital structure. It grew by 8.4% to BDT 31,224 million in 2021, maintaining the same 7.5% ratio. However, as asset growth accelerated significantly from 2022 onwards, the equity ratio decreased to 6.5% (BDT 32,845 million) in 2022. Despite continued absolute growth to BDT 37,220 million in 2023 and a substantial increase to BDT 45,818 million in 2024, the equity-to-asset ratio remained around 6.6-6.7%. This pattern indicates that while the bank's capital base was strengthening, its rapid asset growth was funded predominantly by liabilities, leading to an increase in financial leverage over the period.

2.6 Practices of Information Systems and Operations Management

2.6.1. Operations Management Practices

The overall goal of maintaining outstanding customer experience across all of the bank's interfaces and touch points is the responsibility of CBL's Operations division. To provide the bank an advantage over the competition, this is essential to ensuring that it can offer great customer service. The division also guarantees that the entire bank is in complete compliance with regulatory requirements for ensuring responsible stewardship.(*City Bank | Trusted Bank for 3 Generations*, n.d.) It has a number of specific arms that guarantee the implementation of processes in a seamless manner so that the bank can achieve its main goals. The major activities of operations management include the following:

Service Delivery: Despite the delays caused by Covid-19, the department implemented some significant projects in 2021 with the goal of raising service quality. Following are some of the key initiatives:

➢ **Inclusion of gpi:** The Service Delivery team integrated SWIFT gpi effectively (Global Payments Innovation). As a result, the correspondent banking network's cross-border payments are significantly improved, resulting in security and a seamless international payments experience. The bank is currently in the Green Zone and up to 80% of the gpi update was input internally.

➢ **Establishing a bank account with a one-stop service BIDA\splatform:** Through BIDA's one-stop service platform, the Service Delivery team is actively involved in opening bank accounts. For services relating to investments, this platform acts as the only point of contact and single point of communication between the government and investors.

➢ **Dedicated desk for opening corporate accounts:** For opening corporate accounts, Service Delivery has set up a specialized desk. This program has been given top priority in order to ensure new corporate account creation, allowing the bank to offer complex services to customers quickly and in compliance.

Branch Operations: The responsibility for maintaining compliance at the branch level rests with the Branch Operations Managers (BOM), who also have the power to approve or disapprove non-cash transactions, both financial and non-financial, as well as to guarantee timely internal and regulatory reporting, audit management, and anti-money laundering (AML) activity monitoring.

Treasury Operations: By guaranteeing seamless deal settlement and strict compliance, Treasury Ops assists the bank's Treasury & Market Risk Division. Treasury Operations currently focuses on five important areas, including: management of OBU funds, settlement of foreign exchange, settlement of money market transactions, settlement of fixed income securities, and settlement of capital market transactions.

Card Operations: The largest card issuance and acquiring bank in Bangladesh is City Bank. American Express (AMEX) cards are only issued and acquired by the bank in this nation. By working with AMEX, Visa, China Union Pay, and MasterCard, the bank's card management system issues cards, which are then processed through a variety of terminals. The Card Ops team, a back office with the responsibility of guaranteeing effective processing and top-notch customer support, powers this operation.

Central Clearing Operations: The BACH (Bangladesh Automated Clearing House) operations are carried out by City Bank's Central Clearing Ops team to facilitate clearing and settlement of image-based payment instruments across all scheduled banks throughout the nation, speeding up transaction processing and lowering operational risks.(*City Bank | Trusted Bank for 3 Generations*, n.d.) 105 branches spread across 4 hubs are currently used by the team to carry out the bank's BACH operations directly. To assure "Positive Pay" confirmation from our retail customers and further secure cheque payments, Central Clearing Ops developed a full-scale digital platform (SMS and IVR) in 2021 (The City Bank Limited, 2021).

2.6.2. Information System Practices (IT)

A specialized IT department at City Bank Plc is in charge of managing all technological tool-related operations. With digital transformation at the core of everything it does, the IT Division's efforts are focused on continuously providing new infrastructure and services. Additionally, it is investigating and incorporating the fourth industrial revolution's technology. Among them are:

- ➔ Database Consolidation System-based data warehousing and business analytics.

- ➔ By improving traditional infrastructure, virtual private clouds offer redundancy, scalability, and resilience in services.
- ➔ increasing the usage of open banking and middleware.
- ➔ network infrastructure upgrades to make it compatible with cutting-edge technologies and industry standards.
- ➔ Improve redundancy, notably in call center systems, and add more functions to the platform of the core banking system. Upgrade the card system to the most recent version and add new functionalities.
- ➔ Relocating a data center.
- ➔ Adoption of robotic process automation (The City Bank PLC, 2021).

The IT division played a significant role during the COVID-19 pandemic as employees were able to work from home and the clients were able to complete banking activities online. In addition to that, under the HR department CBL has Management Information System division which concentrates on maintaining employee databases with the help of technological advancements. The system maintains a record of all pertinent data regarding the employees. Additionally, through supporting organizational and procedural controls, the bank's efficient management information system aids in the management of its risk exposure.(*City Bank: Digitalizing Banking With CityTouch | Brain Station 23*, n.d.) The City Bank Limited uses an effective and efficient information system, which aids the bank in carrying out its operations without many difficulties. In the past, it was extremely difficult for HR to gather, confirm, and record each employee's information, let alone regularly update it. However, they can now quickly find out who is employed by which branch, how many people work there, how much they are paid, etc. They can also update details about the employee such as resigning, joining again, getting paid, joining when, personal information, etc. whenever needed.

2.7 Analysis of the Industry and Competition

2.7.1 Porter's Five Forces Analysis

Long-term growth requires industry and external influences. The Five Forces Model developed by Michael Porter is used to evaluate five factors that affect sector competitiveness. A company's or industry's level of success is influenced by a number of factors, including competition, supplier and customer negotiating power, and emerging technologies. rivals and alternatives to the product. The Five Forces of Porter:

Figure 8: Porter's Five Forces Analysis of City Bank PLC

Porter's five forces analysis for the City Bank PLC is given below:

A. **Competitive Rivalry:** The banking services sector has evolved from a monopoly to a rapidly growing, highly competitive market where companies must continuously improve the services they offer to stay competitive. The major areas of competition are service fees and brand reputation. Due to the existence of several banks, NBFIs, and other financial institutions as well as the growth of Fintech companies, there is fierce competition among banks.
B. **Power of Buyers:** Buyers have a lot of bargaining power. Customers' great price sensitivity and comparatively cheap switching costs are the causes of this. Additionally, buyers have a great deal of power because it is relatively easy to obtain information about the banking services offered by many banks.

C. **Power of Suppliers:** The suppliers have little bargaining leverage. The supplier's influence is minimal for City Bank PLC because other banks, including government agencies, international banks, and private banks, provide the same services.

D. **Threat of New Entrants:** There is a moderate to high risk of new competitors. The banking sector is a capital-intensive one that requires size and specialized knowledge. In spite of this, the number of private banks in Bangladesh is growing daily, indicating a moderate to high danger from new competitors.

E. **Threat of Substitutes:** Because The City Bank PLC is taking on greater risks due to the entry of certain mutual funds, insurance companies, and other financial institutions in Bangladesh, the threat of replacements is considerable.

In the end, Porter's Five Forces of the City Bank PLC indicate that the power of buyers is the most risky component of the examination. City Bank PLC must use more creative and efficient methods of communicating with its customers if it is to develop a devoted clientele.

2.7.2. SWOT Analysis

A SWOT analysis's objective is to offer a useful, fact-based, data-driven study of the benefits and drawbacks of a business, its initiatives, or the industry in which it works. A SWOT analysis of The City Bank PLC is provided below:

Strengths

- ➔ **Developed Brand Reputation and Loyalty:** City Bank has a strong reputation for dependability and has been in the Bangladeshi market for a long time. This is a significant advantage for gaining the trust of customers in digital services.
- ➔ **Excellent Client Service and Loyal Customers:** The bank is well known for providing exceptional customer service, which builds a devoted following that is more likely to embrace and continue using its digital products because of pre-existing trust.
- ➔ **Technological Foundations and Digital Product Suite:** The bank is positioned as an innovator thanks to proactive investments in cutting-edge technology, which have made it possible for a diverse and strong portfolio of digital banking services (such as internet banking and mobile apps).

➔ **Strategic Branch Network and Knowledgeable Leadership:** Supported by a well-organized and knowledgeable management team that can spearhead the digital transformation, a broad branch network offers a crucial physical touchpoint for customer onboarding and support.

Weaknesses

➔ **Minimal ATM Infrastructure:** Customers are inconvenienced and the value proposition of an otherwise digital-centric strategy is diminished by the comparatively small number of ATM booths in comparison to some competitors, which leaves a large hole in the cash-in/cash-out ecosystem.

➔ **Slow and Complex Credit Processes:** Prolonged loan approval processes reveal a legacy operational inefficiency that contrasts sharply with the speed that digital banking promises, resulting in a fragmented client experience.

➔ **High Service Costs and Employee Turnover:** Consistent service delivery is hampered by a low employee retention rate, which also increases the danger of losing institutional expertise. Furthermore, the potential size of digital adoption may be constrained by premium service rates that alienate the critical mass of middle-class clients.

Opportunities

➔ **Comprehensive Expansion of Digital Channels and Customer Self-Service:** By making aggressive investments in improving online and mobile banking capabilities and growing the ATM network, a smooth, omnichannel experience may be produced that increases market share.

➔ **Increased Personalization through Data Analytics:** Using consumer information from online transactions to provide financial solutions (such savings plans or loans) that are specifically designed for particular groups, such as SMEs, young professionals, or students.

➔ **Collaborative Development and Financial Access:** Use digital solutions as an affordable means of achieving financial inclusion by forming alliances or using government and Bangladesh Bank programs to increase reach into those without banks and rural areas.

- ➔ **Geographic Growth:** New branches outside of major cities and in developing economies can act as hubs for marketing and assisting digital banking services in new regions.

Threats

- ➔ **Increasing Competition from New Banks and Flexible Fintech:** The emergence of fintech firms and digital-first banks presents an existential danger since they provide faster, easier-to-use, and frequently less expensive services free from legacy system constraints.
- ➔ **Economical Volatility:** Purchasing power declines, inflation, and economic instability can lower total banking activity and increase customer risk aversion, which may impede investment in and use of innovative digital services.
- ➔ **Strict and Changing Regulatory Compliance:** Although Bangladesh Bank's regulations provide stability, they can occasionally impede innovation, increase compliance costs, and restrict the rate at which new digital goods can be introduced.

2.8. Summary and Conclusions

To conclude it can be said that, The City Bank PLC is a key player in both the financial and employment sectors, which is what is driving the growth of the country's banking industry today. The organization emphasizes on ensuring that the best fit is recruited so that City Bank PLC can enhance the level of customer satisfaction by providing excellent service to its clients and to create a loyal customer base. In addition to that, City Bank PLC is introducing new services to meet the unmet demand of the people. Incorporation of technological advancement has made the banking process easier and more satisfactory. City Bank PLC is moving strategically toward its goals, and after looking at its financial performance over the past few years, it is clear that it has established a solid position among both its customer base and Bangladesh's financial sector. Additionally, most Bangladeshi banks were struggling to meet customer demands and remain viable in the financial market in the midst of the Covid-19 pandemic, in contrast to the City Bank PLC, which has been able to boost its earnings per share despite the difficult circumstances. Along with having a positive brand image, City Bank PLC’s strategic perspective, financial performance, operational procedures, and other unmatched strengths put the organization one step ahead of the competitors.

2.9. Recommendations/Implications

Even though The City Bank Limited has made progress in many areas, there is still room for development that they must address if they want to continue to hold its position as one of the leading organizations in the banking industry. The following are some recommendations for CBL:

- In order to prevent staff from feeling demotivated and disengaged from their duties, the City Bank Limited should concentrate on carefully enforcing the working hours.
- CBL should think about offering training that takes into account the working culture and behavioral attributes of the employees in addition to focusing on competency-based training.
- Given the constant crowds in its client service area, the bank should take the required steps to improve health safety.
- The number of ATM booths should be increased throughout the country. The AMEX cardholders face severe difficulty as there are limited ATM booths that can be used for AMEX cards.
- The IT department should concentrate on making the online banking facility more user friendly so that customers with little knowledge of online banking can also conduct banking activities with little difficulty.
- To understand how the nation's banking sector and commercial trends are changing, market research should be carried out every two years.

Chapter 03: Digital Banking Adoption and Its Transformative Impact on Customer Experience: A Study on City Bank PLC

3.1. Introduction

Companies today, especially banks, need to embrace digital transformation. City Bank PLC (CBL) is one of the best private commercial banks in Bangladesh, and it has made a lot of success in this area. By using technology, CBL has made customer service better, sped up operations, and boosted the economy. The bank has embraced innovation through its digital projects in order to satisfy the growing needs of the digital age and become a leader in the industry.

CBL has been putting money into a number of digital projects, such as card-based payments, internet banking, and mobile banking, in order to change the way it does business. Citytouch is a cutting-edge smartphone software that the bank has released. It lets users do a lot of financial operations, such as using a credit card, opening an account, transferring money, applying for a loan, and paying utility bills. They have also made an easy-to-use and safe online banking platform that lets consumers access their account information and transaction services anytime, anywhere.

CBL has also used a number of digital tools to make its internal processes better. These include digitising documents, automating back-end tasks, and adding a customer relationship management (CRM) system. Also, a strong data analytics system has been put in place to gather information about how customers act and what they want. This helps with making better decisions, customising products, and managing customers.

CBL has improved its online presence by forming strategic collaborations with fintech companies and mobile financial service providers. This lets them offer new and accessible financial services. For instance, the bank works with cell phone companies and payment gateways to make it easy to pay online. It has also reached out to people who don't have bank accounts or don't have enough money through partnerships with digital financial services and agent banking. These projects have sped up CBL's digital transformation, which has helped it fulfil the needs of the digital age and serve a wider range of customers.

City Bank PLC has become known as a leader in providing clients with new and valuable financial services, improving service quality, and speeding up business growth through its digital transformation efforts. Because of its proactive approach, the bank can stay competitive, use new digital tools, and become one of Bangladesh's top banks. CBL is ready to use new digital tools as technology gets better so that it can stay ahead of the competition and keep addressing the needs of its customers.

3.2. The Question of the Research

The goal of this study is to find out what City Bank PLC's most important criteria are for a successful digital transformation and how they affect customer satisfaction and the company's overall performance. The overarching research question is as follows:

What are the primary factors that led to City Bank PLC's successful digital transformation, and how does it affect customer satisfaction and the company's effectiveness?"

This study looks at how CBL's digital transformation affects customer satisfaction and the bank's financial performance by looking at the bank's culture, customer experience, and use of technology. It also looks closely at how the bank is going through digital transformation.

3.3. Objectives

Broad Objective: The broad objective of this report is to examine the extent of adoption and the transformative impact of Digital Banking services at The City Bank PLC, which can provide an overview of the digital banking revolution and its effect on customer experience in developing countries.

Specific Objectives: The specific objectives of this report are the following:

➢ To understand the key components and technologies of Digital Banking.

➢ To find out the benefits of Digital Banking adoption for enhancing customer experience.

➢ To identify the challenges that banks and customers face during the adoption of Digital Banking services.

3.4. Purpose and Significance

This study investigates the principal factors influencing City Bank PLC's digital transformation and their impact on customer satisfaction and corporate performance. It analyses organisational culture, customer experience, and technology implementation. The findings underscore the necessity for CBL and other banks operating in the digital economy to invest in digital infrastructure and expertise to enhance customer experience.

The report also talks about the problems and chances that come with the banking sector's digital transformation. More research with bigger sample sizes and a wider range of data sources is needed for a full evaluation.

3.5. Research Finding

The study's findings indicate that City Bank PLC has achieved significant advancement in its digital transformation journey. Nevertheless, there remains potential for enhancement in its digital infrastructure and technological competencies. To sustain competitiveness and fulfil customer expectations in the swiftly evolving digital marketplace, CBL must persist in its commitment to digitalisation.

The report talks about the pros and cons of digital transformation in the banking business. It also stresses how important it is to spend money on employee training and digital infrastructure to improve the customer experience.

These findings are useful for City Bank PLC and other organisations that want to handle digital transformations well. To get a better picture of how digital transformation works, more research with bigger datasets and more data sources is needed.

3.5. Methodologies

3.5.1. Research Approach

This study assesses City Bank PLC's (CBL) digital transformation through a mixed-methods research methodology. An interview with CBL's operations manager yielded primary data and offered significant insights into the bank's digital transformation strategies, initiatives, and challenges. Furthermore, a consumer study was conducted, concentrating on perceived benefits, frequency of digital service utilisation, customer satisfaction, and obstacles to digital banking adoption.

To collect data in an organised way, a representative sample of CBL customers was asked to fill out standardised questionnaires. To support and confirm the results, secondary data was also collected from internet sources like CBL's official website, published papers, and annual disclosures. The combination of primary and secondary data, which included both external customer experiences and internal organisational perspectives, allowed for a thorough analysis of CBL's digital transformation.

This research method provides a comprehensive understanding of City Bank PLC's digital transformation journey, enhancing the validity and reliability of the study's conclusions. In summary, the study employs a mixed-methods approach to assess CBL's digital transformation, utilising secondary data sources, consumer surveys, and interviews to generate a thorough and credible analysis.

3.6. Data Collection

To look into City Bank PLC's digital activities, a number of data collection methods were used. First, the Operations Manager of CBL's Gulshan Branch was interviewed. The interview covered a wide range of topics, including the bank's current state of digital transformation, long-term growth goals, data security measures, customer service priorities, employee skill development, and compliance with regulations.

With help from coworkers, during work I communicate with the clients I choose as my survey part. The survey asked about many different things, such as customer satisfaction, how often people use CBL's digital services, the pros and cons of using CBL's digital platforms (especially Citytouch), the quality of customer service, how likely people are to recommend the bank's digital services, and how CBL's digital progress compares to that of other banks in Bangladesh. Respondents were also asked to share their ideas and suggestions for making the online banking experience even better.

The survey was anonymous and optional, which meant that people could be honest, which made the data more reliable. The survey and interview's different points of view, which included feedback from outside consumers and insights from inside management, made sure that CBL's digital transformation process was thoroughly and objectively evaluated.

3.7. Findings and Analysis

This section shows the results of the customer survey and the interview with the on-site supervisor. They show that City Bank PLC is well on its way to becoming more digital, that it cares about developing its employees, that it is committed to cybersecurity, that it is using personalisation strategies, that it is following the rules, that it is putting customer service first, and that it has plans for growth in the future.

3.7.1. The Current Status of City Bank PLC's Digital Transformation Process

City Bank PLC puts a lot of emphasis on its organisational culture and staff development in order to successfully manage its digital transformation. The bank actively teaches its employees digital skills through workshops, organised training courses, and opportunities for ongoing education. CBL encourages its employees to embrace change and help make digital breakthroughs by fostering an innovative and flexible culture.

The bank also cares a lot about work-life balance and employee engagement, which creates a supportive environment that motivates employees and strengthens their commitment to providing excellent customer service. CBL invests in its employees, which makes them happier and helps them do better work, which is good for clients.

3.7.2. Putting customer service first and making sure customers are happy

Customer service is still the most important part of City Bank's digital strategy. The bank knows that providing great customer service is the only way to build trust, loyalty, and long-lasting relationships. To make sure this happens, CBL has set up advanced Customer Relationship Management (CRM) systems that let them collect and analyse client data so they can offer personalised services and faster fixes.

Citytouch, the bank's main digital platform, is designed to make banking easy, fast, and convenient. CBL makes sure that customers are happy by combining digital technologies with responsive service methods to make banking simple, accessible, and safe.

3.7.3. Making Employees Happier and Putting Money into Their Development

City Bank PLC knows that to keep up with digital transformation, it needs a trained workforce. The bank has put a lot of money into programs to help employees learn new skills, such as cybersecurity, fintech cooperation, digital banking, and customer-focused innovation.

The bank also offers chances for employees to move up in their careers and encourages a culture of lifelong learning.(Industry, 2023) CBL makes employees happier and keeps them longer by encouraging work-life balance, offering professional development, and keeping a positive work environment—things that directly help the bank provide digital services.

3.7.4. Protecting Customer Information and Making Sure Data Is Safe

In today's digital world, one of CBL's top priorities is data security. The bank has put in place a lot of cybersecurity measures, like firewalls, multi-factor authentication, encryption technologies, and regular security assessments.(Simply Wall St, n.d.) These steps make people more trusting of digital platforms and keep private consumer data safe.

CBL also follows international data protection standards and Bangladesh Bank's rules to keep clients' trust and make sure that all digital services follow strict security rules.

3.7.5. Ways to Give Clients Personalised Services

City Bank is using data analytics and artificial intelligence (AI) to offer personalised financial solutions in response to the growing demand for personalisation. By using predictive analytics to figure out what customers want, how they spend their money, and what their financial goals are, CBL can make personalized products like investment portfolios, loan packages, and advisory services.

This move towards customisation makes digital banking with CBL more important and focused on the customer, which makes customers happier and more loyal.

3.7.6. Overcoming Regulatory Hurdles and Ensuring Compliance

City Bank PLC is a regulated financial organisation that must follow strict rules. To keep an eye on changes in the rules and make sure that all digital operations follow the rules, the bank has set up a special compliance team.

When CBL starts a digital project, it always follows the best practices around the world and the rules set by the Bangladesh Bank. The bank makes sure that digital advances are adopted smoothly while maintaining accountability, security, and openness in its operations by actively working to overcome regulatory hurdles.

3.7.7. City Bank PLC's Future Goals for Digital Transformation

City Bank PLC has big plans for the future of its digital banking ecosystem. The bank wants to keep improving its main platform, Citytouch, by adding more cutting-edge features like biometric authentication, AI-powered chatbots for real-time customer support, and advanced financial management tools that let users keep track of their spending, savings, and investments.

CBL also wants to work with more fintech companies and international tech suppliers to launch next-generation financial solutions.(Uddin, 2019) To make things even easier for customers and improve service efficiency, CBL is looking into strategic partnerships in areas like embedded finance, open banking, and blockchain-based payment systems.

The bank has also set specific goals to reach more people by promoting financial inclusion. CBL wants to close the accessibility gap between urban and rural banking by offering services to underserved and rural communities through agent banking, partnerships with mobile financial service (MFS) providers, and easy-to-use digital platforms.

Another important area of study is how to digitise green banking and sustainability. CBL wants to lower its operating costs while helping Bangladesh reach its sustainable development goals by using less paper, encouraging online transactions, and adding digital tools that are good for the environment.(*CityTouch*, n.d.-b)

Finally, CBL wants to build a strong data-driven culture where AI and big data analytics are utilised more and more to help people make decisions. This will help the bank come up with new products, better understand what customers want, lower risks, and make the most of its resources.

In conclusion, City Bank PLC's future digital transformation goals are based on innovation, inclusivity, sustainability, and putting the customer first. These long-term goals make the bank a progressive leader and make sure it stays competitive and relevant in Bangladesh's fast-changing financial industry.

3.8. Analysing the Survey Responses

The customer survey was designed to get important information about City Bank PLC's digital transformation projects by asking about customer happiness, how often they use digital services, the benefits and problems they face, and suggestions for improvement. The survey was a key tool for figuring out how well CBL's digital platforms—especially Citytouch and online banking—work.

Because the poll was optional and anonymous, respondents were encouraged to say what they really thought. This strategy made sure that the answers were correct and gave a full picture of how customers feel about the bank's digital initiatives.

It is expected that the survey's results will show trends in consumer preferences, satisfaction levels, and behaviour. The results will also help CBL find areas where it needs to improve, such as technical problems, system outages, or more personalised service, as well as areas where it does well, such as convenience, accessibility, and security.

The survey responses will help City Bank PLC better understand what customers think about its digital services and changes. The bank will be able to improve its digital strategy, build trust with customers, and stay ahead of the competition in Bangladesh's fast-changing financial market thanks to these findings, which will lead to useful suggestions.

3.8.1. How long have City Bank PLC's customers been with them

The length of time that customers have been using City Bank PLC's services is a good way to measure how loyal they are and how happy they are with the bank in the long run. Knowing how long clients have been with CBL gives information about the bank's ability to keep clients and the trust that has grown over time.

The survey showed that most of the people who answered had been City Bank PLC customers for more than three to five years. This shows that the bank is good at building long-lasting relationships with its wide range of financial services and new technology like Citytouch. A large number of customers have been with the bank for more than five years, which shows that they still trust CBL's technical innovations and high level of service. However, a large number of people who answered were only two

This mix of new and old customers shows that City Bank PLC is good at getting new business as well as keeping its loyal customers. This is thanks to its growing online presence and better customer service. The bank's goal is to grow its customer base while keeping its current ones, and this change in customer longevity supports that goal.

3.8.2. How Often You Use CBL's Digital Services

This section gives an overview of how people who answered the survey used City Bank Limited's (CBL) digital services, especially the Citytouch platform. Finding out how often people use these services helps us figure out how popular digital banking is and gives us useful information about how engaged clients are.

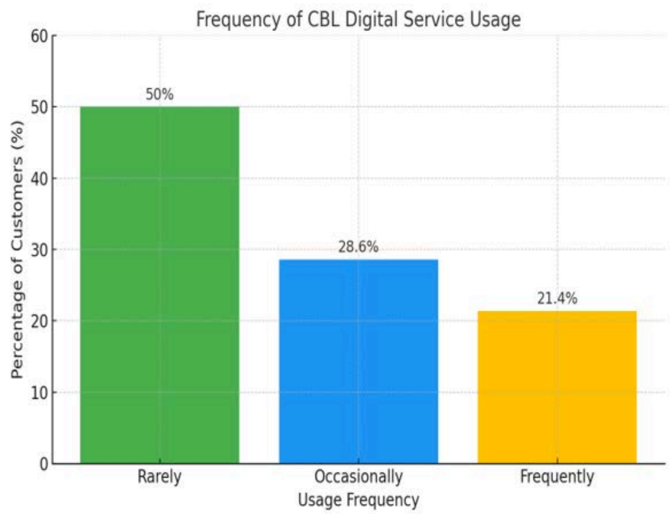

Figure 9: How Often People Use CBL's Digital Services

Figure 9 indicates how often customers utilize CBL's digital services. The statistics demonstrates that:

1. Half of the people who answered the study indicated they hardly ever use the bank's online services.
2. 28.6% indicated they used the services sometimes.
3. 21.4% stated they utilised it a lot.

These results suggest that while a portion of CBL's clients regularly engage in digital banking, a significant number still rely on traditional banking methods or have not completely transitioned to digital alternatives. By analysing the factors influencing these usage patterns, CBL can enhance user engagement, broaden its digital offerings, and develop targeted campaigns to encourage more frequent utilisation of digital services.

3.8.3. How happy clients are with CBL's online services

This part talks about how happy the people who answered were with City Bank Limited's (CBL) digital services, especially Citytouch. The scale went from Very Dissatisfied to Very Satisfied.

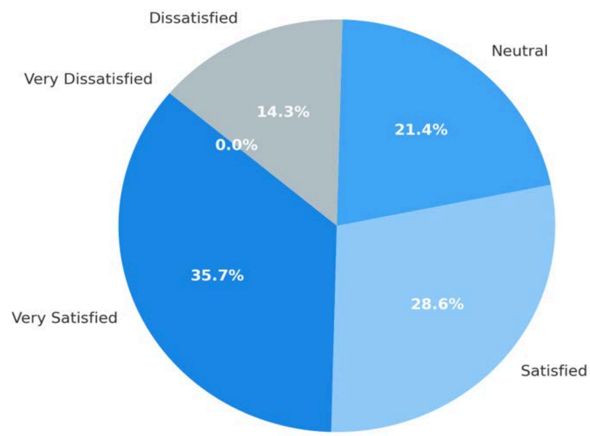

Figure 10: How happy clients are with CBL's online services

Figure 10 shows how happy customers are with CBL's digital offerings. The data reveal that:

- ➢ 35.7% of the people who were surveyed said they were very happy.
- ➢ 28.6% indicated they were happy.
- ➢ 21.4% gave a neutral answer.
- ➢ 14.3% said they were unhappy.
- ➢ No one said they were very unhappy.

The results show that most people like CBL's digital products. To make customers happier overall, CBL needs to keep adding new features and making sure that support is always available, as shown by the indifferent and unhappy responses.

3.8.4. Advantages of CBL's Digital Services

This section talks about the good things that people said about CBL's online banking services, especially Citytouch.

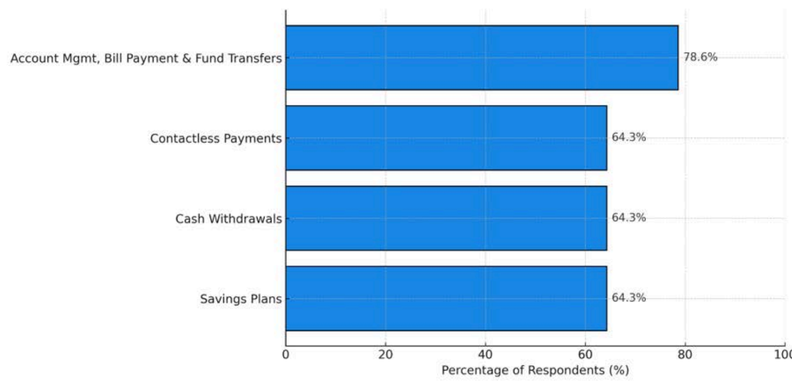

Figure 11: Advantages of CBL's Digital Services

Respondents said that CBL's digital services had a lot of important benefits, as shown in Figure 11. 78.6% of respondents said that the most essential benefits were financial transfers, bill payment, and account management (RTGS/BEFTN).

64.3% of respondents said that cash withdrawals, contactless payments, and the ability to establish goals and track progress with savings plans were useful. These results show that customers really like how easy, accessible, and efficient CBL's digital banking is. The high demand for contactless payments shows that people want banking services that are smooth, safe, and easy to use. CBL can use this information to keep making digital solutions that are focused on customers and meet their changing needs.

3.8.5 Assessment of Digital Service Support and Customer Service

This section looks at customer reviews of the help and service provided by CBL's online banking platform. The survey results show that:

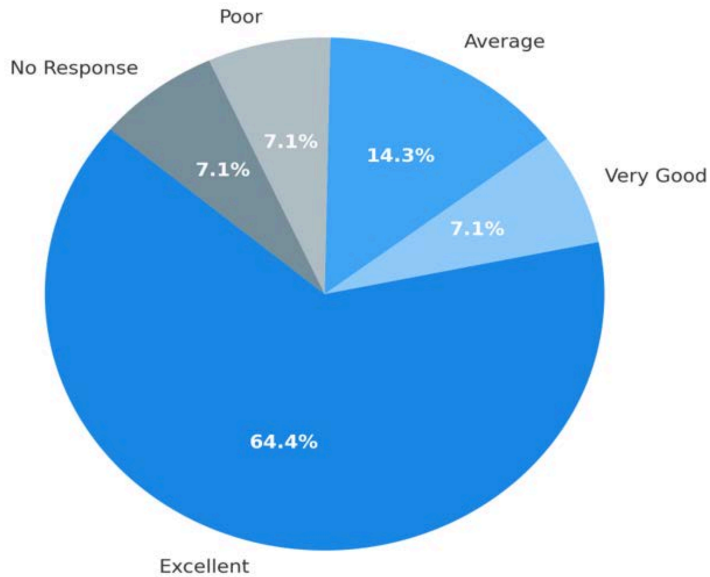

Figure 12: Rating of CBL's Digital Services' Customer Support and Service

➔ 64.3% of those who answered said that CBL's digital banking customer service and assistance was excellent.

- 14.3% said it was just okay.
- 7.1% said they got both extremely high and very poor ratings.
- 7.1% more people didn't give it a score.

Most customers are happy with the service they get, but the results show that there is still room for improvement. CBL can make its services even better by fixing technical problems quickly, answering questions more quickly, and teaching users more about digital features. In the long run, this would make people more likely to accept digital banking services and trust them more.

3.8.6. Summary and Conclusions

City Bank PLC has embarked on a significant digital transformation journey, establishing itself as a leader in Bangladesh's banking sector through strategic investments in digital platforms like the Citytouch mobile application, robust cybersecurity, and employee development. This study confirms that these efforts have successfully enhanced customer experience by providing convenient, accessible, and secure banking services, leading to high levels of overall satisfaction. The bank's focus on a supportive organizational culture and strategic fintech partnerships has been instrumental in driving this change, improving operational efficiency and positioning CBL for future growth.
However, the study also identifies key challenges, including the need to increase the frequency of digital service use among a significant portion of its customer base and to address specific concerns regarding system reliability and support. For CBL to fully realize the benefits of its digital investments, it must focus on encouraging wider adoption and deepening user engagement. In conclusion, City Bank PLC's experience provides a valuable model for the transformative impact of digital banking in a developing economy, demonstrating that a customer-centric approach, coupled with continuous innovation and a commitment to overcoming adoption barriers, is essential for achieving lasting competitive advantage and customer loyalty.

3.8.7. Recommendations

Based on the findings and conclusions of this report, the following recommendations are proposed for City Bank PLC to enhance its digital banking services and address existing challenges:

1. To Increase Adoption and Usage Frequency:

- Launch targeted educational and marketing campaigns to demonstrate the benefits and security of digital banking, specifically aimed at customers who use services only "occasionally" or "rarely."
- Implement a simplified, guided onboarding process within the Citytouch app for new users to reduce initial hesitation and improve comfort levels.

- Introduce small incentives, such as reduced fees for digital transactions or loyalty points, to encourage a shift from traditional branch banking to digital channels.

2. To Enhance Customer Satisfaction and Support:

- Invest in strengthening the technical infrastructure to minimize system outages and improve the speed and reliability of the Citytouch platform and online banking portal.
- Enhance customer support by integrating more robust features within the digital platforms, such as an AI-powered chatbot for instant resolution of common queries and a callback option for more complex issues.
- Proactively gather and analyze feedback from the "neutral" and "dissatisfied" customer segments to identify and address specific pain points systematically.

3. To Leverage Technology for a Competitive Edge:

- Accelerate the rollout of planned advanced features, such as biometric authentication and AI-driven financial management tools, to meet evolving customer expectations for convenience and personalization.
- Further develop the use of data analytics to offer hyper-personalized product recommendations and proactive financial advice, thereby increasing the value proposition of digital banking for customers.

4. For Strategic Organizational Development:

- Continue and expand ongoing employee training programs to ensure that all staff, especially customer-facing roles, are fully equipped to support and promote digital services effectively.
- Double down on cybersecurity investments and transparently communicate these measures to customers to build greater trust and allay security concerns, which is crucial for deepening digital engagement.

By implementing these recommendations, City Bank PLC can effectively bridge the gap between current digital offerings and customer expectations, ensuring sustained growth and leadership in the digital banking landscape of Bangladesh.

3.8.8. References

CityTouch. (n.d.). City Bank PLC. https://www.citybankplc.com/citytouch

City Bank: Digitalizing Banking with CityTouch | Brain Station 23. (n.d.). Brain Station 23 : Software Development Company in Bangladesh | Best Custom Software Service Agency. https://brainstation-23.com/city-bank/

Rahman, M., & Hossain, S. (2018). Customers satisfaction on the retail banking sector in Bangladesh: A case study in City Bank Limited. ResearchGate. Retrieved September 27, 2025, from https://www.researchgate.net/publication/328873635_Customers_Satisfaction_on_the_Retail_Banking_Sector_in_Bangladesh_A_Case_Study_in_City_Bank_Limited

City Bank PLC. (n.d.). City innovates: Digital services and innovations. Retrieved September 27, 2025, from https://www.citybankplc.com/life-at-city-evp/propositions/city-innovates

Newswire. (2024). Filps and City Bank announce a strategic partnership to reinvent digital banking experience. Retrieved September 27, 2025, from https://www.newswire.com/news/filps-and-city-bank-announce-strategic-partnership-to-reinvent-22627636

Simply Wall St. (n.d.). City Bank PLC. (CITYBANK) Leadership & Management Team Analysis - Simply Wall St. https://simplywall.st/stocks/bd/banks/dse-citybank/city-bank-shares/management

Assignment on Historical background of the City Bank Limited. (n.d.). Assignment Point. https://assignmentpoint.com/assignment-on-historical-background-of-the-city-bank%20limitedassignment-on/

Report on Banking Activities Analysis of the City Bank Limited. (n.d.). Assignment Point. https://assignmentpoint.com/report-on-banking-activities-analysis%20of-the-city-bank-limited/

City Bank | Trusted Bank for 3 generations. (n.d.). City Bank PLC. https://www.citybankplc.com/home

CityTouch. (n.d.-b). City Bank PLC. https://www.citybankplc.com/citytouch

City Bank PLC. (2022, November 15). *City Bank launches a new, upgraded version of Citytouch with enhanced features* [Press release].

Industry, D. T. I. B. F. (2023, November 21). "City Bank aims to foster a culture of innovation." *The Daily Star*. https://www.thedailystar.net/supplements/digital-transformation-bangladeshs-financial-industry-2023/news/city-bank-aims-foster-culture-innovation-3475846

Uddin, S. R. a. a. Z. (2019, May 27). City Bank embracing digital innovations with gusto. *The Daily Star*. https://www.thedailystar.net/business/news/city-bank-embracing-digital-innovations-gusto-1749985

CityTouch. (n.d.-c). City Bank PLC. https://www.citybankplc.com/citytouch

Sultana, N., & Noor, I. (2022). Customers' Perception on Mobile Banking: A Study on Selected Commercial Banks in Bangladesh. *Asian Journal of Economics, Business and Accounting*, 22(23), 1-11.

City Bank PLC. (2022, November 15). *City Bank launches a new, upgraded version of Citytouch with enhanced features* [Press release]. Retrieved from https://www.thecitybank.com/news-room

City Bank PLC. (2024). *Citytouch: Mobile Banking*. Retrieved June 27, 2024, from https://www.thecitybank.com/citytouch

Rahman, S. (2023, August 10). City Bank eyes greater growth with digital focus. *The Daily Star*. Retrieved from https://www.thedailystar.net/business/news/city-bank-eyes-greater-growth-digital-focus-3387941

Sultana, N., & Noor, I. (2022). Customers' Perception on Mobile Banking: A Study on Selected Commercial Banks in Bangladesh. *Asian Journal of Economics, Business and Accounting*, 22(23), 1-11. https://doi.org/10.9734/ajeba/2022/v22i230690

Happy, H. (2018). Training and Development on The City Bank Limited. Retrieved 18 August 2022 https://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=&cad=rja&uact=8&ved=2ahUKEwi7rZ7Yr9D5AhXR1XMBHSHnBQgQFnoECAIQAQ&url=http%3A%2F%2Fdspace.uiu.ac.bd%2Fbitstream%2Fhandle%2F52243%2F614%2FTraining%2520and%2520Development%2520on%2520The%2520City%2520Bank%2520Limited.docx%3Fsequence%3D1%26isAllowed%3Dy&usg=AOvVaw2ygwqh5WtAni8y6y4WHVCu.

3.8.9. Appendix

3.8.9.1. Interview Questionnaire

i. How would you describe City Bank PLC's overarching strategy and vision for digital transformation over the past 3-5 years?

ii. What would you identify as the top three drivers behind the bank's significant investment in digital platforms like Citytouch?

iii. Could you walk us through the key stages of implementing a major digital initiative, from conception to launch, using Citytouch as an example?

iv. From an internal perspective, what have been the most significant benefits observed since the adoption of digital banking?

v. What were the most critical challenges the bank faced during the initial rollout and scaling of its digital services?

vi. How did the bank manage the change internally, particularly in terms of training and upskilling employees to support the new digital-first model?

vii. How does City Bank PLC measure the success of its digital banking services, particularly in terms of customer experience? What key metrics are tracked?

viii. Security is a major concern for customers. What specific measures has the bank implemented to build and maintain trust in its digital platforms?

ix. Based on customer feedback, what are the most requested features or improvements for Citytouch, and how is the bank addressing them?

x. In your opinion, what is the single biggest barrier to widespread digital banking adoption in a developing country like Bangladesh, and how is CBL working to overcome it?

xi. How crucial has support from top management been in driving this digital transformation, and how has it been demonstrated?

xii. Looking ahead, what are the next key priorities in City Bank PLC's digital banking roadmap for the next two years?