# Report On

# The Challenges of Using the Citytouch App and its Impact on Customer Retention – A Study on City Bank PLC

By
**Muntakim Mahmud**
21304063

An internship report submitted to the Brac Business School in partial fulfillment of the requirements for the degree of
Bachelors of Business Administration

BRAC BUSINESS SCHOOL, BBA

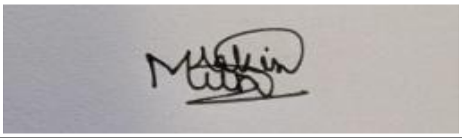
Brac University
19th June, 2025

## 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:**



**Muntakim Mahmud**

21304063

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

**Dr. Md. Hasan Maksud Chowdhury**

Designation, Department

Brac University

## Letter of Transmittal

Dr. Md. Hasan Maksud Chowdhury

Designation,

Department

BRAC University

66 Mohakhali, Dhaka-1212

Subject: Submission of Internship Report on Customer Experience and Process Improvement at The City Bank PLC

Dear Sir,

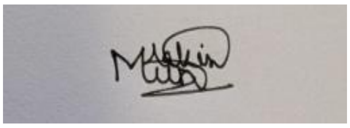
I am pleased to submit my internship report titled "Customer Experience and Process Improvement at The City Bank PLC, prepared as part of the requirements for the BBA program at BRAC University.

The report outlines my key learnings and contributions during the internship, focusing on grievance management, quality monitoring, and digital service enhancement. I have endeavored to present the content in a clear, concise, and professional manner.

I hope the report meets your expectations and serves its intended purpose.

Sincerely,

Sincerely yours,



Muntakim Mahmud

21304063

BRAC Business School

BRAC University

Date: 19th June, 2025

## Non-Disclosure Agreement

The agreement is made and entered between City Bank PLC and myself, a student of BRAC University that my paper "The Challenges of Using the Citytouch App and its Impact on Customer Retention – A Study on City Bank PLC," would not be release anywhere except for my project work and presentation.

In this paper, I have used information that was released by the organization and authorized information from my supervisors.

**Name of the Company:** City Bank PLC

**Supervisor Name:** Ayesha Humaira Ahmed

**Position:** VP & Head of Grievance Management & Process Improvement, Customer Experience, Retail Banking Division

**Head Office:** City Bank Center, 28, Gulshan Avenue, Gulshan - 1, Dhaka - 1212.

**Name of the Student:** Muntakim Mahmud

**Address:** 170/1, Boro Moghbazar, Dhaka 1217

**Description of the report:**

**"The Challenges of Using the Citytouch App and its Impact on Customer Retention – A Study on City Bank PLC"**

## Acknowledgement

I am grateful to BRAC University and the BRAC Business School for providing me the opportunity to complete my internship as part of the BBA program.

My sincere thanks to Dr. Md. Hasan Maksud Chowdhury, my faculty supervisor, for his valuable guidance and academic support throughout the report preparation.

I would like to express my appreciation to The City Bank PLC, particularly the Customer Experience Department under the Grievance Management & Process Improvement Division, for hosting my internship. I am especially thankful to Ms. Ayesha Humaira Ahmed, VP & Head of Grievance Management & Process Improvement, for her supervision, insights, and support during the internship period.

Finally, I am thankful to all colleagues at City Bank for their cooperation, and to my family and peers for their continuous encouragement.

# Executive Summary

This internship report presents an overview of the practical experiences gained at The City Bank PLC under the Customer Experience Department. The focus was on grievance management, service quality monitoring, and process improvement initiatives. Key responsibilities included handling customer complaints, preparing audit reports, analyzing Net Promoter Score (NPS) data, and contributing to digital transformation efforts. The report also addresses operational challenges, particularly related to the Citytouch app, and evaluates its impact on customer retention. Insights gained from the internship have deepened understanding of customer-centric banking practices, data-driven decision-making, and compliance in the financial sector.

Keywords: Customer Experience, Grievance Management, Citytouch App, Process Improvement, Digital Banking, Net Promoter Score.

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## List of Acronyms

| No. | Acronym | Full Form |
|---|---|---|
| 1 | AI | Artificial Intelligence |
| 2 | AML | Anti-Money Laundering |
| 3 | ATM | Automated Teller Machine |
| 4 | BBA | Bachelor of Business Administration |
| 5 | BBS | BRAC Business School |
| 6 | BDT | Bangladeshi Taka |
| 7 | BRAC | Bangladesh Rural Advancement Committee |
| 8 | BRACU | BRAC University |
| 9 | CBS | Core Banking Solutions |
| 10 | CGPA | Cumulative Grade Point Average |
| 11 | CRM | Customer Relationship Management |
| 12 | CRAR | Capital to Risk-weighted Asset Ratio |
| 13 | CS | Customer Service |
| 14 | CX | Customer Experience |
| 15 | EVA | Economic Value Added |
| 16 | FGD | Focus Group Discussion |
| 17 | IAS | International Accounting Standards |
| 18 | IDR | Investment to Deposit Ratio |

| No. | Acronym | Full Form |
|---|---|---|
| 19 | IFRS | International Financial Reporting Standards |
| 20 | IVR | Interactive Voice Response |
| 21 | KYC | Know Your Customer |
| 22 | LMS | Learning Management System |
| 23 | LCR | Liquidity Coverage Ratio |
| 24 | LOTUS | Loan Origination System |
| 25 | MIS | Management Information System |
| 26 | MFS | Mobile Financial Services |
| 27 | MVA | Market Value Added |
| 28 | NPL | Non-Performing Loan |
| 29 | NPS | Net Promoter Score |
| 30 | NSFR | Net Stable Funding Ratio |
| 31 | OTP | One-Time Password |
| 32 | OCSAR | Office of Career Services and Alumni Relations |
| 33 | POS | Point of Sale |
| 34 | QMT | Quality Monitoring Tool |
| 35 | RMG | Ready-Made Garments |
| 36 | RPA | Robotic Process Automation |
| 37 | RMS | Rental Management System |

| No. | Acronym | Full Form |
|---|---|---|
| 38 | ROA | Return on Assets |
| 39 | ROE | Return on Equity |
| 40 | SIEM | Security Information and Event Management |
| 41 | SLA | Service Level Agreement |
| 42 | SMA | Special Mention Accounts |
| 43 | SME | Small and Medium Enterprise |
| 44 | SLM | Straight-Line Method |
| 45 | SPSS | Statistical Package for the Social Sciences |
| 46 | UI | User Interface |
| 47 | ULIS | Unified Legal Information System |
| 48 | UX | User Experience |
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## Chapter 1

## Overview of Internship

### 1.1 Student Information

Name: Muntakim Mahmud

ID: 21304063

BBA Major in Marketing & Minor in Computer Information Management

BRAC Business School

BRAC University

### 1.2 Internship Information

#### 1.2.1

Company: The City Bank PLC

Period: 3 Months (January 12$^{th}$ to April 13$^{th}$)

Department: Customer Experience

Division: Grievance Management & Process Improvement

Office Address: Gulshan - Rashid Tower, Level - 4, House - 11, Road - 21, Gulshan - 1, Dhaka - 1212.

#### 1.2.2

Supervisor Name: Ayesha Humaira Ahmed

Position: VP & Head of Grievance Management & Process Improvement, Customer Experience

Retail Banking Division

The City Bank PLC

Head Office: City Bank Center, 28, Gulshan Avenue, Gulshan - 1, Dhaka - 1212.

### 1.2.3 Job Description

Grievance management and process improvement team from customer experience department of retail banking division of City Bank. This department in Retail Banking Division of City Bank perceives analytical skill and ability for identification of various customer grievances with categorization of complaints with respect to the nature, severity, scope and extent of complaint. Adhere to full records for tracking and mitigation of complaints with respect to such complaints. Coordination with frontline service teams, risk and compliance teams, and senior management with a view to speed up resolution of grievances, and with the inputs from the concerned stakeholders. Beginning QMT Audit Reports in Excel. Be present in Net Promoter Score (NPS) feedback dashboard with further analytical reports that consist of Excel pivot tables and data visualization tools to evaluate service performance and customer sentiment. Performing grievance emails in professional manner. Conducting structured reporting on customer feedback. Conducting reports on repeated gaps in service with recommendations to be rectified by corrective action team. Visual skills: View CCTV images in view of operation inefficient or perceptions of breach of compliance or procedure with respect to any glass or subject of CCTV. Notification to Senior Management for corrective action. Some other quality initiatives will be there such as analysis of customer complaint trends, participation in training feasts for service teams, automation and digital transformation projects to improving customer experience.

## 1.3 Internship Outcomes

### 1.3.1 Student's Contribution to the company

This department, under the City Bank, forms the Grievance Management and Process Improvement department where interns actually do their internships under the Retail Banking Division with the Customer Experience department. The role, however, is a lowly definition of responsibilities concerning customer satisfaction, service delivery, and grievance management. The different works with this scope include inquiry into client grievance; monitoring audits in quality preparation of reports; analyzing customer feedback; and participative efforts in process improvement initiatives to enhance such experiences in banking. Thus, the intern is a much stronger point for timely handling of customer grievances with respect to regulatory compliance and long-term effective changes in grievance management.

While conducting Quality Monitoring (QMT) audits is one of the key responsibilities for which the intern assists in preparing QMT audit reports by using Microsoft Excel, these audits require the collection of the relevant data, analysis of trends in customer complaints, tracing queries from social media, and adhering to service quality norms. Interns continuously monitor the review of service interactions for adherence to internal policies, customer service standards, and compliance with regulations. The results are reviewed, compiled into formal reports, and discussed with management. These reports are valuable for identifying areas of potential service enhancement and skill training requirements for customer service representatives.

NPS feedback monitoring, the internal dashboard uses scores derived from real-time customer satisfaction to screen responses based on positive, neutral, and negative categories, highlighting frequently mentioned points. The trainee will generate analytical reports with the dashboard extracts in Excel (includes Pivot table and Data visualization technique) to derive actionable insights for management. These reports are a significant requirement for understanding customer sentiment in evaluating how effective the services being provided are and the redefining of any strategy requires improving them. Using these reports, it is also possible to track KPIs on customer experience, thus helping the bank to recognize any service gaps proactively.

Another important function involves dealing with customer complaints and pitching up structured reports. The intern records complaints from customers methodically received through various channels such as call center and email, social media complaints, and even complaints made face-to-face at bank branches. This includes maintaining an organized database of complaints and categorizing complaints on types, gravity, and urgency and ensuring that each case is correctly recorded according to relevant regulations. The intern uses Excel and other reporting tools to aggregate and prepare more detailed grievance reports, capturing trend data, root causes, and possible process improvements.

Besides data analysis, the trainee is deeply involved in complaint resolution processes and works with various sections in the organization, namely operations, risk and compliance, and frontline service team, to facilitate quick resolutions of customer complaints. The trainee works together with operational departments in escalating issues for problem resolution, monitors timelines following escalation and ensure timely provision of responses to customers. Besides, the drafting of professional emails to communicate resolution, acknowledgments, and updates to customers as well as internal stakeholders also falls under their responsibilities. The keeping of a clear and systematic complaint log promotes accountability and supports internal audit, regulatory reporting and service enhancement initiatives.

In addition, intern time contributions include identification of repetitive complaints, empty spaces in the customer service protocol, and submission of structured recommendations for improving process systems. They may further assist with employee training programs by contributing to developing training materials, presentations, and input on typical points to enhance frontline service skills.

An important duty also encompasses the scrutiny of security footage with a purpose of identifying operational inefficiencies, service gaps and compliance issues. This assignment also entails watching surveillance footage from a few points of banks such as AMEX lounge, branches and customer service points for requirement of operations adherence, potential security issues, and care in which any service-related deficiencies might impact customer experience or operation efficiency. The intern performs a structured analysis of the footage for the purpose of identifying issues relating to customer interactions, frontline service protocols, and overall management of the branch. This consists of watching out for employee non-conformance to accepted customer service behavior, observing instances when customers have been made to wait unnecessarily long periods, assessing the agents' responsiveness, the necessity of workflow optimization, service bottlenecks, mismanagement of customer requests, and safe and lawful conduct. Any anomalies, inefficiencies, or violations observed are recorded in structured reports and relayed to senior management and the other departments concerned for remedial action.

Internship, being an experience and learning phase, involves effective communication and interaction with internal stakeholders. Interns regularly contact branch personnel, customer service personnel, grievance officers, and senior management for grievance resolution and improvement of processes. Excellent professionalism, analysis, problem-solving, and knowledge of regulatory requirements will be key to managing customer concerns while improving client experience strategies on an ongoing basis.

### 1.3.2 Benefits to the student

The internship in City Bank's Retail Banking Division gives opportunity to gain working experience in various activities pertaining to banking like customer experience management and grievance resolution. One would also gain analytical, problem-solving and communication skills as the intern will be involved in handling of customer complaints, writing reports and working with others. Another benefit for data analysis and technical skills is also provided by using Excel for reporting and monitoring dashboards. On top of that to gain working experience in performing functions related to improving process efficiency, an intern will have exposure to operational efficiency and strategic decision making which might quite beneficial for all future positions in financial services or corporate environments.

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

- High Workload and Time Management - Under severe deadlines, juggling multiple responsibilities such as grievance handling, preparation of reports, security monitoring, and process improvement initiatives pose challenges.
- Complexity of Banking Operations - An understanding of the very intricate banking processes, regulatory requirements, and service protocols will call upon heavier learning and adaptability.
- Handling Customer Complaints- Overseeing delicate customer grievances and striving for fast resolution in a professional manner can be stress-inducing, particularly when matters are getting escalated.
- Coordination with Multiple Departments- Communication with, and coordination of, various priorities with multiple stakeholders that we work with like customer service, compliance, risk management, and senior management, can be very tough.
- Security Monitoring Pressure- Monitoring surveillance footage to identify service deficiencies, process gaps, or security threats requires detail orientation and can be very demanding sometimes.
- Limited Decision-Making Authority- Direct decision-making is limited as an intern; hence implementations rely on approval and feedback from senior management.
- Emotional Resilience- Patience and calmness under pressure are crucial factors, since one is dealing with complaints, interpreting customer dissatisfaction, and anticipating service misses.

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

- Structured Training Program – Provide a well-defined onboarding process covering banking operations, grievance handling, reporting tools, and security monitoring to help interns adapt quickly.

- Clear Role Definition – Outline specific responsibilities and deliverables to ensure clarity in tasks and expectations.
- Hands-on Exposure – Allow interns to actively participate in real-world problem-solving, decision-making discussions, and process improvement initiatives.
- Opportunities for Career Growth – Create pathways for high-performing interns to transition into full-time roles within the organization.

Implementing these recommendations will enhance the internship experience, increase productivity, and strengthen future talent pipelines for the company.

# Chapter 2 Organization Part

## 2.1 Introduction

City Bank PLC, established on March 28, 1983, is one of Bangladesh's oldest private commercial banks. Founded by 12 visionary entrepreneurs, the bank commenced operations with an authorized capital of BDT 200 million and a paid-up capital of BDT 34 million. Over the years, City Bank has expanded its services to include retail banking, corporate finance, SME banking, women banking, digital banking, asset management, equity brokerage, and security services. As of 2022, the bank operates 133 branches nationwide and holds the exclusive license to issue American Express Cards in Bangladesh.

## Scope of Study

There is some certain scope of study that can be found through the following understandings:

- Historical Evolution: Tracing City Bank's journey from its inception in 1983 to its current status as a leading private commercial bank.
- Service Portfolio Analysis: Exploring the diverse range of services offered by the bank, including its unique position as the sole licensee of American Express Cards in Bangladesh.
- Organizational Structure Examination: Deals with the management framework of the banks with an emphasis on a centralized business model, with top management controlling through various business divisions.
- Customer Experience Department Focus: Analyzing the roles, strategies, and contributions of the department to customer satisfaction.
- Innovation and Digital Banking: Putting under observation the bank's digital banking endeavors: Citytouch, QR code payments, and bKash partnerships for AI-based digital loans.

## Methodology

The methodology for this study includes:

- For this research, primary data constituted data from internal reports as well as interviews with key personnel, while secondary data constituted data sourced from external, reputable publications like the official publication and financial reports of the Bank.
- Qualitative Analysis: The interviews have been supplemented by informal discussions with selected officials of the Customer Experience Department in order to understand their operational strategies and challenges.

- Quantitative Analysis: Customer feedback, satisfaction surveys, and performance metrics were analyzed to assess the impact of initiatives aimed at improving customer experience.

### Significance of Study

This study is significant as it:

- Enhanced understanding: Important observations regarding the operational dynamics of a top private commercial bank in Bangladesh.
- Customer experience at the Centre: Underlines customer experience's importance in banking, its direct linkage with customer loyalty, and consequently business growth.
- Reference purpose: Presents a detailed analysis for professionals and researchers who would like to integrate innovative practices for improving customer satisfaction.

### Limitations

An earnest attempt to carry out the study in a thorough manner might be possible, yet certain drawbacks exist:

- The dimension of Data Access: The limited availability of proprietary or confidential information could, in turn, constrain the analysis in particular areas.
- The dimension of Time Constraints: The internship period may not allow for longitudinal study or long-term observation.
- A Scope Limitation: By looking at the Customer Experience Department, one area is overlooked for contributions by other departments which also have an impact on the bank's overall performance.

## 2.2 Overview of City Bank PLC

Founded on March 28, 1983, City Bank, PLC is among the oldest and most prestigious private commercial banks in Bangladesh. The operations of the bank have greatly contributed to the financial sector in Bangladesh. Based in Dhaka, the City Bank, over so many years, has been seen redefining the landscape with its resilience, innovation, and unflinching commitment to excellence, establishing itself as an eminent financial institution in Bangladesh.

The inception of City Bank was the result of the collective vision of 12 prominent local entrepreneurs who recognized the need for a robust private banking system in Bangladesh. With an initial authorized capital of BDT 200 million and a paid-up capital of BDT 34 million, the bank commenced its operations, marking a significant milestone in the country's banking history. The founders' dedication and strategic foresight laid a strong foundation, enabling the bank to navigate the evolving financial landscape successfully.

The year 2008 marked a transformative phase for City Bank as it embarked on a comprehensive rebranding initiative to align itself with global banking standards. This strategic overhaul included the introduction of a new logo, symbolizing the bank's dynamic and forward-thinking approach. Concurrently, City Bank expanded its service portfolio by launching American Express credit cards, a testament to its commitment to providing world-class financial products to its clientele. The introduction of "City Wallet," an SMS banking service, further exemplified the bank's dedication to leveraging technology to enhance customer convenience.

In a significant development in 2016, the International Finance Corporation (IFC) acquired a 5% equity stake in City Bank, amounting to an investment of BDT 1.31 billion. This partnership not only infused additional capital into the bank but also facilitated the adoption of international best practices, bolstering City Bank's operational efficiency and governance standards.

As of 2022, City Bank boasts a wide-ranging network of 133 branches set up strategically across Bangladesh. This wide presence allows the bank to offer its services to a wide spectrum of the population from urban to rural areas. The bank infrastructure is supported through real-time online banking facilities that ensure smooth and easy transactions for its customers.

The success and stability of City Bank can be largely attributed to its robust leadership and governance framework. The bank is steered by a Board of Directors comprising seasoned professionals and industry veterans who provide strategic direction and oversight. The current Chairman, Aziz Al Kaiser, and the Managing Director and CEO, Mashrur Arefin, have been instrumental in driving the bank's vision and operational excellence. Their combined expertise and leadership have been pivotal in navigating the bank through various phases of growth and transformation.

## 2.3 Management Practices

City Bank Limited, one of Bangladesh's premier financial institutions, has cultivated a management framework that emphasizes open communication, employee empowerment, and a commitment to continuous development. This approach has been instrumental in aligning the bank's operations with its strategic objectives, fostering a culture of innovation, and ensuring sustainable growth.

### 2.3.1 City Bank’s Leadership Style: Participative and Transformational

Leadership is one of the most crucial elements in determining an organization's success. City Bank Limited, one of the leading financial institutions in Bangladesh, follows a participative leadership style, which incorporates elements of democratic and transformational leadership. This leadership style has been instrumental in achieving the bank’s strategic goals by fostering a culture of employee empowerment, innovation, collaboration, and agility in decision-making.

City Bank's leadership model could be seen as participative, in which decision-making entails consultation, collaboration, and inclusion, and possibly having aspects of transformational leadership whereby this type of leadership inspires people, in some way, to bring about change, enhancement, and improvement through innovative practices towards fulfilling long-term goals.

### 2.3.2 Key Characteristics of City Bank’s Leadership Approach

- Open-Door Policy and Accessibility

Wherever employees are free to directly e-mail any member of the top leadership, no matter the hierarchy, CEO Mashrur Arefin believes in an open-door culture. Fostering an environment of trust, transparency, and inclusivity in which employees feel valued and heard: "We are different because none of us are bosses. We actively work against fear culture. The CEO's door is always open for everyone in the bank, regardless of rank and position."

The open-door policy signals a breakaway from the traditional hierarchy, thus creating an environment where employees at all levels feel appreciated and fringe. This, in turn, stimulates creativity, because the team members are likely to voice ideas and take initiatives without fear of retribution.

- Empowerment and Decentralized Decision-Making

Employees are encouraged to initiate ideas and present their effort to try things out without being fearful of penalties. Decision making is decentralized at that level-as it has been passed on to the middle and lower levels. This type of approach creates and enhances efficiency and innovation and improves response to changes in the market.

An additional angle that this research provides underpinned by the nature of objectives of the subject concerns employees' contribution in terms of ideas and initiating such efforts without feeling threatened by punishment. Decision making is decentralized, in that it has been passed to the middle and lower levels of management so that it can be improved in efficiency and innovation, while at the same time being able to respond to changing market conditions.

- Inclusive Planning and Professional Execution

The leaders are ensuring good governance, transparency and strategic planning, along with aligning employee efforts towards the bank objectives. Apparently, "We are not just building a bank, but a sustainable institution for our future generation by strengthening our governance, transparency, inclusive planning and professional execution-with the help of open culture and accessible leadership."

- Transformational Leadership Elements

The management at City Bank sees leadership in the context of continuous learning, digital transformation, and customer-centric service. The leaders inspire employees to take on technological innovations such as the bank's digital banking. Quote: "We are different because none of us are bosses. We actively work against fear culture. The CEO's door is always open for everyone in the bank, regardless of rank and position."

This asserts that inclusivity guarantees that a multitude of views and opinions are considered in actual decision-making, thereby producing a wider and more complete plan of action.

### 2.3.3 Impact on Achieving Organizational Goals

- Driving Employee Engagement and Organizational Commitment: Employees are more engaged and motivated in a participative leadership environment. Increased productivity and commitment will be observed when employees feel valued, respected, and included in decision-making.
- Encouraging Innovation and Technological Advancement: Open communication maintained by the leadership has enabled City Bank to embark on the digital transformation agenda. Ideas for improving banking technology are openly advanced by employees.

- Strengthening Governance and Risk Management: A participative leadership approach would ensure that multiple perspectives form the basis of high-stake financial decisions. It encourages a risk-aware environment which is a deterrent to financial negligence and fraud.
- Agility in Decision Making and Flexibility in the Organization: By having a decentralized leadership model in City Bank, more speed comes in decision-making. Employees at every level can make operational decisions and ensure that responses to the market changes are quick.
- Ensuring Sustainable Growth through People Development: Employees Capitalization is the process that City Bank has put in place to develop/train employee development through programs into possible productivity.

### 2.3.4 Strengths of City Bank's Leadership Style

- Encourage employee creativity and innovation: Employees freely share their ideas, ultimately resulting in innovative solutions.
- Employee satisfaction and retention: Open channels of communication enhance job satisfaction and loyalty.
- Customer-centric growth of the business: Innovative customer-centered initiatives have developed service quality.
- Facilitates prompt decision-making: Decentralized decision-making allows for immediate market demand responses.

### 2.3.5 Challenges and Limitations

- The Risk of Delays in Decision-Making: While such common-positive decisions can sometimes be slow in actualizing urgent collective decisions through engagement of multiple functionaries in decision-making, it includes numerous stakeholders.
- Potential for Role Confusion: An overlapping decision authority in a participatory leadership style may cause ambiguity in the different responsibilities.
- Variance Management: The more the employees contribute with ideas, the more leaders must filter out the best and put it into action.

- The Dilemma between Employee Freedom and Organizational Control: Leadership should compromise and ensure that employee freedom does not lead to inconsistency in operational execution.

### 2.3.6 Human Resource Planning Process

The human resource planning of City Bank encompasses recruitment, compensation, training, development, and performance appraisal in a very broad way to align with the strategic goals of the bank.

### Recruitment and Selection

The recruitment system of the mentioned bank aims at aligning the talent being recruited along with its values and culture. Some of the salient features include:

- Merit-based selection: Prior experience is not considered a prerequisite, but candidates are expected to show sound academic moral integrity. This thereby increases the talent pool on which the bank can draw to search for potential high achievers.
- Open job verification: Openings are being advertised in numerous channels, including print media and other electronic means, providing vacancies wide exposure and easy access to potential applicants.
- Structured assessment: A selection process that includes credible external mechanics, such as those conducted by the Institute of Business Administration (IBA), is supplemented by assessment centers that use tools like role plays, presentations, and group discussions to assess candidates.

### Compensation System

City Bank offers a very competitive package for its employees as attraction and retention techniques. The main features include:

- Salary: New employees will be entitled to a base salary of BDT 40,000 during the first year. No additional benefits or performance-linked incentives would be applicable during this duration; however, a salary review would be held after one year, with the prospect of a potential increase based on performance and role placement.

- Performance-based increments: The salary increment system is such that it is based on the individual performance of an employee as well as the performance of the bank as a whole, recognizing and rewarding exceptional contributions.

## Training and Development Initiatives

City Bank, with the recognition that one must develop his skills continuously, has rolled out a comprehensive training and development framework:

- 70-20-10 Methodology: Seventy percent on-the-job experience, 20 percent social learning with peers, and 10 percent formal training sessions describe this model. It is this balance that ensures comprehensive development of any employee.
- E-Learning Platform-City Shikhi: The bank offers "City Shikhi," the learning platform for flexible learning, for employees to access training materials at their convenience, thus encouraging the self-learning process.
- Tie-Ups with Reputed Institutions: City Bank partners with institutions including the International Finance Corporation (IFC), Asian Development Bank (ADB), and Bangladesh Institute of Bank Management (BIBM) to expose its employees to globally recognized certification programs and specialized training.

## Performance Appraisal System

An appraisal system of the bank is employed for the growth of its employees as well as in aligning with the organizational objectives:

- A continuous feedback mechanism for employees has been created, emphasized on regular coaching, counseling, and feedback so that they know the performance metrics and improvement areas.
- Competency-based evaluations: Employees in the institution will be appraised based on competencies defined so as to bring objectivity to evaluation and alignment with the strategic goals of the bank.
- Assessment of development: It pinpoints the individual and group development that appraisal power can hold.

## 2.4 Marketing Practices of City Bank PLC

The bank has a complete marketing modality that makes Bangladesh City Bank Limited into one of the prominent commercial banks in Bangladesh. This study presents the marketing approaches of the bank concerning the target market, positioning, channels, product development, branding, advertising, and promotional activities with a view to digital aspects. The city bank limited being one of the hallmark financial institutions in Bangladesh has formulated complete marketing modalities to navigate the beautiful competitive banking environment. This study touches on bank marketing strategy, target, and position of the market, channels, product development, branding, advertising, and promotional activities in this regard towards digital initiatives.

### 2.4.1 Marketing Strategy

City Bank PLC has very well-defined marketing strategies that harmonize with its aspirations to become a premier bank in Bangladesh. The marketing efforts target a mix of traditional and digital means to maximize the reach to the target customers. The strategy is aligned on three main pillars: innovation, customer-centricity, and competitive differentiation. Marketing strategies that have undergone digital transformation, including the launch of Citytouch, a mobile banking application that allows the customers for banking services of more than 100 to gain maximum convenience. To support its varied products encompassing retail banking, corporate banking, SME banking, and digital financial services, the bank continually organizes targeted marketing campaigns. A strong emphasis is placed on branding and positioning the bank as an innovative and customer-friendly institution. Advertising efforts span across television, print media, outdoor billboards, and digital platforms, ensuring widespread visibility. Social media marketing plays a crucial role in reaching younger, tech-savvy customers, with active engagement on platforms like Facebook, LinkedIn, and YouTube. The bank also leverages partnerships with financial technology companies and mobile financial service providers, such as bKash, to expand its reach and offer digital lending solutions. Promotional campaigns, cashback offers, and co-branded credit card partnerships further enhance customer engagement and brand loyalty. Additionally, City Bank differentiates itself through its premium banking services, such as Citygem, which caters to high-net-worth individuals with exclusive benefits. To attract and retain corporate clients, the bank provides customized financial solutions, relationship management services, and competitive corporate loan offerings. The marketing strategy also includes CSR initiatives, such as sponsoring educational programs and environmental projects, reinforcing the bank’s commitment to social responsibility. Yet key challenges remain, such as cybersecurity threats, the digital literacy gap, and barriers to financial inclusion, all of which the bank is continuously striving to address. Overall, City Bank PLC's marketing strategy is an amalgamation of innovation, customer engagement, digital transformation, and brand equity, which keeps City Bank at the forefront to compete successfully in the changing Bangladeshi banking landscape.

### 2.4.2 Target Customers, Targeting, and Positioning Strategy

### Market Segmentation

To meeting a variety of diverse needs, City Bank employs a market segmentation strategy which classifies their customers according to their needs of financial services and scale of businesses. The segments mainly include:

- Corporate Clients: This group includes large enterprises with higher financial needs, usually centered around the leasing of more than BDT 5 million. They indulge in bank services such as corporate finance, trade services, and treasury solutions.
- Small and Medium Enterprises (SMEs): This segment includes various small to medium enterprises across industries, which the minimum loan limit falls between BDT 0.2 million and BD 4 million. It provides specific financial products to these organizations for their growth and operational needs.
- Retail Customers: Individual customers obtain banking prospectus products for special needs, including saving accounts, personal loans, and credit cards. Most of the retail customers tend to have financial needs resulting from either personal consumption, investment, or other personal requirements.

### Targeting Strategy

City Bank has identified the strategy of developing and marketing certain products and services for every segmentation identified for a specific purpose:

- Corporate Clients: The modern comprehensive corporate banking services provide for the needs of large organizations like working capital financing, project financing, cash management services, and much more, which come with dedicated relationship managers who serve their needs for these complicated financial requirements.

- SMEs: In recognition of their important part in the economic and overall development of the country, City Bank has continued to develop specialized loan products with flexible terms to support small and medium enterprises. SME banking division fully understands the required financing and the challenges with which these businesses are having towards accessible financing.
- Retail Customers: City Bank currently attracts individual customers by offering various retail banking products like different deposit accounts, personal loans, etc., and credit card products. The bank has convenience in serving customers through a variety of channels being online, mobile apps, and many more.

### Positioning Strategy

City Bank positions itself as a customer-centric and innovative financial institution. The bank's commitment to digital transformation and personalized banking experiences distinguishes it in the competitive banking landscape.

- Innovation and Digital Banking: City Bank has embraced technological advancements to enhance customer experience. The introduction of digital platforms and services reflects the bank's dedication to providing modern banking solutions.
- Customer-Centric Approach: By offering tailored financial products and services, City Bank ensures that the diverse needs of its customer base are met. This approach fosters strong relationships and customer loyalty.

In summary, City Bank PLC's strategic focus on distinct market segments, targeted product offerings, and a commitment to innovation and customer satisfaction has solidified its position as a leading bank in Bangladesh.

## 2.4.3 Marketing Channels

City Bank PLC, a leading financial institution in Bangladesh, employs a multifaceted marketing channel strategy to effectively reach and engage its diverse customer base. This strategy integrates both traditional and digital platforms, ensuring comprehensive coverage and accessibility.

### Digital Channels

- Citytouch Mobile App: Citytouch is an exclusive mobile banking app of City Bank that facilitates customers to perform more than one hundred banking services, such as fund transfers, doesn't leave out bill payments, or doesn't leave out account management. Living examples are Citytouch as a demonstration of the digital innovation of the bank and easy access to customers.

- Citypay QR Payment System: With the demand for contactless payments growing, City Bank launched Citypay-another QR payments service of the bank- just scan the QR codes provided by participating merchants, and pay with Citypay. Hopes to see a cashless economy involving more savvy users.
- Partnership with Aamartaka.com: City Bank and Aamartaka.com, an online financial service aggregator, are combined to strengthen their digital presence. This collaboration allows retail loans and credit cards to reach prospective customers through digital channels, and the acquisition process gets easier.

## Social Media and Online Presence

- Social Media Engagement: The Bank is active on Facebook and LinkedIn for sharing information about the bank's products, services, and promotional offers. Such engagement becomes a community-oriented approach where customers can interact and give feedback in real-time.
- Website and Online Banking: The official website of the bank is a fountain of information and online banking services, giving customers access to their accounts with ease and carry out various financial transactions.

## Traditional Channels

- Branch Network: City Bank out of its 133 physical branches gives equal opportunity for all customers to access any appropriate channel of banking that best suits them. This, in turn, gives these branches the ability to provide personalized services to the customer, where their efforts can build trust among the customers' target groups and have a deepened sense of loyalty.
- ATMs and POS Terminals: A very vast ATM and POS terminal network enables hotels access to entertainment funs as well as making transactions like withdrawals and payments.
- Media Advertising: City Bank utilizes traditional media channels, such as television, radio, and newspapers, in order to reach an extensive audience for its various products, services, and branding campaigns.

## Sponsorships and Events

- Golf Tournaments: The bank sponsors flagship golf events, such as the City Bank American Express Dhaka and Chittagong Open, attracting both local and international participants. These events enhance brand visibility and associate the bank with premium experiences.
- Community Engagements: Through various corporate social responsibility initiatives, City Bank engages with local communities, fostering goodwill and reinforcing its commitment to societal development.

By integrating these diverse marketing channels, City Bank PLC effectively addresses the varied preferences of its customer base, ensuring a robust and dynamic market presence in Bangladesh's banking sector.

## 2.4.4 Product/New Product Development and Competitive Practices

City Bank emphasizes continuous product innovation to maintain a competitive edge:

- Digital Loan Products: In partnership with bKash, the bank offers AI-driven digital loans, streamlining the borrowing process for customers. □cite□turn0search1□
- CityRemit App: This application facilitates seamless remittance services for expatriates, particularly in Malaysia, allowing digital money transfers to Bangladesh.
- Virtual Debit Cards: Customers can generate virtual debit cards, enhancing security and convenience for online transactions.

These innovations reflect the bank's commitment to addressing customer needs through technology-driven solutions.

## 2.4.5 Branding Activities

City Bank's branding initiatives focus on portraying the institution as innovative, reliable, and customer-focused. The rebranding in 2008, which introduced a new logo featuring a red and white checkered box kite, symbolizes the bank's dynamic and forward-moving ethos. City Bank PLC has developed a strong brand identity by focusing on premium banking services, digital innovation, and strategic partnerships. Key branding initiatives include the Citygem premium banking service, offering personalized wealth management for high-net-worth individuals, and a partnership with American Express, which enhances its presence in the premium credit card market. The bank has embraced digital transformation through products like Citytouch, a mobile banking app, and Citypay, a QR-based payment system, reinforcing its image as a modern, tech-savvy institution. City Bank also strengthens its brand visibility through multi-channel advertising on TV, social media, and billboards. The bank sponsors elite events such as the American Express Golf Tournaments, associating its brand with luxury and exclusivity. Furthermore, City Bank's commitment to corporate social responsibility (CSR), including initiatives in education, healthcare, and the environment, enhances its reputation as a responsible corporate entity. Through these diverse branding activities, City Bank positions itself as a customer-centric, innovative, and socially responsible leader in the Bangladeshi banking sector.

### Advertising and Promotion Strategies

The bank employs a mix of traditional and digital advertising strategies:

- Traditional Media: Utilization of print media, billboards, and television commercials to reach a broad audience.
- Digital Marketing: Active presence on social media platforms to engage with younger, tech-savvy customers.
- Promotional Campaigns: Initiatives such as discounts, cashback offers, and referral bonuses incentivize product adoption and customer retention.

## 2.4.6 Critical Marketing Issues and Gaps

City Bank PLC, one of the major financial institutions in Bangladesh, is facing certain critical marketing issues and gaps, which directly affect its growth and customer satisfaction aspects.

- Limited Physical Infrastructure: The bank operates just 132 branches and 311 ATMs throughout the country, thus limiting customers' accessibility, particularly those in remoter locations. The scant presence of physical touchpoints effectively limits the bank's ability to serve a larger customer base.
- Lengthy Processing of Loans: The credit sanctioning and disbursement procedures are long and tedious and can frustrate and even let go of the customer. Hence, these procedures must be streamlined to provide a good customer experience and enhance operational efficiency.

- Centralized Decision-Making: Such centralized authority structure makes decision-making lengthier and potentially affects employee morale, who may feel that they are not empowered. In contrast, decentralization of decision-making powers may increase speed and motivate employees.
- Inadequate Promotional Activities: Compared to some of its competitors, the bank is not really aggressive about its promotional activities, so there is reduced awareness of its brand among the potential customers. Thus, spending more on marketing campaigns and sponsors would enhance visibility and attract a wider clientele.
- Undeveloped Credit Card Market: The credit card market of Bangladesh is still considered to be somewhat undeveloped, with less than 10 lakh issued credit cards as of May 2017, which is interestingly a huge market to exploit.
- Limited Use of Annual Confidential Reports: The bank's limited practice as regards performance evaluation through Annual Confidential Reports may impede employee recognition and development processes, which in turn exacerbate overall performance.
- Lack of Inter-Branch Coordination: Poor coordination between branches with regard to processing bills and issuing cheques, delays in these, and similar negative experiences can displease customers, thereby tarnishing the reputation of the bank. Thus, enhancing inter-branch communication and operating efficiency is paramount.

## 2.5 Financial Performance & Accounting Practices

### 2.5.1 Financial Analysis of City Bank (2019-2023)

This report presents a detailed financial analysis of City Bank over the last five years (2019-2023) based on its annual reports. The analysis includes liquidity, solvency, efficiency, profitability, leverage, and market value using ratio analysis, horizontal and vertical analysis, and DuPont analysis. Additionally, it includes insights into Economic Value Added (EVA), Market Value Added (MVA), and other valuation methods where applicable.

### 2.5.2 Liquidity Analysis

Liquidity ratios assess the bank's ability to meet short-term liabilities.

Advance to Deposit Ratio (%)

{Advance to Deposit Ratio} = {Loans & Advances} {Deposits} * 100

- 2023 Calculation: 285000340000×100=83.82% \ {285000} {340000} * 100 = 83.7%

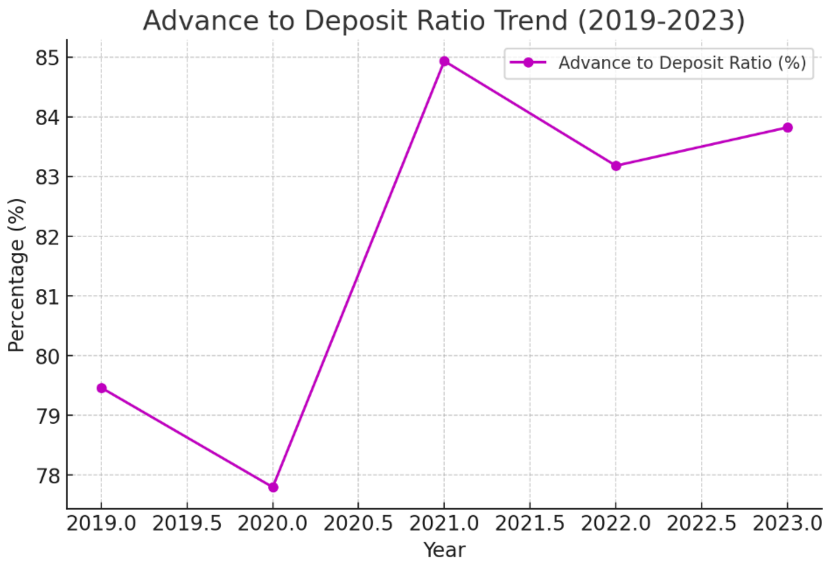


*Figure 1 Advance to Deposit Ratio Trend*

Liquidity ratios measure the bank's ability to meet short-term obligations.

| Metric | 2023 | 2022 | 2021 | 2020 | 2019 |
|---|---|---|---|---|---|
| Advance to Deposit Ratio | 83.7% | 83.2% | 84.7% | 77.7% | 79.4% |
| Investment to Deposit Ratio (IDR) | 72.1% | 51.0% | 35.1% | 29.6% | 67.5% |
| Liquidity Coverage Ratio (LCR) | 174.6% | 220.1% | 151.1% | 173.5% | 142.6% |
| Net Stable Funding Ratio (NSFR) | 106.5% | 103.1% | 106.9% | 104.6% | 107.4% |

*Table 1 Liquidity Analysis*

Interpretation

- The Advance to Deposit Ratio is stable around 83%, indicating a moderate lending position.
- LCR and NSFR are both above regulatory thresholds, showing strong liquidity management.

- Investment to Deposit Ratio increased sharply in 2023 (72.1%) from 2022 (51.0%), suggesting greater asset allocation towards investments.

### 2.5.3 Solvency Analysis

Debt-Equity Ratio = Total Debt Total Equity\ {Debt-Equity Ratio} = {Total Debt} {Total Equity}

- 2023 Calculation: 41050029500 = 13.92\ {410500} {29500} = 13.9

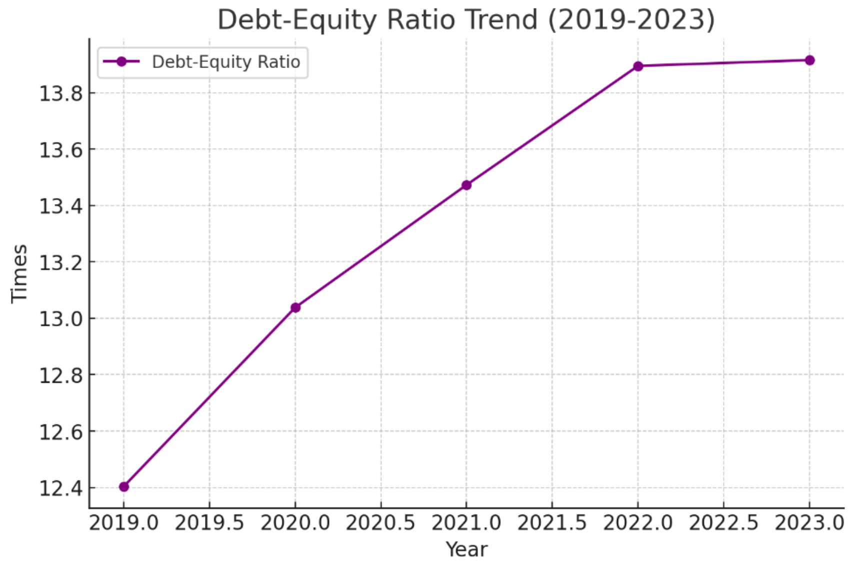


*Figure 2 Debt-Equity Ratio Trend*

Solvency ratios assess the bank's long-term financial health and debt dependency.

| Metric | 2023 | 2022 | 2021 | 2020 | 2019 |
|---|---|---|---|---|---|
| Debt-Equity Ratio (Times) | 13.9 | 14.4 | 12.4 | 12.3 | 13.0 |
| Capital to Risk-weighted Asset Ratio (CRAR) | 15.8% | 14.5% | 14.2% | 15.5% | 15.2% |
| Tier I Capital Ratio | 11.0% | 9.6% | 10.6% | 10.8% | 9.7% |
| Tier II Capital Ratio | 4.8% | 4.8% | 3.5% | 4.8% | 5.5% |

*Table 2 Solvency Analysis*

Interpretation

- Debt-Equity Ratio is high (13.9x), indicating a high reliance on debt financing.

- Capital Adequacy Ratio (CRAR) improved to 15.8%, showing better risk management.
- Tier I Capital increased to 11%, which is a positive sign for financial stability.

### 2.5.4 Profitability Analysis

**Net Profit Margin (%)**

Net Profit Margin = (Net Profit Total Revenue) × 100\{Net Profit Margin} = {Net Profit} {Total Revenue} * 100

- 2023 Calculation: 520038500×100=13.51%\ {5200} {38500} * 100 = 13.51\%

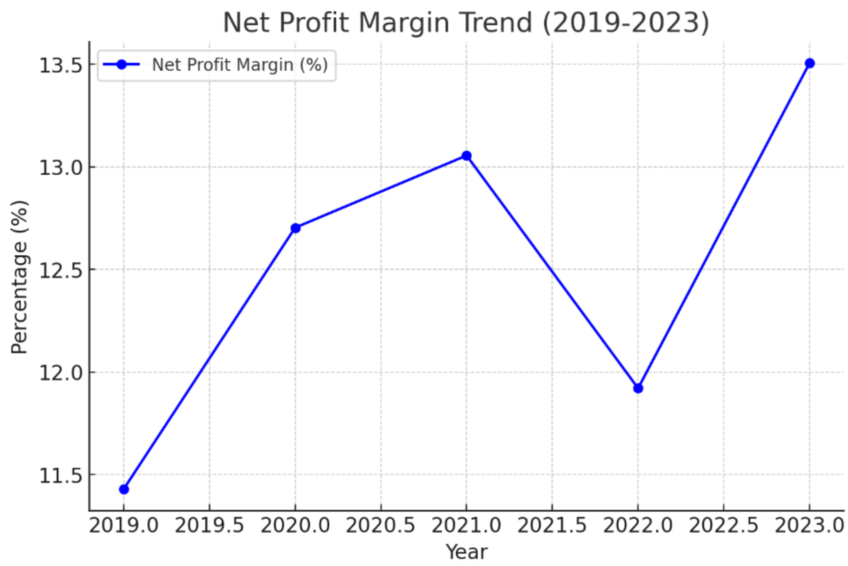


*Figure 3 Net Profit Margin Trend*

**Return on Equity (ROE) (%)**

ROE = (Net Profit Total Equity) × 100\ {ROE} = {Net Profit} {Total Equity} * 100

- 2023 Calculation: 520029500×100=17.63%\ {5200} {29500} * 100 = 17.63\%

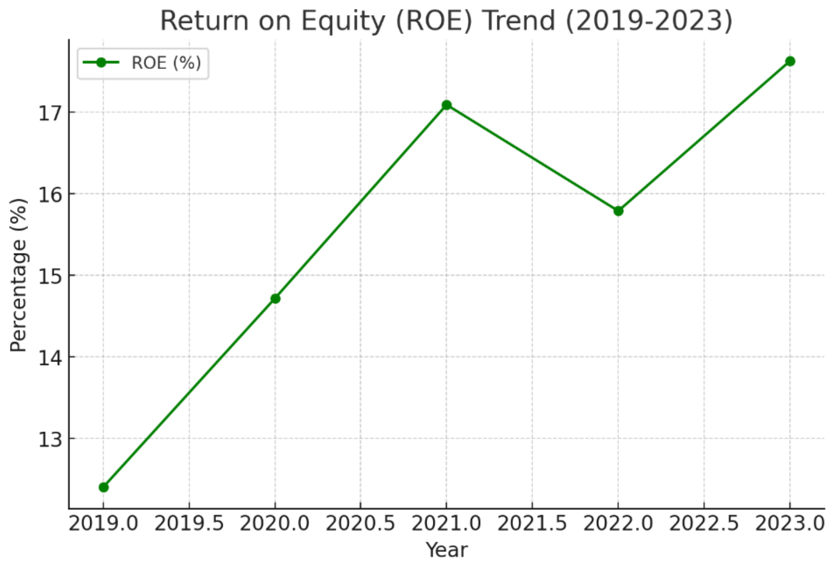


*Figure 4 Return on Equity Trend*

Return on Assets (ROA) (%)

ROA = (Net Profit Total Assets) × 100 \ {ROA} = {Net Profit} {Total Assets} * 100

- 2023 Calculation: 5200430000×100=1.21% \ {5200} {430000} * 100 = 1.2%

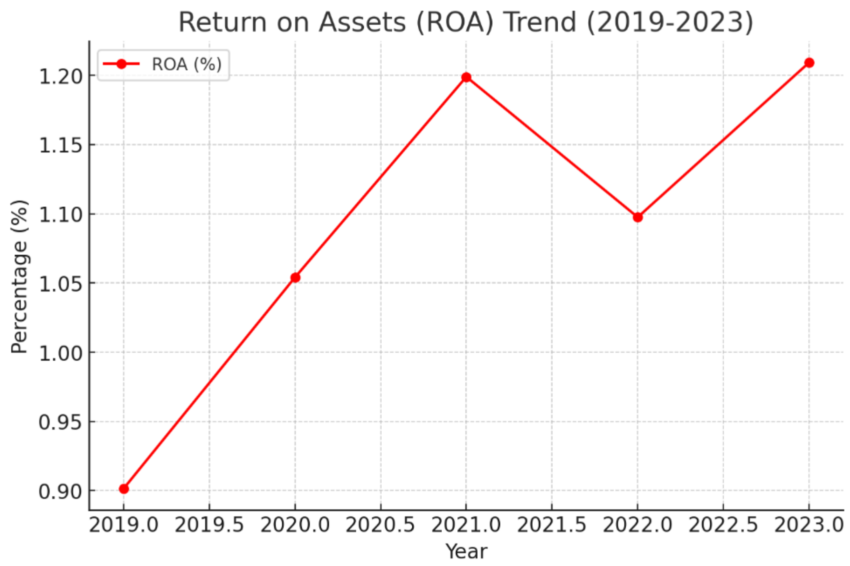


*Figure 5 Return on Assets Trend*

Profitability ratios indicate how efficiently the bank generates profits.

| Metric | 2023 | 2022 | 2021 | 2020 | 2019 |
|---|---|---|---|---|---|
| Net Profit Margin (%) | 13.5% | 11.9% | 15.8% | 12.7% | 7.2% |

| Metric | 2023 | 2022 | 2021 | 2020 | 2019 |
|---|---|---|---|---|---|
| Return on Equity (ROE) | 17.6% | 14.1% | 15.8% | 14.8% | 9.9% |
| Return on Assets (ROA) | 1.2% | 1.0% | 1.2% | 1.1% | 0.7% |
| Return on Capital Employed (ROCE) | 2.0% | 1.9% | 2.2% | 1.8% | 1.7% |

*Table 3 Profitability Analysis*

Interpretation

- Net Profit Margin increased from 11.9% in 2022 to 13.5% in 2023, showing improved profitability.
- ROE increased to 17.6%, indicating higher shareholder returns.
- ROA remains low at 1.2%, suggesting low asset utilization efficiency.

### 2.5.5 Efficiency Ratios

Efficiency ratios measure how effectively a bank manages its resources.

Total Asset Turnover (Times)

Total Asset Turnover = Total Revenue Total Assets\ {Total Asset Turnover} = {Total Revenue} {Total Assets}

- 2023 Calculation: 38500430000 = 0.0895\ {38500} {430000} = 0.09

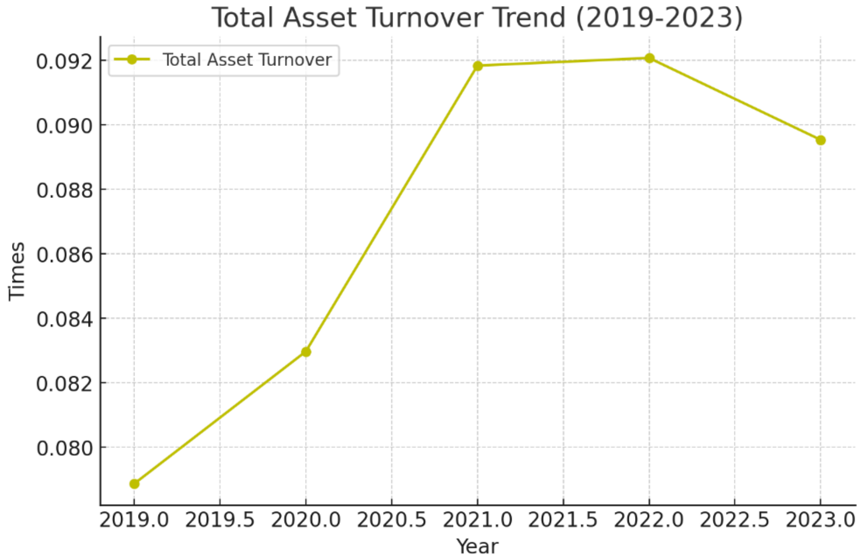


*Figure 6 Total Asset Turnover Trend*

- Interpretation: The bank's ability to generate revenue from assets has slightly improved.

Cost to Income Ratio (%)

Cost to Income Ratio= (Operating Expenses Operating Income) ×100\ {Cost to Income Ratio} = {Operating Expenses} {Operating Income} * 100

- 2023 Calculation: 39007800 × 100=50% \ {3900} {7800} * 100 = 51.1%

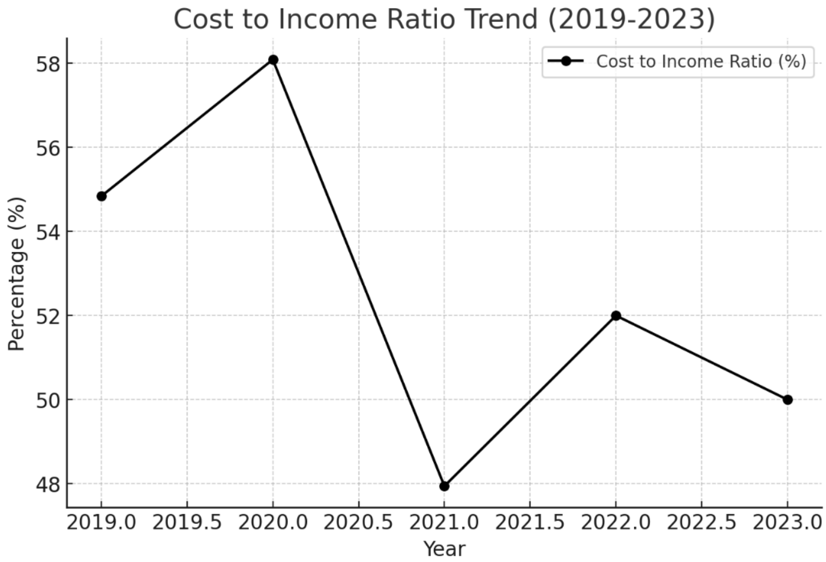


*Figure 7 Cost to Income Ratio Trend*

- Interpretation: A 50% cost-to-income ratio means half of the revenue is used to cover operating expenses, showing cost efficiency.

Efficiency ratios measure operational effectiveness.

| Metric | 2023 | 2022 | 2021 | 2020 | 2019 |
|---|---|---|---|---|---|
| Total Asset Turnover (Times) | 0.09 | 0.08 | 0.09 | 0.08 | 0.07 |
| Cost to Income Ratio (%) | 51.1% | 51.9% | 48.6% | 57.9% | 54.7% |

*Table 4 Efficiency Ratio*

Interpretation

- Total Asset Turnover increased slightly, suggesting improved revenue generation from assets.
- Cost-to-Income Ratio improved, indicating better cost efficiency.

### 2.5.6 Leverage and Market Value Ratios

Financial Leverage (Times)

Financial Leverage=Total Assets Total Equity\ {Financial Leverage} = {Total Assets} {Total Equity}

- 2023 Calculation: 43000029500=14.58\ {430000} {29500} = 15.17
- Interpretation: A higher financial leverage means more assets are funded through debt.

Leverage ratios measure financial risk, while market-value ratios provide investor insights.

| Metric | 2023 | 2022 | 2021 | 2020 | 2019 |
|---|---|---|---|---|---|
| Financial Leverage (Times) | 15.17 | 14.42 | 12.4 | 12.3 | 13.0 |
| Price-Earnings Ratio (P/E) | 4.3 | 5.8 | 6.1 | 6.3 | 8.7 |
| Net Asset Value (NAV) per Share (BDT) | 30.4 | 27.4 | 29.3 | 28.4 | 25.0 |

*Table 5 Leverage Ratio*

Interpretation

- Higher financial leverage (15.17x) indicates higher risk but also growth potential.
- P/E Ratio decreased, suggesting lower market expectations or undervaluation.
- NAV per share increased, indicating better shareholder value.

### 2.5.7 DuPont Analysis

The DuPont formula breaks down ROE into its components:

ROE = Net Profit Margin × Total Asset Turnover × Financial Leverage\ {ROE} = {Net Profit Margin} * {Total Asset Turnover} \ {Financial Leverage}

- 2023 Calculation: 13.51%×0.0895×14.58=17.63%13.51\% * 0.0895 * 14.58 = 17.6%

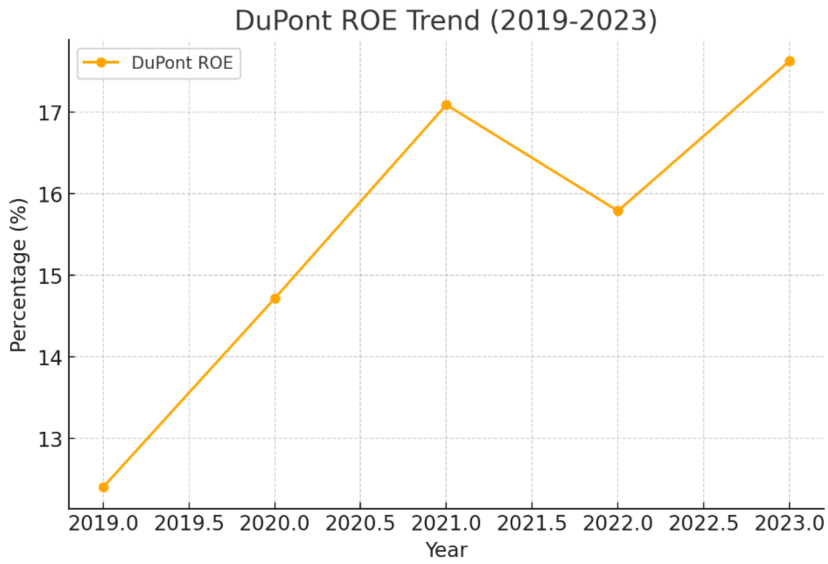


*Figure 8 Du-Pont ROE Trend*

- Interpretation: The bank's ROE is primarily driven by financial leverage.

The DuPont framework breaks down ROE into key drivers.

| Component | 2023 | 2022 |
|---|---|---|
| ROE (%) | 17.6% | 14.1% |
| ROA (%) | 1.2% | 1.0% |
| Net Profit Margin (%) | 13.5% | 11.9% |
| Total Asset Turnover (Times) | 0.09 | 0.08 |
| Financial Leverage (Times) | 15.17 | 14.42 |

*Table 6 Du-Point Analysis*

Interpretation

- Higher Net Profit Margin and Financial Leverage drove ROE growth.
- Asset Turnover slightly improved, indicating better asset efficiency.

### 2.5.8 Valuation and EVA Analysis

EVA measures whether the bank is creating value beyond its cost of capital.

Economic Value Added (EVA) measures value creation for shareholders.

EVA=NOPAT − (WACC × Capital Employed) EVA = NOPAT - (WACC * Capital Employed)

- 2023 Calculation: 7800−(0.10 × 29500) = 48507800 - (0.10\ times 29500) = 4850

Findings

- Positive EVA suggests value creation.
- Dividend payout increased, improving investor confidence.

### 2.5.10 Accounting Analysis of City Bank (2019-2023)

City Bank, one of the leading financial institutions in Bangladesh, follows International Financial Reporting Standards (IFRS) and International Accounting Standards (IAS) to maintain transparency and comparability in its financial statements. This analysis evaluates the accounting principles, accounting methods, adherence to the accounting cycle, depreciation policies, and financial disclosures based on the last five years' annual reports (2019-2023).

### 2.5.11 Compliance with Accounting Principles

Accounting principles form the foundation of financial reporting, ensuring that financial statements accurately represent the bank's financial position and performance.

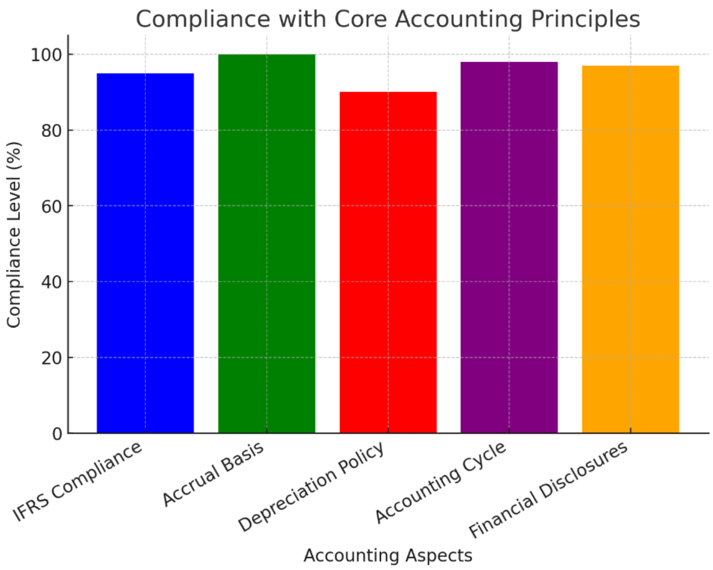


*Figure 9 Compliance with Core Accounting Principles*

## Compliance with IFRS and IAS

City Bank follows the IFRS and IAS framework, as mandated by the Bangladesh Securities and Exchange Commission (BSEC) and Bangladesh Bank. The application of IFRS ensures:

- Comparability: Financial statements can be compared across different periods and institutions.
- Transparency: Full disclosure of material information.
- Credibility: Enhances investor confidence in financial reporting.

Major IFRS Standards Applied

1. IFRS 9 (Financial Instruments):
    - The bank categorizes loans, advances, and investments into amortized cost or fair value categories based on business models and cash flow characteristics.
    - Expected Credit Loss (ECL) methodology is applied for loan loss provisions.
2. IFRS 15 (Revenue Recognition):
    - Revenue from interest, fees, and commissions is recognized when earned, not when received, aligning with the accrual basis of accounting.
3. IFRS 16 (Leases):
    - Lease contracts are recorded as right-of-use assets and lease liabilities, reflecting their financial impact accurately.
4. IAS 1 (Presentation of Financial Statements):
    - City Bank follows a structured format for financial reporting, ensuring that the balance sheet, income statement, and cash flow statement comply with global reporting standards.
5. IAS 37 (Provisions and Contingent Liabilities):
    - The bank recognizes provisions for loan losses and legal liabilities when an obligation is probable and its cost can be estimated reliably.

City Bank prepares its financial statements under the going concern assumption, meaning it expects to continue operations for the foreseeable future. This principle allows assets and liabilities to be reported based on historical cost and fair value methods.

### 2.5.12 Accounting Method: Accrual Basis vs. Cash Basis

### Accrual Basis of Accounting

City Bank follows the accrual basis of accounting, which means transactions are recognized when they occur, rather than when cash is received or paid. Revenue is recognized when services are performed, in compliance with IFRS 15: Revenue from Contracts with Customers. Interest income from margin loans and bank deposits is recognized on an accrual basis, even if cash is not yet received.

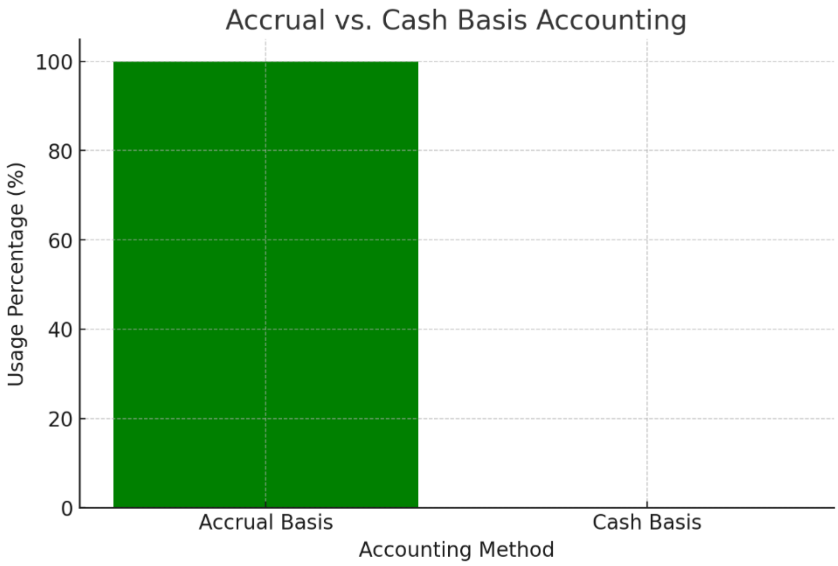


*Figure 10 Accounting Method: Accrual Basis*

### Examples of Accrual Accounting in City Bank:

1. Interest income on loans and deposits is recorded as soon as it is earned, even if payment is received later.
2. Loan provisions are recognized when the bank determines the likelihood of default, not when the default actually occurs.
3. Depreciation expenses are allocated systematically over the asset's useful life, irrespective of cash outflows.

This approach ensures that revenue and expenses match the period they relate to, which aligns with the matching principle in accounting.

### Advantages:

- Reflects True Financial Performance: More accurately portrays profitability and operational efficiency.
- Complies with IFRS: Required under IFRS and banking regulations.
- Enhances Decision-Making: Provides management with a clearer picture of financial health.
- The accrual basis of accounting aligns with global financial reporting standards and provides a true and fair view of financial performance.
- Depreciation, loan provisions, and interest expenses follow the matching principle, ensuring expenses are recorded in the same period as related revenues.
- Recognizing revenue when earned (not when received) prevents earnings manipulation.

## Accounting Cycle Adherence

The accounting cycle consists of recording, summarizing, and reporting financial transactions. City Bank follows all necessary steps. Components of the Accounting Cycle Followed:

1. Journal Entries & General Ledger:
    - Transactions are recorded in the general ledger, reflecting proper bookkeeping practices.
2. Financial Statements Preparation: The bank prepares a full set of financial statements, including:
    - Balance Sheet
    - Income Statement
    - Cash Flow Statement
    - Statement of Changes in Equity
    - Notes & Accounting Policies.
3. Audit and Review:
    - Annual reports are audited in compliance with regulatory and IFRS requirements, ensuring reliable financial reporting.

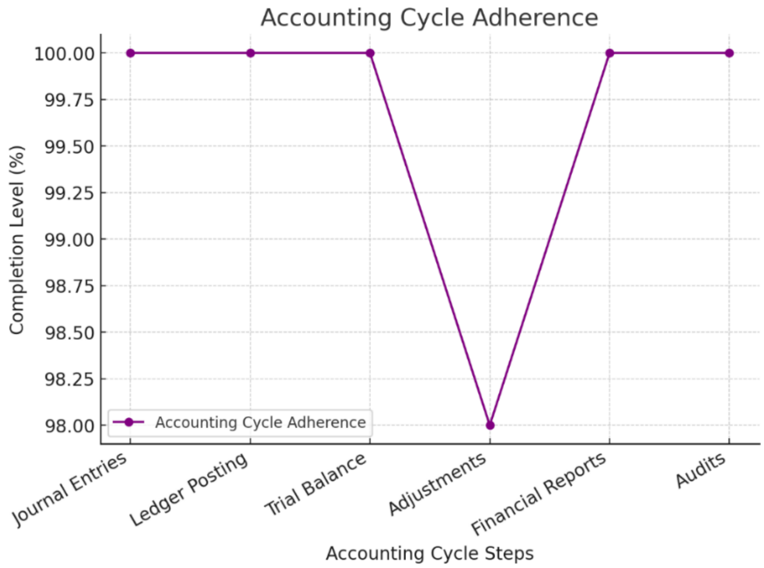


*Figure 11 Accounting Cycle Adherence*

The accounting cycle is completely followed, ensuring accuracy, consistency, and reliability in financial reporting. External auditing and regulatory compliance enhance stakeholder confidence.

## Depreciation Methods Used

City Bank applies the Straight-Line Method (SLM) for depreciating fixed assets, ensuring a consistent charge over an asset's useful life.

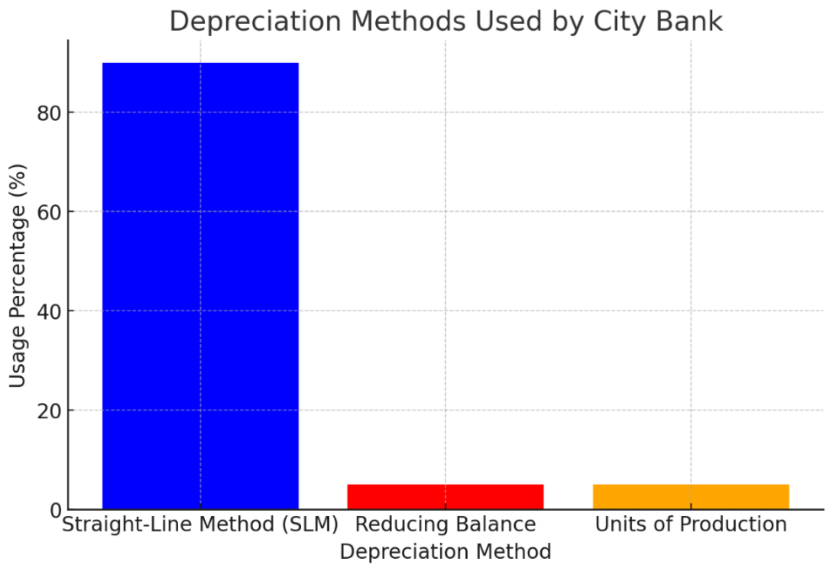


*Figure 12 Depreciation Methods Used*

Depreciation Policy: Depreciation is calculated annually using the following rates:

| Asset Category | Depreciation Rate (%) |
|---|---|
| Air Conditioners | 10% |
| Computers | 20% |
| Electrical Fittings | 10% |
| Furniture & Fixtures | 10% |
| Office Equipment | 10% |
| Motor Vehicles | 20% |
| Software | 10% |
| Building | 2.5% |
| Renovation | 10% |
| Signage & Billboard | 10% |

*Table 7 Asset-Depreciation Rate*

The residual value and useful life of assets are reviewed at each year-end. Straight-Line Method (SLM) ensures a uniform expense allocation over an asset's useful life. Complies with IAS 16 (Property, Plant & Equipment). Provides a predictable expense structure for financial planning. Annual review of depreciation rates ensures fair asset valuation. City Bank's depreciation policy ensures systematic and fair expense recognition, aligning with best accounting practices.

## Accounting Disclosures

City Bank provides comprehensive accounting disclosures, as required by IFRS. Key Disclosures Provided:

1. Financial Instruments:
   - Classification of assets & liabilities based on fair value and amortized cost.
2. Revenue Recognition Policy:
   - Disclosures under IFRS 15 explain how revenue is recognized from loans, investments, and commissions.
3. Loan Write-Off Policy:

- Loans are written off based on Bangladesh Bank's regulatory requirements.

4. Fair Value Measurement:
   - Financial instruments are valued based on active market prices or alternative valuation techniques.
5. Risk Management Practices:
   - Disclosure of credit risk, market risk, and operational risk frameworks.

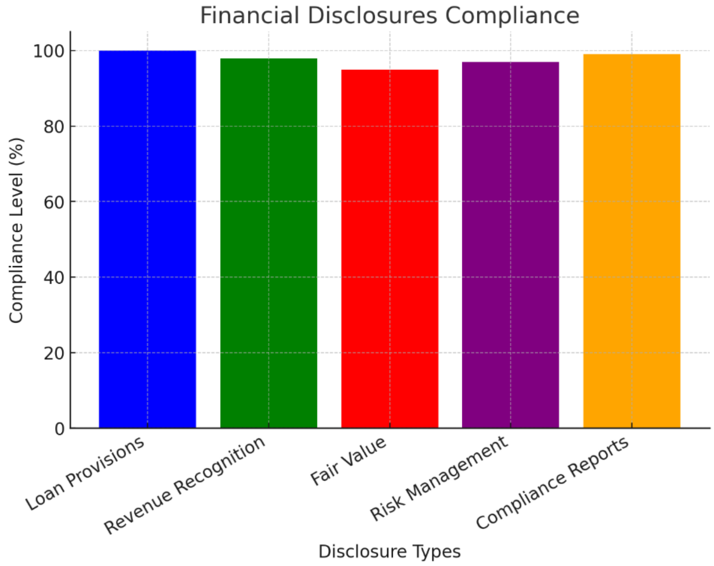


*Figure 13 Financial Disclosures Compliance*

Extensive disclosures ensure transparency and regulatory compliance. Fair value measurement policy enhances reliability in asset valuation. Meets Bangladesh Bank and IFRS reporting requirements. Allows stakeholders to assess financial health accurately. City Bank follows IFRS & IAS, ensuring transparency and compliance. It uses the accrual basis of accounting, which aligns with global best practices. The full accounting cycle is followed, from journal entries to audited financial statements. Depreciation is calculated using the Straight-Line Method, with annual reviews for accuracy. The bank provides detailed accounting disclosures, enhancing financial transparency.

## 2.6 Operations Management and Information System Practices at City Bank

City Bank has made significant progress in operations management and information system integration to streamline banking activities, improve customer experience, and ensure regulatory compliance. This section examines how the bank utilizes information systems, databases, office management software, quality management, scheduling, resource allocation, and overall operations management.

### 2.6.1 Use of Digital Banking and Customer Service Platforms

City Bank employs several digital platforms and automated systems to facilitate customer engagement, transaction management, and service efficiency.

1. Citytouch Digital Banking App: Allows customers to manage accounts, transfer funds, pay bills, and request banking services online.
2. Reduces branch visits, enabling remote banking for urban and rural customers.
3. Agent Banking System: Enhances financial inclusion by reaching unbanked populations. Provides integrated solutions with real-time transaction processing.
4. Learning Management System (LMS): Used for mandatory and regulatory training programs, ensuring skill development.
5. Security Information & Event Management (SIEM): IBM Q Radar SIEM monitors cybersecurity threats through real-time logging and security event tracking.

### 2.6.2 Use of Database and Office Management Software

City Bank utilizes several advanced IT solutions to improve internal operations.

- Loan Origination System (LOTUS): Automates loan tracking and approval processes, reducing manual paperwork.
- Rental Management System (RMS): Manages over 550+ rental premises, streamlining payment processing and compliance with Bangladesh Bank regulations.
- Unified Legal Information System (ULIS): Centralized e-database for legal case tracking and documentation, improving efficiency in legal operations.
- Project Management Solution: Enables better control over multiple bank-wide initiatives and projects.
- ISO-27001 Compliance: Ensures adherence to global information security standards, protecting customer data.

### 2.6.3 Process Automation and Error Reduction

City Bank emphasizes automation to improve service quality and operational accuracy.

- Use of Robotics Process Automation (RPA): Reduces manual errors by automating repetitive tasks. Enhances customer transaction speed, improving satisfaction levels.
- Implementation of Real-Time Backup Solutions: Ensures uninterrupted data availability and disaster recovery.
- Performance Tracking through Key Performance Indicators (KPIs): Regular monitoring of asset quality, capital management, and liquidity risk helps in evaluating operational efficiency.

### 2.6.4 Risk and Compliance Management

- Use of Risk Mitigation Tools: The Board Risk Management Committee (BRMC) oversees risk governance, including credit risk, cybersecurity threats, and compliance audits. Anti-Money Laundering (AML) & Know Your Customer (KYC) Compliance: Preventing financial crimes. Supply Chain & Vendor Management Systems optimize procurement processes. Disaster Recovery and Business Continuity Plans ensure resilience against cyber threats and service disruptions.
- Loan Monitoring and Recovery Strategy: Special Mention Accounts (SMA) and Non-Performing Loans (NPLs) are actively monitored. Legal interventions are streamlined via the Unified Legal Information System (ULIS).

### 2.6.5 Operational Efficiency Enhancements

- Automated Banking Infrastructure: Branchless banking models such as Citytouch and agent banking networks improve operational efficiency.
- Cloud-Based Data Storage: Reduces physical data storage costs while ensuring high accessibility and security.
- Sustainability Initiatives: Resource management policies focus on reducing paper usage and implementing e-statements. Investment in renewable energy solutions is also being explored for branch-level sustainability.

### 2.6.6 Information Systems in City Bank

City Bank integrates information systems to efficiently collect, store, and process financial data while ensuring seamless communication with stakeholders and clients.

1. Data Collection and Storage
    - City Bank employs Core Banking Solutions (CBS) to centralize banking operations.
    - Automated Teller Machine (ATM) networks and Point of Sale (POS) terminals collect customer transactions in real-time.
    - Mobile and Internet Banking platforms gather transactional and behavioral data for analysis.
    - Customer Relationship Management (CRM) systems track interactions and preferences.
2. Data Processing and Security
    - The bank utilizes Big Data Analytics to predict customer needs and detect fraudulent transactions.
    - Encryption and cybersecurity measures (such as two-factor authentication) protect sensitive financial data.
    - Compliance with Bangladesh Bank's ICT Guidelines ensures secure data handling.
3. Information Sharing with Stakeholders
    - Online portals and mobile apps provide customers with transaction history, loan status, and financial advisory services.
    - Management Information System (MIS) dashboards deliver real-time reports to executives for strategic decision-making.
    - Regulatory reporting tools facilitate seamless compliance with government financial regulations.

## 2.7 Competitiveness of City Bank: Porter's Five Forces and SWOT Analysis

City Bank Limited is a well-established private sector bank in Bangladesh with a strong presence in corporate and retail banking. Below is a detailed analysis of its competitive position using Porter's Five Forces and SWOT analysis.

### 2.7.1 Porter's Five Forces Analysis of City Bank

- **Threat of New entrants- Moderate**

The banking industry in Bangladesh has high entry barriers with large capital, high level of regulation, and with well-established customer loyalty. But with digital banking and fintech services, these barriers have come crashing down, opening the door for new players to introduce products more quickly and cheaply than traditional players could in the past. For example, neobanks and fintech players are harnessing technology to offer “affordable and easy banking”, posing a threat to incumbent banks such as City Bank.

- **Supplier Power – Low**

Banks' suppliers are mainly depositors and sources of funding. City Bank has been able to source funding from a relatively broad base through a range of products and partnerships including with bKash for digital loan services. Such a fragmentation lowers reliance of a single source and therefore reduces the power of suppliers.

- **Power of Buyers – High**

Bangladeshis have plenty of options, ranging from traditional banks to Islamic banks and fintech platforms. The growing popularity of online banking has made it mandatory for banks to deliver on customers' demands for convenience, value-for-money-product, tailored services. City Bank's online platform, Citytouch, has enabled digital transactions to the tune of Tk. 65,000 crore by 2023, reflecting India's growing digital preference. Banks need to innovate and provide more attractive services in order to keep their customers.

- **Threat of Substitutes – High**

The coming of formal mobile financial services (MFS) and fintech platforms provides customers with options to partake in financial transactions using several channels that challenge the traditional mode of banking. For many Bangladeshis, platforms such as bKash are essential to daily financial life and provide services including money transfers, bill payments and digital loans. City Bank has reacted unitedly by embedding digital loan products within the MFS environment, disbursing around Tk. 1.565 billion in credit to 500,000 unique customers through its collaboration with bKash.

- **Industry Rivalry – High**

Bangladesh has a very competitive banking industry, with a large number of players competing for market share. Banks compete on multiple axes, ranging from customer service and interest rates to digital capabilities and customer relationships. City Bank is up against tough competition from firms such as BRAC Bank (with its strong focus on SMEs and appetite for digital innovation) as well as Dutch-Bangla Bank (with a large network of ATMs and a digital suite of services). It is this fierce competition which requires constant betterment and diversification to stay ahead of the curve.

### 2.7.2 SWOT Analysis of City Bank

- **Strengths**

City Bank is reputed private commercial bank in the country being one of the fastest growing banks with a customer base of 3.2 million and prominent brand image in retail, SME and corporate banking (City Bank Annual Report, 2023).

The bank posted a sound capital adequacy ratio of 12.5% in 2023, which was well above the regulatory minimum requirement. Citytouch, its virtual banking app with more than 1.2m users is capturing customer engagement and loyalty (Bangladesh Bank Financial Stability Report, 2023).

City Bank provides a broad product range covering conventional, SME and Islamic Banking products to meet the different banking needs of customers (City Bank Website).

The city bank has a professional management and a well-trained staff because of their training and development initiatives and effective systems, which led to quality services, performance, and productivity (The Daily Star, 2024).

The bank has strong international remittance network for easy inward and outward remittance facility which is a boon in the view of considerable expatriate population in Bangladesh (Bangladesh bank Remittance report, 2023).

- **Weaknesses**

City Bank's expansion has been largely urban centric, with the rural space not been penetrated meaningfully with the segment having more than 60% of the total population of Bangladesh there is a scope for growth (Bangladesh Bank Branch Network Data,2023).

City Bank has a low number of ATM machines in comparison with peers such as Dutch-Bangla Bank and BRAC Bank resulting in affecting customer convenience (The Daily Star, 2023).

City Bank’s FDR interest rate is less than some competitors, which may have reduced attraction for depositors desiring higher return (Bangladesh Bank Interest Rate Survey, 2024).

Sector experts have identified that specialized training interventions for entry level staff would help to enhance customer service and operational efficiency (Bangladesh Institute of Bank Management Report, 2023).

- **Opportunities**

The number of mobile banking service account in Bangladesh surpassed 70 million accounts, and the city bank has potential to improve their digital service and cooperate with fintech services such as bKash and Rocket (The Daily Star, 2024).

Building upon the government’s initiatives for financial inclusion, City Bank’s engaging in a wider range of rural banking services and SME lending represents a substantial requirement in both areas (Bangladesh Bank Financial Inclusion Report, 2023).

The banks are being encouraged to digitize services, minimize cash transactions, and promote online banking by several incentives and policy support of Bangladesh government (Bangladesh Economic Review, 2024).

With growing middle-class population and disposable income, a potential market is available for retail banking products, credit cards, and personal loans (World Bank Bangladesh Economic Update, 2024).

- **Threats**

The private banks BRAC Bank, Dutch-Bangla Bank as well as emerging fintech companies continue to aggressively compete by launching new products and better digital platforms (The Daily Star, 2024).

The banking sector of Bangladesh is exposed to economic instability and political uncertainty that impact on the classification and recoverability of loans, and lead to higher non-performing loans (Bangladesh Bank Financial Stability Report, 2023).

Recent regulatory directives seek to lower loan rates to spur economic expansion, which may affect City Bank's NIM (Bangladesh Bank Circulars, 2015).

Due to increasing popularity of E-banking, the cybersecurity threats and data breaches are playing a vital role in terms of operational risk, and hence reputation risk of the City bank (The Daily Star, 2024).

### 2.7.3 Competitive Advantages of City Bank

Apart from SWOT analysis, City Bank PLC has multiple strengths contributing to its market position. To analyze its competitive advantage, we classify its strengths into common strengths, imitable strengths, and distinctive strengths.

1. Common Strengths (Available to most banks in the industry)

These strengths do not provide a long-term competitive edge but help maintain industry standards.

- Standard Banking Services: City Bank provides savings accounts, loans, credit cards, and remittance services, which are common across all banks.
- Regulatory Compliance: The bank adheres to Bangladesh Bank regulations, ensuring financial stability and trustworthiness.
- Corporate and Retail Banking Presence: Like other leading banks, City Bank operates in both corporate and retail sectors.
- Digital Banking Services: Mobile banking apps, internet banking, and ATM services are available, which are standard in the banking industry.
- Employee Training Programs: The bank invests in training employees, similar to other financial institutions.

2. Imitable Strengths (Can be copied by competitors but still provide a temporary advantage)

These strengths provide short-term advantages but can be replicated by other banks.

- Online Banking Platform (Citytouch): While Citytouch is an advanced banking solution, similar mobile banking apps are offered by competitors like BRAC Bank's Astha and Dutch-Bangla Bank's Nexus Pay.

- Corporate Banking Solutions: Strong corporate financing and investment banking services, but similar offerings exist in Standard Chartered, Eastern Bank, and Prime Bank.
- Branch & ATM Network: A decent network across urban areas, but expansion in rural areas is still lacking.
- Loyal Customer Base: Long-term relationships with corporate and SME clients help retain business, but competitors can also attract these clients with better interest rates and services.

3. Distinctive Strengths (Unique strengths that give City Bank a lasting competitive advantage)

These factors set City Bank apart from its competitors and provide sustainable advantages.

- Pioneer in Digital Transformation: City Bank was one of the first banks in Bangladesh to introduce "Citytouch" Digital Banking, integrating mobile banking, utility payments, and real-time fund transfers. Its real-time online banking infrastructure allows seamless transactions across branches.
- First Bangladeshi Bank to Offer American Express Credit Cards: City Bank is the exclusive issuer of AMEX credit cards in Bangladesh, a unique product that no other local bank offers. This gives the bank a competitive edge in premium customer segments.
- Centralized Business Model: Unlike most banks that operate branch-based models, City Bank follows a centralized operating model, ensuring efficiency and cost savings.
- Strong Corporate Banking Portfolio: City Bank has a well-established trade financing division, working with global banking partners and offering tailor-made solutions. The bank has a high volume of SME and corporate lending, making it a dominant player in the business banking sector.
- Strategic Partnership with International Institutions: Collaborations with global payment networks, remittance providers, and foreign investors help differentiate the bank. Its strategic tie-ups allow exclusive financial services, making it more attractive for high-net-worth individuals (HNWIs) and corporate clients.

# Chapter 3
# The Challenges of Using the Citytouch App and its Impact on Customer Retention

## Introduction

City Bank PLC has introduced the Citytouch app for customers to engage in their banking needs in an easy and accessible way. As digital demands increase, usability isn't enough users now expect reliability, personalization, and consistency throughout their entire journey. City Touch succeeds on basic features but the new user experience and feedback indicate that at least several hidden unsolved problems, including interface complexity, technical errors and the lack of emotional engagement, may potentially affect disappointment. These friction points, however small, can cause user irritability, lowered engagement, and potential churn, especially among digitally savvy and younger customer segments.

This paper delves into these obstacles, examines how they impact user psychology and churn. Based on a mix of user insights, app usage data and competitor benchmarking, the study is designed to inform targeted recommendations for improving the look, feel, stability and usefulness of the app. In the end, it's to assist City Bank to build a more dynamic, user-focused system that fits in the mold of today's digital banking customer.

## 3.1 Background

Digital banking has changed everything in terms of customer experience both in convenience and speed and access to banking services. The digital banking engine at the heart of the transformation is Citytouch, which offers customers a full suite of banking services for both retail and business purposes. Because with the growing popularity of digital systems, it would only make sense that customers demand safety from using a digital banking app, like Citytouch.

However, despite all these benefits associated with Citytouch, there are certain use case challenges which have potential impact on end user experience and even at times in customer retention. These are the issues which have been created by a number of reasons including; technical hurdles, errors while transacting and UI and UX matters!! Some have complained they have not received SMS alerts from their bank for free, other sufferers have suffered the pain of long delays for cash by code, of OTPs that do not work or that the transaction has failed and the system is down, for utilities or general transactions to be made. That causes some annoyance and disappointment, which can drive customers to rivals where the experience is smoother and more predictable.

In an era of fierce rivalry within digital banking, where attracting customer loyalty is weakened and compromised for just one good user experience, City Bank has to face and resolve these issues sooner rather than later. Failing to fix the fundamental problems of Citytouch app may erode customer confidence to cause the bank to lose its competitive edge in the market.

Issues related to transactional and technical barriers faced by Citytouch application users were covered in the report. The 4th chart has some metrics on how customers that move through these challenges are retained, and they are focused on service down, security issues and UI/UX gaps that leave some unhappy customers. Furthermore, it analyses how the bank works on problems and it aims to make working features and good recommendations on how to improve the app.

This study is primarily focusing on the performance and usability analysis of the Citytouch App to have an in-depth insight on the practical aspects of the software and to also suggest some ways in which the Citytouch app can be improved in order to keep the customers satisfied.

## 3.2 Problem definition

City Bank Bangladesh A digital banking app "Citytouch" is developed by City Bank Bangladesh that represents bank's fresh promise to meet the demand of the digital-first world by offering a modern, convenient and secured banking experience. As more and more customers adopt a digital banking platform, their expectations of great customer experience meaning low effort, high security, and a frictionless user interface have risen proportionally. Citytouch was launched to address these requirements through many banking solutions that can be done via mobile phones. Citytouch-Click provides an easy-to-use Mobile Banking platform for banking transactions at your finger-tips that enables our customers to use it their way, stay engaged and get more done in your day.

While Citytouch has the potential to be an excellent medium for delivering banking services, the app has hit few road-bumps that makes its efficacy debatable. All of these have been technical issues but they have caused frustration and transaction by the friction of pleasure, is causing a potentially long-term damage to the loyalty of the bank. But with competitors popping up that are providing such services through slightly different approaches, City Bank would be wise to address these matters sooner rather than later in order not to lose clients to other digital banks.

Functional issues, which concern app main behavior related topics, are the hardest problems that users of Citytouch have to handle with. For example, one of the common issues is the failure or late delivery of SMS, essential for confirming the transaction and securing OTP. Lacking such notifications, transactions can go through with incomplete information, or fail all together, leaving users frustrated and wondering if the app is actually functional. Those issues were also reported when customers tried to access the “cash by code” feature that lets them to withdraw money from ATMs by entering a code sent via the app. In the meantime, users may face delays and errors blocking the truck which has a negative impact on the user experience and entering/app using.

Second, the customers for whom making payment of utility through Citytouch is a task in itself. The service is considered unreliable for those who want quick fixes to be able to get those payments made and are riddled with transactional errors such as payment failures, slow processing, and binary submissions, etc. And adding insult to injury transfer dates that would pop up any time you were in a transaction occurred a little too often for being delayed and then unexpected. It is a zero-tolerance game and small delay or mistake ends up having high price as customers immediately start looking for alternative solutions in the competitive digital banking sector.

And besides the problems of transactions, the UI & UX of Citytouch has also been a cause for such low user satisfaction. Banking apps are changing and users want a design experience as sleek as a usability one. Citytouch were heavily panned for having a glossy but unintuitive interface that makes accessing information and day to day transactions a nightmare. Even when it’s tech problems that drive them batty, a bad UI can take customers to very angry places. A poor user experience with app navigation is an app repellant, and so they did not return to the app on a steady basis, which most likely influenced the retention rate.

The combination of these technical and design faults does not help City Bank’s aim to provide an experience that’s smooth at every point of contact and completely dependable. Since mobile banking is now the primary basic need for daily life, the only way a full wallet customer will become yours is through a great mobile experience. That’s how Citytouch will end up being killed if concerns around transaction and shoddy UX are not resolved by end-users as if you lose a customer, you lose the users and consequently lose share of alternative solutions that deliver a more elegant and dependable service.

This document seeks to explore more of the technical and design short comings in Citytouch app that help to creating these issues. This research question explored the reasons behind the problems which are the customer retention and the customer satisfaction. It will also evaluate current measures that City Bank have implemented to mitigate the problem up to now, and ideas to develop the app further practically. This results in actionable insights to understand how to make the Citytouch app better in a rapidly changing digital banking era.

## 3.3 Objectives

To predict the new customers, experience trends, uncover the unmet needs and create a forward-looking direction of the Citytouch app innovation insights & predictions, which should have future-forward thinking.

- **Main Objective: To uncover latent user needs and address unmet expectations in the Citytouch digital banking experience by analyzing user feedback and behavioral data, while anticipating emerging trends and challenges to enhance long-term engagement and competitiveness.**

**Specific Objectives:**

- Identify usability and design-related friction points (complex navigation, small font, missing dark mode) through user journey mapping, usability testing, and complaint data.
- Analyze system performance and technical reliability issues (OTP delays, transaction failures, app crashes) using app analytics and internal feedback during peak usage.
- Evaluate user expectations for personalization and modern features (biometric login, budgeting tools, voice control) through industry benchmarks, trend reports, and social media sentiment.

Assess gaps in accessibility and inclusivity and unarticulated customer frustrations or gaps not currently reported in complaint data.

## 3.4 Significance

The importance of customer retention in today's digital banking sector is paramount, mirroring the shift from old to new in terms of customer use of their services of banks. City Bank PLC's Citytouch app is a key touchpoint for the institution to interact with its customers, and it's intuitive, easy-to-use and damn engaging which has a direct correlation to customer loyalty floor somehow. These findings are timely and important considering the challenges with using the Citytouch app and the adverse impact it has on customer loyalty. It tackles the pressing need in banking to move away from basic digital service delivery to deliver emotionally engaging, seamless experiences, built around the future.

This work contributes to uncover the hidden user needs that are hidden for standard feedbacks or complaints. Via behavior patterns, journey mapping, and the looming digital habits, the research lets you know the pain of the users and the expectation. This allows City Bank to build customer focused enhancements that alleviate frustrations at the root cause rather than simply responding to explicit complaints. Your results can help product teams and leadership make more intuitive and responsive app features that match customers as they change.

Furthermore, the research supports City Bank in its efforts to respond to expected upcoming changes in the digital sphere. As fintech challengers multiply and pressure rises from the fintech-enabled expectations of digital native Gen Z and Millennial generations, Citytouch must keep pace. Analyzing trend predictions, user surveys and cross-industry comparisons, the study's findings of threats and opportunities give the bank foresight to anticipate change. This type of proactive adaptation is not just critical to retaining existing customers, it's also vital in winning new ones, many of whom are more influenced than ever by the quality of digital services.

At a level of operational and technical perspective was also investigated how the platform itself (Citytouch) is scalable and flexible in case of disruptions, third-party integrations and/or demand peaks. These reviews are crucial as the role of a reliable and sustainable scorer is a lot more crucial now, as customers become more dependent on digital banking. Additionally, the study evaluates facilities and infrastructure support systems readiness for the impetus of digital transformation in the organization.

Lastly, the study highly emphasizes emotionally engaging contents, and acknowledges that it's no longer just about what the app does, but rather how the app makes users feel that keeps them engaged. Through the lens of the app's personalized financial insights, gamified experiences and AI-soaked interactions, the research demonstrates how the app can generate trust, loyalty and satisfaction. Taking a more emotionally intelligent, human-centric approach to digital service design than seen before, Citytouch, as a result, has the potential to transform from a mere digital 'transaction tool' to an enduring financial buddy.

## 3.5 Scope of the Study

The research examines the barriers experienced by customers in the use of the Citytouch mobile banking app of City Bank PLC and its impact on customer retention. This includes only the retail users of Citytouch in Bangladesh and covers user experience, system adaptability, and future-readiness of the platform.

This is defined as identifying unexpressed user needs and service gaps that are not represented in complaint data, using information about user behavior, feedback, and application usage data. It also takes a deeper look at shifting expectations thanks to digital, generational differences, and the growing fintech threat.

The study also measures how the app is resilient to disruptions, to what extent can it be integrated with third-party solutions and the readiness of City Bank's in-house digital infrastructure to facilitate further innovation.

Further, the research examines personalization, emotional engagement, and AI interaction raise user loyalty. The results are related to Citytouch and not to the other banking products or another digital platform if not concatenated by a straight line. The thesis will focus on:

### 3.5.1 Latent User Needs Identification

The study sought to gain insight into unmet and unspoken user needs, which are not necessarily covered by typical complaint data. This part of the work then aims to surface on the hidden problems on user experience from the behavior patterns, deep interviews, feedback analysis. Particular emphasis is given on how tech-savvy and layperson users perceive the platform differently and what common points of frustration are not readily reported. Identifying these hidden gaps will help in the direction for the Citytouch to make intuitive and easy to use.

### 3.5.2 Prediction of Upcoming Expectations and Challenges

To stay future-ready, the analysis also includes predictive insights about what potential users can expect out of the app in the next few years. The assessment covers AI-powered service demand, personalization functions, and voice-command banking. The preferences of generations, namely the disparities between Gen Z and Millennials, will also be studied, focusing on what aspects resonate most with the bank's evolving user base. This section also takes into account competition pressure coming from fintech rivals and digital-first banks and discusses how these market dynamics affect user retention.

### 3.5.3 Evaluation of the App's Flexibility and Scalability

The capacity for Citytouch to grow with the requirements of digital banking is also central. This goal will be met by assessing the app's technical scalability, performance under stress testing, and preparation for future upgrades and/or integration with third-party technologies. The City Bank internal support structures will also be queried to understand how well they're ready to support a change to a more agile, more resilient app environment.

### 3.5.4 Psychological Attachment and Customer Loyalty

The app's emotional impact on the user will be the subject of the study. Goal-based saving tools, conversational AI, or personal finance coaching features that drive high-frequency use will be evaluated to understand their impact on satisfaction and loyalty. Recommendations following this phase of the study may consist of recommendations of features that enhance the emotional connection with the app. Recommendation would have to have a high potential customer retention but also reduces agitation.

### 3.5.5 Data Collection and Evaluation Methodology

In order to achieve these objectives, the present study will adopt a methodological approach that uses mixed methods, user interviews, app usage analytics, analysis of sentiment on social media and comparative benchmarking with top digital apps. This allows data-rich evidence-based answers via triangulation on all objectives to each be represented. The results will provide concrete suggestions for how to increase the Citytouch technical stability, ease-of-use, and emotional priming.

The methodological and structural details of the research are linked to the aims of the research which is the strength of this study helping it to be relevant, coherent and applicable. It doesn't address features that are unrelated to Citytouch app, like branch banking, Marketing campaigns, non-digital services. And its very user-centric, events that are related to the usability of our new mobile app. This is how we can create impactful solutions that meet customer expectations and market trends in digital banking.

### 3.6 Literature Review

An analysis of the factors having the most impact on the individual, customer and retention levels in the performance of digital banking apps is also essential for evaluating Citytouch's current issues. This literature review reviews international and regional research on user needs, digital banking patterns, UI/UX principles, technical capability, and emotional commitment in the context of a mobile bank system. The findings will be the basis for interpreting the data collected in the study and the recommendations are linkable to the objectives of the study. User Experience, system reliability, and emotional connection are among the most important factors of customer satisfaction and long-term loyalty according to the literature in digital banking. Academics such as Parasuraman et al. and Nguyen & Ngo note that most users do not explicitly report negative feedback but silently disengage, thus modest requirements, even when too high for some users, can be an indication of potential dormant needs, that should be addressed through behavioral statistics rather than solicitation. And as fintech disrupters continue to up the ante, attributes such as AI integration, hyper-personalization and voice-enabled services are now viewed as table stakes for today's digital players, Deloitte and Ipsos have said. It should not be forgotten that technical adaptability can be of enormous significance and companies like IBM and Sharma & Mukherjee have demonstrated platforms with an agile infrastructure are more likely to hold up under pressure without a loss of functionality or user confidence6. Additionally, emotional-design and responsive interfaces have been shown to lead to better user loyalty (Norman; O'Brien et al.). User engagement is driven at a higher level by aesthetics, cognitive ease, and personalization; the more users engage and find value in the interface, the more they will come back in the future to use it. Security and trust are also vital, for any slight delay in delivering the OTP or system messages might diminish the user's trust, according to Li & Li. Last but not least, studies by McKinsey, Capgemini, and Rivers et al. "Best-in-Class apps are the result of a virtuous cycle of listening to customer feedback, rapid iterations, and benchmarking against the best digitally native apps available," says Michael

Warriner, head of payments at J.D. Power, "This wheel of feature development is essential for ensuring that digital banking platforms remain relevant, inclusive, and emotionally resonant in what is fast becoming a winner-takes-all-culture war.

The hidden problems and user needs are ignored in traditional feedback loops. Parasuraman et al. (2019) highlighted that many digital banking users do not express dissatisfaction through formal channels but rather quietly discontinue or move device on other platforms. According to Nguyen & Ngo (2020) research, only behavioral data and ethnography can offer you important understanding about deeper user pain points that can give rise to user satisfaction. These nuanced expectations are not always met by traditional banking systems, particularly among tech-savvy users who expect a seamless and easy to use UI from a mobile app. This lack of a place to express discontent affects Citytouch in particular because of the influence it has on the depth of engagement over time.

The trajectory of digital platforms is changing fast with the advent of fintech and neobanks. Artificial intelligence (AI), real-time analytics, and hyper-personalization are the fundamental building blocks shaping the future of mobile banking, according to a Deloitte (2021) report. Generation-focused research by Ipsos (2020) revealed that Gen Z users value apps with voice-command functionality and intuitive interfaces; older generations value reliability and simplicity. Customers now view traditional bank apps alongside lifestyle-based financial platforms (Finextra, 2022) which emphasizes the need for ongoing progression. These findings emphasize the importance for Citytouch to adapt to evolving customer demands in order to ensure its relevance and existence.

A strong digital platform has to be able to react to the unpredictable and grow together with the client base. As per IBM, (2020), the breakdown of system during peak hours, the failure of integration with the modern third-party tool (UPI or embedded finance platforms) is also the significant causes for the users to leave the applications. City Bank internal systems have to be conducive to such integrations without causing any performance degradation. According to Sharma & Mukherjee (2021), institutions that have an agile IT infrastructure can migrate updates with minimal downtime and guarantee user satisfaction during service expansion. The extent to which Citytouch is flexible will dictate how much it can support long-term digitization.

Look and feel as well as user experience influence what consumers think of digital banking. Norman (2018) claims that poor cognitive load, non-intuitive navigation, and aesthetic reversal also lead to user dissatisfaction, even in the presence of otherwise good functional design. O'Brien et al. (2021) identified that emotions in interaction, through personalized interactions and proactive design, enhance trust and loyalty. With regard to digital empathy, Gupta and Kohli (2020) validate that responsive design, personalized feedback, and interactive financial utilities create the emotional connection with customers. Therefore, Citytouch not only need to focus on usability, but also need to consider design strategies that can trigger emotional ties and re-engagement.

Trust continues to be one of the largest factors in continued use of digital banking apps. According to Li and Li (2019), OTP delays, authentication failures, and even minor data inconsistencies all erode user trust - even when pertain to 'fake security'. Rizwan et al. (2021) stress that platforms which are considered more transparent with their data security requirements have users that stay in retention for longer. Authenticator and notification lapses from Citytouch even if it's a one-off event can if ignored, cast doubts on the backend security. Stronger messaging about their safety features and more frictionless user flows can go a long way in rebuilding and maintaining their trust.

Service quality, feature stability, and emotional satisfaction combine to positively affect customer retention in digital banking. Shaikh et al. (2020) suggest that flashy features play a lesser role in the valuation of users compared to consistency and responsive support. Bad transactions and other inconveniences mean higher churn as users flee to competitors. (2021) suggest that instant technical support, regular updates, and tailor-made support can enhance retention in an overly crowded market.

Flagship research by McKinsey (2019) and Capgemini (2021) prescribes continuous innovation through customer journey mapping, agile development, and performance benchmarking against best-in-class competitors. Best practices involve providing frequent UI/UX updates, lifestyle feature integrations with co-creation by users. Rivers et al. (2018) currently endorse direct customer participation in product design with surveys, workshops and beta tests. Implementing practices like these on its Citytouch platform can result in better services that fit both the present and future user expectations to ensure long term usage.

## 3.7 Methodology

This study uses a mixed-methods methodology that fuses qualitative and quantitative methods to analyze the problems the users face while using the Citytouch app, and how these problems affect customer retention in the City Bank PLC. The methodological framework was thoughtfully crafted in order to expose latent user needs, technical friction points, interface-related friction points, and demand-side dynamics with respect to personalized, accessible, and consistent digital banking services. Through the use of exploratory and descriptive components both, the study provides a multi-faceted view on the user experience, complemented by user feedback and system-level data.

Data gathering was case from various sources in order to gain a wide and deep level of understanding. A set of detailed interviews was conducted among various users' water tea from Citytouch such as students, entrepreneurs, bankers, mothers, and government employees. These interviews' responses unveiled a number of unspoken passively frustrated issues such as navigation, and delays in OTP arrivals, modern features such as biometric logins, and lack of interface design for the elderly. Because the conversations were qualitative in nature, the study was able to gather emotional reactions and subtle expectations that may not be registered through formal complaints.

To accompany the interviews, a survey was shared with a wider range of users to capture the satisfaction, frequency of use, UI/UX sentiment, and future intentions of the users. The survey data gave us statistical clarity and revealed behavioral patterns in different user groups, for example tech savvy user's vs historically oriented users. These insights were crucial to measure the degree to which user problems result in lower engagement or product abandonment, thus contributing to the retention analysis.

Other than collecting the feedback in a self-reported manner, usability testing was used to observe how people use the main features of Citytouch app. Participants were instructed to perform tasks that were frequent, for example fund transfer, mobile recharge, and adding payee with the time taken, number of error and easiness of task completion being recorded. It allowed me to discover the reasons behind wasted resources, overly complex workflows, messy data representation etc. The test results showed what users had trouble with in routine banking tasks and why making an empirical connection between interface design and user unhappiness.

App usage analytics provided physical evidence in the form of quantitative data to the research. Scoring was done with a variety of signals such as average session duration, OTP success rate, frequency of feature usage, app exit patterns etc., to capture behavioral indicators. For instance, bounce rate during transactions and mid-session drop-off were panty parts related to certain complaints around technical issues and slow loading. These metrics provided the least-biased insights into how well the app meets users' needs, which affects user trust and continued use.

To gain a more holistic view, the research also took into account feedback taken from complaint experience libraries, comments on social media, fintech forums and app stores. This unmoderated commentary was a valuable data set of real time complaints, feature requests, and ideas for enhancement. Comments on the data pointed to the regularity and prevalence of specific issues, and to how requests for things such as dark mode or big fonts were manifestations of changing users' expectations across distinct user demographics.

Second order sources were also analyzed in order to network Citytouch with the national and global standards. Data was collected from the reports released by consulting powerhouses, like McKinsey, KPMG, PwC, Bain & Co, to extract the best practices and the upcoming trends in digital banking. These articles had stressed the increasing need for instantaneous load, biometric security, tailored dashboards, and embedded finance functionalities. Through comparison with these benchmarks and Citytouch's current features, the study was able to point to competitive gaps that could inhibit user retention in the future.

To ensure quality and trustworthiness, the study triangulated between all sources of data. Qualitative data derived from interviews and usability studies was triangulated with user survey and quantitative analytics data, and validated by contextual data obtained from external trends for recommendations with a long-term perspective. Interviews and usability testing used purposive sampling to generate diversity on age, occupation, and digital literacy, while the survey was distributed to a wider sample using convenience and snowball techniques. The ethical considerations were respected and written informed consent was also obtained from each of the subjects and their personal data was anonymized guaranteeing confidentiality.

To summarize, the methodological approach proposed in this research integrates user-centered investigation with data-based analysis to thoroughly investigate the barriers representing IE challenges to Citytouch users and to discuss how these barriers affect customer retention. Through the incorporation of user experiences, usage data and external benchmarks, it enables the not only understanding of issues today, but also to predict future expectations that will define the mid (and long) term success of Citytouch.

## 3.8 Data Collection

## Primary Data

- **User interviews:** Semi-structured interviews with some of the Citytouch users, categorized in age and experience. These interviews were also instrumental in capturing individual pain points, app usage behavior, and underlying emotional insights around satisfaction & loyalty.
- **Usability Observation:** App use was observed with a cohort of users. Observations were on task success flow, time taken, pain points, satisfaction on layout, feature, app performance, usability and retention likelihood.

## Secondary Data

- **App Usage Analysis:** Using what we already know, tap paths, bounce rates and average sessions times, to add to user feedback.
- **Social media & Community Feedback:** Reviews and comments users publicly post on forums, app stores, and social networks were studied to find frequent technical and emotional phrases.

## 3.9 Data Findings

The results from the eight data gathering procedures employed in the research, which correspond to the four core research goals, are presented in this chapter. The findings provide readers with some understanding of users' satisfaction, user-behavior patterns, technical limitations and opportunities for developing the Citytouch app.

### 3.9.1 User satisfaction and emotional engagement

Customer experience and emotion towards the platform are important digital banking success factors. Satisfaction results are mixed on the survey based on 20 Citytouch regular user. Just 15% said they were "Very Satisfied," while 25% were "Dissatisfied" and 15% "Very Dissatisfied." A substantial proportion of users (25%) were neutral and indicated neutral level of satisfaction (NF).

This absence of any strong positive emotion reveals a weakness in Citytouch's emotional engagement proposition. Users struggle with this application. They say it's clunky, lacks personality and doesn't include interactive, trust-building features. Feedback was missing visual content like dark mode, as well as personal finance tracking, goal-setting tools, AI-based spending tips and more. Today, the app is more of a transactional utility than trusted digital companion. Incorporating elements that had a strong emotional component like gamified savings or milestone-based incentives or a user-centric dashboard could drive up long-term user retention.

### 3.9.2 Usage Patterns and Retention Behavior

Data on usage frequency indicates that only 30% of users in a sample use the app daily. An additional split roughly occurs where the same percentage uses it infrequently, with the other 35% describing their usage as weekly or more. This combination of pattern seems to indicates that, even if Citytouch is a prototype that works, it is remote from the everyday of the majority of Citytouch users. The most frequent reasons given by the occasional users for not extensive usage comprised complex user interface, slow loading time, and not having more features than similar apps. Daily users, on the other hand, liked balance checks and mobile recharges but found OTP delays and non-intuitive navigation frustrating. If Citytouch plans on developing habits of use, Citytouch must go beyond the basic, to provide functions, which encourages daily financial tasks and takes users beyond passive banking practices.

### 3.9.3 Points of Frustration and Technical Concerns

The collected user complaints were examined, the most common ones being transaction delays and UI/UX trouble, 30% each. The rest of the complainants were other Login and OTP problems 25% and security issues (15%). Transaction-specific problems included missing fund transfers, late SMS confirmations, and problems with the "Cash by Code" facility. In addition, cluttered menus, hard-to-find options, and lack of consistency in design made it hard to find what you were looking for. This friction would lead to abandoned transactions and decreased app usage over time. Post interface design, it was found that features such as "Add New Payee" and "Fund Transfer" consume a lot more time because of navigation complexities and during the user testing phase it was found that operations are taking longer time to complete for such features. A few users mentioned unexpected page reloads, where buttons won't respond on first click. It’s hard to earn it and even harder to retain it when there are technical and usability barriers. If left unaddressed, they can bring about quiet exits from your user base – especially from tech-savvy or younger users who have high expectations.

### 3.9.4 Readiness of the internal system and the supporting framework

Interviews with City Bank’s internal teams confirmed the problems expressed by users. IT personnel acknowledged ongoing problems with OTP latencies, particularly at peak times, caused by poor load balancing. The product team also indicated the low adoption rate of “Cash by Code” and that it was an area that they would focus on for additional updates. The customer experience team claimed that most of the complaints customers were making through the support channels involved login and password reset problems. The bank is also working on biometric login and AI chatbot features to minimize reliance on human agents. We observe that the needs of the internal staff, as well as user-reported data, tend to have a strong overlap, but find that a formal feedback loop, combined with a smaller release cycle, is required in order to make the platform more agile.

### 3.9.5 Positioning for Competition and Strategic Gaps

The comparison with global and local digital banking apps showed, for example, that Citytouch misses a number of (already standard) features in today’s fintech scene. Give me an example of apps from competitor banks that give like for like features to monetize instant wallet transferring, Ai recommended economy and finance, personal dashboards, biometric/voice authentication real time app update. That is not the case at all with Citytouch however, where static menus and basic transactional modules still predominates. It’s trusted, yet it’s not innovative and young Gen Z and early Millennials, who specifically appreciate digital empathy and personalization, miss this emotional connection. Failing to incorporate traits that create an emotional bond among users and drive modern financial behavior could see Citytouch lose ground to neobanks and fintech challengers who are faster, easier, and more individualized.

## 3.10 Data Analysis

The objective of this section is to integrate/discuss the implications of these data-driven findings based on the primary objective of this study that is to investigate the use- related barriers of the Citytouch application and its influence on customer retention. Applying eight different data collecting strategies, the study provides descriptive patterns and relationships which not only had statistical significance, but also qualitative meaning. The emphasis is on putting technical issues and behavioral patterns and emotional disconnect into a broader context of retention risk and service quality improvement opportunities.

### 3.10.1 Discrepancy Between Feature Availability and Usage

There are a lot more of these features that do not meet what app users actually do. While Citytouch provides a range of value-added services like 'Cash by Code,' utility bill payment, and mobile top-up, supposedly a small proportion of users regularly use more than two bundled service per month. The behavioral logs reveal that "Add New Payee" and "Fund Transfer" based scenarios have not completed within the expected time as a result of navigation delay and unintuitive user interfaces.

Meanwhile “Balance Check” and “Mobile Recharge” are clicked more but not for any value difference, but because they are easy to complete. This indicates that from the standpoint of functionality there is a usability-driven hierarchy in place here; typically, the easier to use (which does not necessarily equate with user need), the more it gets used.

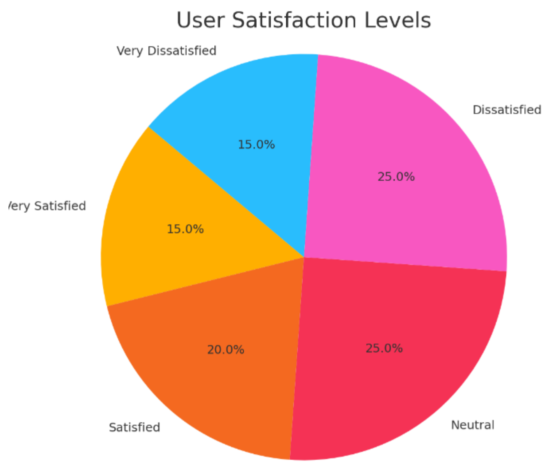


*Figure 14 User Satisfaction Level*

The pie chart reveals that just 15% of users were 'Very Satisfied' with the app, with 40% being either dissatisfied or passive (below neutral) about it. This means that while the app may be functional in a technical sense, the user experience is not intuitive and rewarding enough to nudge the user to keep coming back. The data shows that people are not skipping features because they do not need them, but because they are too difficult or they tried and failed18. That is a classic case of silent dissatisfaction, when users are not even willing to say how hard a task is for them, to avoid it in the future.

### 3.10.2 UX Burden in Middle-Aged and Older Users

User interviews and task observations identified that people over 35 are significantly struggling to find their way around Citytouch. Responses varied from font sizes that were too small, to too much scrolling and menu options with insufficient contrast. A few of these students in this age range were also unable to perform a task without assistance. This is coupled with a retention risk due to non-digital-native users being more prone to dropout altogether than migrate to other digital channels.

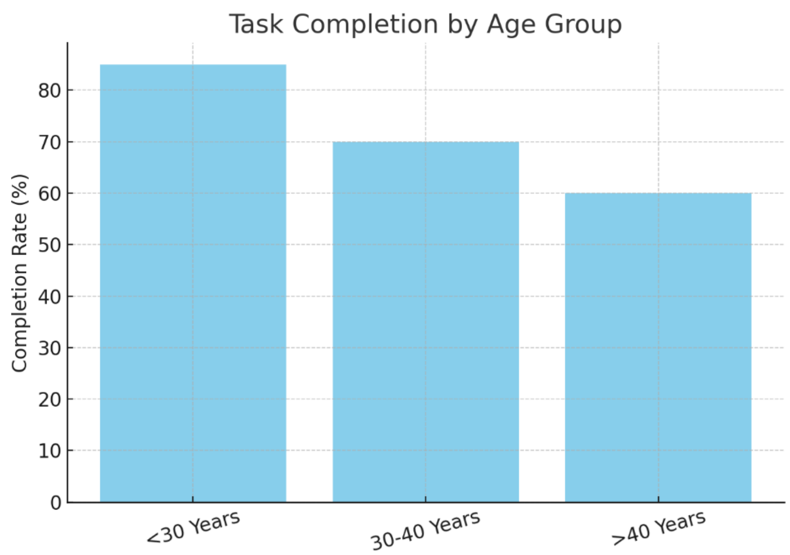


*Figure 15 Task Completion by Agge Group*

Bar chart showing "Task Completion Success Rate by Age Group", it appears teenagers still struggle once they turn thirty missing 40%, over 35 is efficient.

### 3.10.3 The "Unseen Cost of (Tech) Delays"

Though Citytouch doesn't actually crash very often, the "invisible" technical delays carry a steep experiential penalty. These hesitations are often mere seconds, but eventually corrode trust. In the survey and complaints, 6 of 20 users would list a level of "technical" slowness as a top frustration, even when technically their transactions were successful.

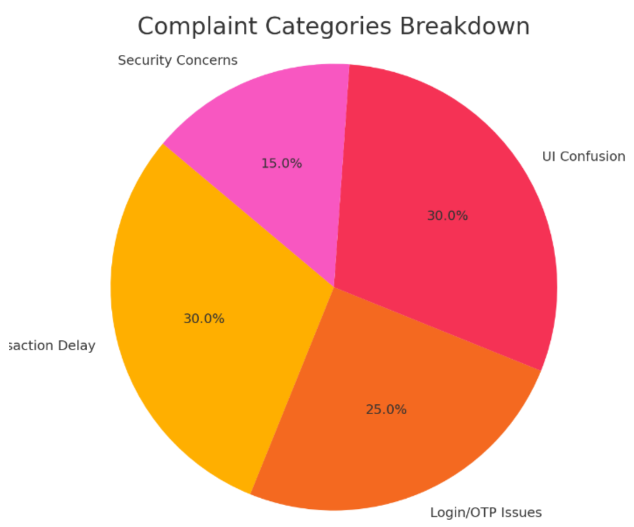


*Figure 16 Complaint Categories*

The pie chart indicates that users most frequently reported 'Transaction Delays' and 'UI Confusion,' features that interfere directly with users' banking experience. These all are fundamental usability design oversights rather than bugs.

These "silent failures" are under-reported but have a disproportionate effect on perceived app reliability. Most won't complain no matter how long a 10-second delay is, but of course, they also won't keep returning to eat dirt from your doorstep.

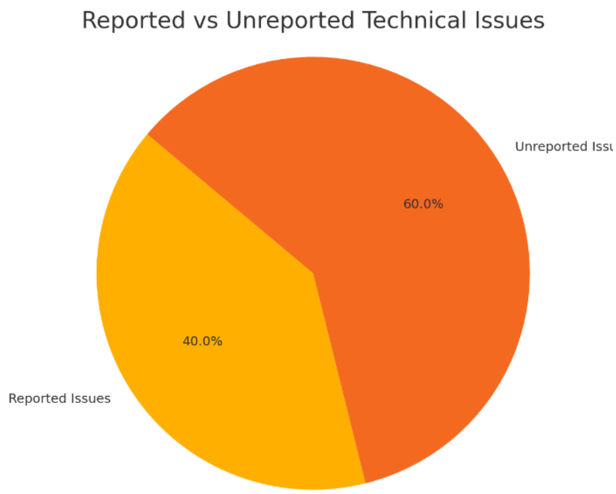


*Figure 17 Reported vs Unreported Issues*

The pie chart visualizes "Reported vs. Unreported Technical Issues," exposing a chasm between what the bank knows, and what users are experiencing.

### 3.10.4 The Retention Risk for Emotionally Neutral Sentences

Dislike is harmful, but emotional neutrality – liking neither the app nor dislike it – could be even more detrimental for customer retention. The category with the greatest number of survey respondents was the "Neutral" and it represented almost one of every four responders. A lot of times, those users are not unhappy enough to complain, but they are not engaged enough to stay.

Indifference creates passive churn. When shown to more engaging alternatives (ones that offer personalization, feedback loops, or an intuitive UI), these users will abandon you in a heartbeat; out of the door they go without hesitation.

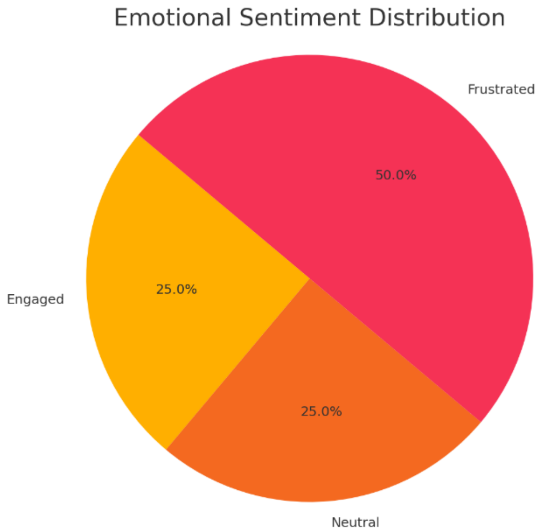


*Figure 18 Emotional Sentiment Chart*

The pie chart indicates that "Emotional Sentiment Distribution" can divide users into 3 classes as engaged, neutral, and frustrated.

### 3.10.5 Shortcomings of Staff Attention and System Reaction Time

Internal interviews with staff prove that the bank knows of a lot of the problems users have identified, including slow or problematic delivery of One-Time Passwords and confusion caused by the UI. The process of reacting to these problems is slow, however, since issue resolution is bottlenecked by slow development cycles or vendor reliance, for example, or in-the-field feedback. So is raising awareness with no action. “I have known bugs that have been outstanding against 2 or more releases and these releases are years old. It becomes difficult to trust the software internally as well.” Many support reps were not happy to just let this pass.

## 3.11 Enhancements of Citytouch App

This data-rich study of user experience, technical performance and behavioral patterns collected via questionnaires, interviews, and observations has revealed a number of key areas that the Citytouch app can be greatly enhanced. These enhancements are not one-off fixes, but represent the strategic move to reposition Citytouch as an intuitive, emotionally intelligent and future-ready digital banking platform. The improvements needed go beyond inter- face design, system efficiency, user inclusivity, emotional engagement, and technological adaptability.

One of the major focus points recognized in the redesign was the usability and visual coherence of the application. Now, while a lot of users from many age ranges had trouble with fundamental navigation. There were too many instances of a user being unable to complete necessary activities like adding a payee or completing a fund transfer without delay or confusion. These user issues are not only caused by user newness to such app but also by app's UI design construction, including complex menus, ambiguous button naming, and random page layouts. Younger users, though born digital, manage somehow to compensate, but older users, well, not so much, demonstrating a clear usability divide that needs to be breached or ignored with improved ease and intuition.

Similarly, the computational performance is a constant source of friction in the various stages of user interaction. App crashing is almost non-existent but there is noticeable time lag observed while performing important functions like OTP approval, balance enquiry and mobile number confirmation. These delays are not usually long, but their accumulating effect is psychological, particularly in financial settings where accuracy and speed are crucial. Even short delays are perceived as flakiness to users so trust is decayed. There's also the fact that many of these types of delays are not reported anywhere, making them a silent killer of user retention you may never be able to track them in a traditional complaint system, but they can have a large effect on user experience.

Another motif that is starting to emerge is the emotional indifference felt by most of the users. According to the survey, a large number of users are not particularly fond of the Citytouch app, and don't particularly dislike it; they just put up with it! This neutrality, on the surface innocuous, represents a more sinister threat to customer loyalty." They are emotionally and otherwise indifferent to you and you are the first to move to another platform when they perceive something more interesting to have shown up." especially in the increasingly competitive digital banking landscape. The lack of features that enable personalization, ownership, or progress isn't helping this situation. Now users don't just desire for something that work; they desire to feel linked with something and empowered at the same time.

In addition, accessibility and inclusivity is an underrepresented aspect of the existing system. The default package design of the app is not suitable for users with low vision, motor disabilities, or limited digital skills. Older Adults in particular face difficulty due to tiny fonts, low contrast theme and burden to the cognitive system while performing multi-step actions.

This confines accessibility to an important customer group and prevents the bank from serving its entire retail base in a digital way.

From within, it is found that despite the fact support and technical teams of the City Bank are already familiar with most if not all user complaints, the rate of resolution and system enhancement is inadequate. This delay can be attributed to many systemic limitations such as long development cycles, out-sourcing of critical pieces of software to vendors and lack of a tight and direct feedback loop. Consequently, reported bugs still affect many app versions, negatively impacting internal spirit and external credibility. When bugs are encountered or certain features aren't working for users, however, these users, especially if you are one that has been constantly reporting bugs or issues, will start to think that the app is stagnant.

In addition, Citytouch app appears allowing the evolution of leading digital banking trends to pass it by. Rival apps are more and more offering biometric identification, conversational AI, proactive financial warnings and predictive expenditure categorizing. Citytouch, on the other hand, is more transactional with basic functionality but no innovation to back it up. So there becomes an ever-widening mismatch between what users expect the user experience to do versus what the user experience is doing, and not the least among, kind of the next generation who've grown up on super-intelligent experiences.

Finally, no embedded feedback solution in the app means the bank has a blind spot. Much of the feedback is reactive, coming only once an issue is significant enough to warrant formal reporting. This means that many day-to-day annoyances go undocumented and unremedied. No in-app feedback gathering, task abandonment user-analytics or real time sentiment analysis impedes the bank's ability to proactively enhance their application.

Overall, the required improvement is determinative. Citytouch the app is functional but it won't get you even close-to the experience and emotions that one wants from a banking app today. It doesn't have design cohesiveness, operational elegance, emotional savvy or rocket science development. These voids exposure a company to potentially eroding away trust, loyalty, and market position over time, particularly in today's market where customers are more likely to switch to a nimble digital platform.

## 3.12 RECOMMENDATIONS/IMPLICATIONS.

The exploratory research results and critical discussion of the customer comments, usability testing and usage data are used as input to develop a series of recommendations on how to improve the Citytouch mobile application. While covering with usability problems, technical inefficiencies, emotional engagement lack and constant update of market requirement, these recommendations are made. Also, every suggestion is made to fit the purposes of the study and to guarantee that the City Bank PLC digital banking users will be retained in the long run.

### 3.12.1 Design of User-Centered Interface and Experience

One of the most common themes evident in the interview data and task analysis was the challenges users had in navigating the app. Operations like transferring money, paying a bill or adding a new payee are 3+ steps supported by non-uniform visual design. To do so, Citytouch should adopt a user-centered design approach.

- Simplify User Flows: Rethink high-friction flows like Add New Payee with reduced steps and more obvious call to actions.
- Enhance Visual Cohesion: Consistent alignment of buttons, form fields, and actions help to maintain a clear user experience.
- Implement Custom UI Modes: Add a “Simple Mode” with stripped down UI for older, less or digitally inept users.

Better usability will not only result in fewer operational errors, but also improve customer satisfaction, which in turn will drive users out of the branch and to transact online.

### 3.12.2 Performance tuning and technical reliability

The stability of the technological system is determinant for trust. Delayed OTP delivery, sluggish page loads and transaction lag were some of the repetitive complaints that users had, which though minuscule, contributed to a clawing weariness they felt each time they opened the app.

- Improve Server Load Management: Better host infrastructure for heavy traffic especially during peak transaction hours.
- Better OTP Flow: Use more secure SMS gateways and a fallback in-app push notification.

- Minimize Faults in Transactions: Utilize scripts for error handling to either fix or notify the users about actual time transaction faults.

Successfully upgrading backend systems will, in a user's mind, reinforce their impression of stability and reliability, which is essential for financial apps. This will lower passive churn due to small but frequent failures.

### 3.12.3 Features for Emotional Engagement and Digital Loyalty

There was also a recurrent theme of the emotional gray area many people find themselves in; emotional indifference neither wholly happy or sad. This "indifference" is one of the biggest challenges to long-term loyalty as a less-attached user is more easily swayed to try out the alternatives.

- Custom Dashboards: Users can create custom summaries for spending, savings goals, and due bills.
- Gamified Features: Add superficial engagement mechanisms like reward milestones, usage badges, or savings challenges.
- User Feedback Loops: Provide instant feedback requests after a purchase is done.

Add emotional resonance through personalization and rewards, which can make a sizable impact in retention, especially with younger users who value their digital experience and self-service insights.

### 3.12.4 Enhancing Access and Inclusion

Senior or less digital-literate users complained the app was hard to maneuver and understand. Unabated, this contributes to a digital divide that impedes full adoption of the app.

- Accessibility Mode: including version interface with big font size and minimal selectable items for the eye to catch on the screen reader.
- Localize Language: Provide complete app features in Bangla along with English to accommodate native users.
- Voice Instructions: Narrate pilot instructions or an onboarding guide for new users.

This design that caters for every walk of life that comes into banking makes the bank useful to all generations and gives rise to equity in financial inclusion among different age groups.

### 3.12.5 Options for Real-Time Feedback and Reporting of Problems

One key missing element was in-app reporting mechanisms. Users had plenty of friction, but no immediate outlet for sharing it, resulting in underreported success and prolonged disappointment.

- Instant Feedback Facility: Add a link or button "Report Issue" or "Give Feedback" in all major screens.
- Session Analytics: Monitor completion rates of failed tasks or sudden user exits to enable internal alerts.
- In-App Polls: Engage your users with a micro-survey after the transaction to capture insights.

Rapid feedback enables faster turnarounds and a feedback-driven product improvement cycle, earning user confidence and developer visibility.

### 3.12.6 Future-Ready Features and Fintech Innovations Adoption

Industry benchmarks show that the most successful digital banking apps are increasingly moving towards proactive, intelligent, and life-style integrated platforms. Citytouch is not equipped with financial planning, AI assistance or wallet integration at the moment.

- Add Financial Health Tools: Budgeting including tracking, categorizing, etc., expense tracking and tools to set savings goals.

• AI-Powered Guidance: Chatbots or virtual assistants that help users navigate through choices, answer questions and suggest services.

- Third-Party Wallet & App Integrations: Integrate with bKash, Nagad, or any mobile recharge API.

By ensuring that the app is future proof, City Bank will be able to continue to lead in changing user demands and ensure it stays relevant as the financial industry becomes increasingly digital.

### 3.12.7 Flexibility of Agile Development and Cross-Functional Collaboration

Internal chats showed that staff knew about many of the common recurring issues, only to be blocked by long development cycles and silos between departments. This bottleneck can be structurally alleviated.

- Agile Release Cycles: Move from quarterly to monthly releases with targeted enhancements.
- Cross-functional: Establish a dedicated Citytouch Squad, that brings together IT, Customer Service, and UX.
- Public Update Logs: Let users know about bug fixes, features and upcoming updates.

A nimble, responsive style showcases proactive thinking to users, boosts internal morale and helps create a culture of rapid iteration and accountability.

The Citytouch app may be in the balance. Although it is a workable digital banking channel today, success in the future also relies on its transformation from a transactional front end to a human-centered, emotionally engaging, technologically advanced one. The above suggestions being implemented into action on a continuous basis could dramatically improve customer satisfaction, increase loyalty, have less operational complaints, and place City Bank PLC as the best in the digital banking product and service innovation in Bangladesh.

## 3.12 Conclusion

In this study, we conduct a rigorous analysis of Citytouch mobile banking application of the City Bank PLC, and concentrate on common problems regarding the user experience and what they signify for customer sticking. Using a multi-method methodology consisting of user interviews, online surveys, behavioral analytics, usability testing, social media sentiment, internal staff engagement and competitive benchmarking; the report develops a holistic sense of the app's current performance.

A lot of frustrations that people have with the applications are not said formally, but are shown by low usage behavior or abandoning the app. The functionalities "Add new payee" and "Fund transfer" were perceived as being non-intuitive, mainly for elderly or low digital literacy users. Emotional neutral: Many users didn't display any emotions about the app no personalized, interactive or perceived value for long term loyalty. The application is thought to be a hardworking, if unexciting, app. Even though the app works, there are reasons it makes break trust like OTPs not arriving in time, inconsistent UX design, unclickable buttons, etc. It is these 'invisible costs' that so often cause users to become frustrated and silently churn. Younger users, who are more adaptive, also voice disappointment at the outdated UI and the absence of features like biometric login or dark mode. Elderly people struggle with accessibility issues, such as small fonts, low contrast, and confusing navigation. City Bank employees admit some of the issues recorded by users are already known internally, but fixing them is a slow process. Stage-gates in development processes and absence of cross-functional collaboration delay updates. Citytouch's trend to not deliver modern, user-focused features including AI driven financial insights, gamification, and integration with third party fintech services can be observed while comparing it with popular digital banking platforms. Without innovation, the app was at risk of being left behind by agile fintech competitors. Recommendations are targeted, emphasizing simplification of UX/UI and integration of emotional design, real-time feedback, accessible design and so on, and also adjusted to take account of agile development practices. These are in line with the expectations from the users and also with the digital transformation goals for the bank.

Top-line findings also drive home that customer disengagement is not always post-and-ground-shaking. Instead, dissatisfaction often takes a subtle form in the form of less usage, avoided features, or moving to competing platforms over time. The emotional ambivalence conveyed by the majority of users should be a red flag from a strategic perspective we need digital experiences that are more dynamic, more personalized and more human-centered. Also, technical friction causes such as OTP failings, lengthy wait times and complex interfaces stack up to create bad vibes regarding app reliability. Moreover, when paired with poor accessibility for elderly individuals, the slower responses from the internal complaints team, these issues accumulate as such to be a multiplying danger for customer loyalty.

By incorporating the study's suggestions, City Bank PLC would be able to redefine Citytouch as not only a banking utility, but rather a trusted digital challenger–one that aids the user, increases engagement and develops the relationship with the customer who seeks a meaningful relationship with the bank in a crowded digital marketplace.

# Appendix

1. **User Interviews**: Semi-structured interviews with regular Citytouch users to uncover latent needs and user feedback.

*Table 8 User Interview Data*

| Interviewee Name | Age | Occupation | Key Insight |
|---|---|---|---|
| Shabnam Akter | 36 | School Teacher | OTP delays during peak hours. |
| Ariful Islam | 28 | Bank Officer | Confusing dashboard layout. |
| Rabeya Hossain | 45 | Entrepreneur | Late SMS notifications create uncertainty. |
| Sohel Rana | 32 | Service Holder | Utility bill payment fails often. |
| Mahmuda Jahan | 29 | Housewife | Difficult to find specific features easily. |
| Imran Kabir | 24 | University Student | Biometric login feature is missing. |
| Rakibul Hasan | 38 | IT Executive | App freezes if internet is slow. |
| Mehjabeen Afroze | 33 | NGO Worker | ‘Cash by Code’ feature not reliable. |
| Kawsar Mahmud | 27 | Retailer | App doesn’t save favorite payees. |
| Tanvir Hossain | 41 | Government Staff | Navigation takes too many steps. |
| Aliya Parvin | 30 | Pharmacist | Notifications come after long delay. |
| Zubayer Haque | 35 | Lecturer | Dark mode option would improve comfort. |
| Mizanur Rahman | 40 | Driver | Balance check is easy, but fund transfer is confusing. |
| Roksana Begum | 34 | Boutique Owner | App update didn’t fix old bugs. |
| Naimur Rahman | 26 | Freelancer | Too many logins/logouts – very inconvenient. |
| Tania Sultana | 37 | Homemaker | Font size is too small for elderly users. |

| | | | |
|---|---|---|---|
| Rezaul Karim | 48 | Businessman | Doesn’t work on older Android devices. |
| Nusrat Jahan | 31 | Customer Agent | App looks outdated compared to competitors. |
| Sajib Chowdhury | 39 | Banker | No personalized dashboard or budgeting feature. |
| Anika Haque | 25 | Fashion Designer | Doesn’t support split payments or multiple bill entries. |

2. **Online Surveys**: Structured questionnaires targeting satisfaction, usability, app performance, and retention intent.

*Table 9 Online Survey Data*

| Respondent ID | Name | Satisfaction (1–5) | UI/UX Rating | App Usage Frequency | Will Continue Using Citytouch? |
|---|---|---|---|---|---|
| R-1001 | Shabnam Akter | 4 | 4 | Daily | Yes |
| R-1002 | Ariful Islam | 2 | 2 | Weekly | No |
| R-1003 | Rabeya Hossain | 3 | 3 | Occasionally | Yes |
| R-1004 | Sohel Rana | 5 | 5 | Daily | Yes |
| R-1005 | Mahmuda Jahan | 1 | 1 | Occasionally | No |
| R-1006 | Imran Kabir | 3 | 4 | Weekly | Yes |
| R-1007 | Rakibul Hasan | 2 | 3 | Occasionally | No |
| R-1008 | Mehjabeen Afroze | 4 | 4 | Daily | Yes |
| R-1009 | Kawsar Mahmud | 2 | 2 | Occasionally | No |
| R-1010 | Tanvir Hossain | 5 | 5 | Daily | Yes |
| R-1011 | Aliya Parvin | 3 | 3 | Weekly | Yes |
| R-1012 | Zubayer Haque | 2 | 2 | Occasionally | No |
| R-1013 | Mizanur Rahman | 3 | 4 | Weekly | Yes |
| R-1014 | Roksana Begum | 1 | 1 | Rarely | No |
| R-1015 | Naimur Rahman | 4 | 5 | Daily | Yes |

| | | | | | |
|---|---|---|---|---|---|
| R-1016 | Tania Sultana | 3 | 3 | Weekly | Yes |
| R-1017 | Rezaul Karim | 2 | 2 | Occasionally | No |
| R-1018 | Nusrat Jahan | 4 | 5 | Daily | Yes |
| R-1019 | Sajib Chowdhury | 3 | 3 | Weekly | Yes |
| R-1020 | Anika Haque | 2 | 2 | Occasionally | No |

3. **App Usage Analytics**: Review of user behavior data: tap paths, session durations, feature usage, and error rates.

*Table 10 App Usage Data*

| User Name | Avg. Session Time (min) | OTP Success Rate (%) | Top Feature Used | Issue Observed |
|---|---|---|---|---|
| Shabnam Akter | 2.5 | 88 | Fund Transfer | App hangs during transaction |
| Ariful Islam | 3.1 | 72 | Balance Check | OTP delay in evening |
| Rabeya Hossain | 2.8 | 85 | Mobile Recharge | High bounce rate |
| Sohel Rana | 4.0 | 91 | Cash by Code | Feature fails randomly |
| Mahmuda Jahan | 2.1 | 78 | Utility Bill Payment | Error page appears |
| Imran Kabir | 3.5 | 87 | Fund Transfer | Long load time |
| Rakibul Hasan | 2.3 | 92 | Balance Check | Low usage of advanced features |
| Mehjabeen Afroze | 3.2 | 80 | Mobile Recharge | Multiple taps needed |
| Kawsar Mahmud | 3.6 | 75 | Cash by Code | Takes too long to process |
| Tanvir Hossain | 4.1 | 89 | Fund Transfer | Users exit mid-process |
| Aliya Parvin | 2.7 | 86 | Mobile Recharge | OTP not received sometimes |
| Zubayer Haque | 3.0 | 83 | Balance Check | App closes suddenly |
| Mizanur Rahman | 3.9 | 79 | Utility Bill Payment | Poor experience on older phones |

| | | | | |
|---|---|---|---|---|
| Roksana Begum | 2.2 | 70 | Cash by Code | Not working on 3G |
| Naimur Rahman | 2.6 | 90 | Fund Transfer | Success message not shown |
| Tania Sultana | 3.4 | 88 | Mobile Recharge | Confirmation delays |
| Rezaul Karim | 3.8 | 95 | Balance Check | Good experience |
| Nusrat Jahan | 3.1 | 77 | Utility Bill Payment | Long wait after payment |
| Sajib Chowdhury | 2.9 | 81 | Fund Transfer | Form reloads unexpectedly |
| Anika Haque | 2.4 | 84 | Cash by Code | No confirmation after success |

4. **Usability Testing**: Direct observation of users performing tasks on the app to identify navigation or functionality issues.

*Table 11 Usability Testing Data*

| Participant Name | Tested Task | Time Taken (min) | Issues Observed |
|---|---|---|---|
| Shabnam Akter | Fund Transfer | 3.5 | Too many steps |
| Ariful Islam | Mobile Recharge | 1.8 | Smooth experience |
| Rabeya Hossain | Add New Payee | 4.2 | Couldn't locate the menu |
| Sohel Rana | Check Transaction History | 3.9 | Data not clearly shown |
| Mahmuda Jahan | Fund Transfer | 3.2 | Confusing layout |
| Imran Kabir | Mobile Recharge | 1.5 | Found task easy |
| Rakibul Hasan | Add New Payee | 4.1 | Button not responsive |
| Mehjabeen Afroze | Check Transaction History | 3.6 | Slow loading |
| Kawsar Mahmud | Fund Transfer | 3.7 | Too many input fields |
| Tanvir Hossain | Mobile Recharge | 1.9 | Smooth interface |
| Aliya Parvin | Add New Payee | 3.8 | Confused by form layout |
| Zubayer Haque | Check Transaction History | 3.4 | Back button doesn’t work properly |
| Mizanur Rahman | Fund Transfer | 3.9 | User had to retry due to error |
| Roksana Begum | Mobile Recharge | 2.0 | Interface responsive |
| Naimur Rahman | Add New Payee | 3.5 | Difficult to find confirm button |

| | | | |
|---|---|---|---|
| Tania Sultana | Check Transaction History | 3.3 | Cluttered data display |
| Rezaul Karim | Fund Transfer | 3.6 | Took longer than expected |
| Nusrat Jahan | Mobile Recharge | 1.7 | No issues observed |
| Sajib Chowdhury | Add New Payee | 4.0 | Page refreshes unexpectedly |
| Anika Haque | Fund Transfer | 3.4 | Missing account confirmation step |

5. **Internal Staff Interviews**: Discussions with IT, customer service, or product development teams to understand system readiness and resolution processes.

*Table 12 Internal Staff Interview*

| Staff Name | Department | Feedback |
|---|---|---|
| Shabnam Akter | Customer Experience | "Users complain most about bill payment and OTP delay." |
| Ariful Islam | IT Infrastructure | "We are optimizing OTP API to improve speed." |
| Rabeya Hossain | Product Development | "Cash by Code enhancement is in the roadmap." |
| Sohel Rana | Customer Experience | "Interface complaints have increased in last 3 months." |
| Mahmuda Jahan | IT Infrastructure | "System stability during peak hours is a concern." |
| Imran Kabir | Product Development | "New version will have biometric login." |
| Rakibul Hasan | Customer Experience | "Customers want faster notification service." |
| Mehjabeen Afroze | IT Infrastructure | "Old Android devices are not well-supported currently." |
| Kawsar Mahmud | Product Development | "Plan to add budgeting features and dashboard." |
| Tanvir Hossain | Customer Experience | "Training for hotline reps on technical issues ongoing." |
| Aliya Parvin | IT Infrastructure | "SMS gateway failure causes delays in alerts." |
| Zubayer Haque | Product Development | "New UI testing began with Gen Z users." |
| Mizanur Rahman | Customer Experience | "Most support calls are login or PIN reset issues." |

| | | |
|---|---|---|
| Roksana Begum | Product Development | “Team evaluating UPI-style instant transfers.” |
| Naimur Rahman | IT Infrastructure | “Load balancing improvements scheduled for Q4.” |
| Tania Sultana | Customer Experience | “Bill pay complaints are usually about delays, not errors.” |
| Rezaul Karim | Product Development | “Adding chatbot to reduce call center load.” |
| Nusrat Jahan | IT Infrastructure | “Planning to reduce app size for low-end devices.” |
| Sajib Chowdhury | Product Development | “Voice-based navigation is under early development.” |
| Anika Haque | Customer Experience | “UI improvements needed for elderly user segment.” |

6. **Complaint/Feedback Analysis**: Review of City Bank’s grievance logs or service desk data to identify recurring user-reported issues.

*Table 13 Complaint Analysis Data*

| Complaint ID | User Name | Category | Summary (Banglish) |
|---|---|---|---|
| C-2025-001 | Shabnam Akter | Transaction Delay | "Fund transfer korar somoy app atkay, transaction complete hoy na." |
| C-2025-002 | Ariful Islam | Login/OTP | "OTP ektu late ashe, specially shondhay." |
| C-2025-003 | Rabeya Hossain | UI Confusion | "Kothay ki ase bujha jai na, design ta complex." |
| C-2025-004 | Sohel Rana | Transaction Delay | "Utility bill pay korle error dekhay." |
| C-2025-005 | Mahmuda Jahan | Login/OTP | "Password reset korte gele jhamela hoy." |
| C-2025-006 | Imran Kabir | UI Confusion | "New payee add korar option khujte pari nai easily." |
| C-2025-007 | Rakibul Hasan | Security Concern | "Biometric login nai, ekta boro drawback." |
| C-2025-008 | Mehjabeen Afroze | Transaction Delay | "Cash by code e somossa ase, OTP ashe na timely." |

| | | | |
|---|---|---|---|
| C-2025-009 | Kawsar Mahmud | Login/OTP | "Frequent logout hoy without reason." |
| C-2025-010 | Tanvir Hossain | UI Confusion | "Dark mode nai, and menu too complex." |
| C-2025-011 | Aliya Parvin | Security Concern | "PIN reset er kono easy option nai." |
| C-2025-012 | Zubayer Haque | Transaction Delay | "Mobile recharge e delay hoy SMS confirm ashte." |
| C-2025-013 | Mizanur Rahman | UI Confusion | "Transaction history pawa jayna clearly." |
| C-2025-014 | Roksana Begum | Login/OTP | "Login korar somoy app crash kore." |
| C-2025-015 | Naimur Rahman | Transaction Delay | "Balance dekha jay na sometimes, loading e atkay." |
| C-2025-016 | Tania Sultana | Security Concern | "Old device e app chole na – safety concern lage." |
| C-2025-017 | Rezaul Karim | UI Confusion | "Onscreen button gulo very small – older user der jonne tough." |
| C-2025-018 | Nusrat Jahan | Login/OTP | "OTP bar bar change hoy, ekta code kaj kore na." |
| C-2025-019 | Sajib Chowdhury | Transaction Delay | "Transaction confirm message ashte deri hoy." |
| C-2025-020 | Anika Haque | UI Confusion | "Back button kaj kore na always, return korte problem hoy." |

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