Report On

Analyzing Consumer Perception on Digital Education Fee Payment in Bangladesh

By

Sheikh Anan Ahmed
19204026

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

BRAC Business School
BRAC University
December 2024

Declaration

It is hereby declare 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:

____

Sheikh Anan Ahmed

19204026

Supervisor's Full Name & Signature:

____

Noshin Anjum Chaiti

Lecturer, BRAC Business School

BRAC University

Letter of Transmittal

Noshin Anjum Chaiti

Lecturer,

BRAC BusinessSchool

BRAC University

Kha-224,

ProgatiSarani,

MerulBadda,Dhaka-

1212

Subject: Submission of Internship Analyzing Consumer Perception on Digital Education Fee Payment in Bangladesh

Dear Ma'am,

ThisismypleasuretoinformyouaboutsecuringmyinternshipintheEducationPaymentsteamunder Merchant Payments Department in the Commercial Division of bKash Limited for the completion of my undergraduate degree from BBS Department in BRAC University.

I have given my best to successfully complete this report with all the necessary and required data andrecommendedpropositioninasignificantcompactandcomprehensivemannerasfarasitwas possible. I believe that the report will meet the desires.

Sincerely yours,

____

Sheikh Anan Ahmed

Student ID: 19204026

BRACUniversity

Dec 08, 2024

Non-Disclosure Agreement

This document comes as atestament to the assurance that there portion issue under consideration contains no data that is subject to confidentiality or is considered sensitive and/or crucial to the organization’s operations. The agreement is entered into by and between bKash Limited and the undersigned student at BRAC University, Sheikh Anan Ahmed, from BRAC Business School.

Acknowledgement

First, I would like to express my gratitude to Allah (SWT) for good health and a clear mind throughout my internship. This allowed me to successfully complete my report on time.

BUS 490, the mandatory internship course, is a crucial requirement for the Bachelor of Business Administration degree. While the support and guidance from my workplace colleagues were invaluable, the insights shared by my on-campus supervisor, Ms.Noshin Anjum Chaiti, Lecturer, BBS, were particularly insightful. I am also grateful to my onsite supervisor, Mr. Raiyaan Mahmood, General Manager,Merchant Payments, Commercial Division, bKash Limited. He not only welcomed me warmly but also provided real-world examples of how the corporate world operates. Working under his supervision gave me invaluable experience working under pressure in a business environment. His guidance every step of the way was instrumental in completing this report.

Iwouldliketoextendmythankstoallthefellowemployeesinmydepartmentfortheirassistance throughout the internship. Finally, a special thanks goes to the esteemed faculty of BRAC University. I am also grateful to my family, friends, colleagues, and well-wishers for their unwavering trust and support throughout my life.

Executive Summary

This internship in the market leading MFS company of Bangladesh has provided me with the valuable opportunity to experience a real-world work environment. This report focuses on analyzing consumer perception of digital education fee payment in Bangladesh.

The report begins by reviewing the current state of the Mobile Financial Service (MFS) sector in Bangladesh. It then delves into a literature review of MFS, exploring both the opportunities and challenges presented by MFS providers. The third section provides a concise analysis of the industry landscape. Finally, there port presents user-centric findings and evaluations regarding the effectiveness, reliability, shortcomings, and limitations of current digital education fee payment systems using MFS.

Keywords:MFS,Digital Payments.

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Chapter1: Overview of Internship

1.1 Student Information

Name	:	Sheikh Anan Ahmed
ID	:	19204026
Department	:	BRAC BUSINESS SCHOOL
Program	:	Bachelor of Business Administration
Major (1st)	:	Finance
Major (2nd)	:	Computer Information Management

1.2 Internship Information

Period : 10th January, 2024 to 10th May, 2024 (4months)

Company Name : bKash Limited - Product of BRAC Bank

Team : Education Payment

Department : Merchant Payments

Division : Commercial Division

Address : Shadhinata Tower, 1, Bir Shrestha Shaheed Jahangir Gate, Dhaka Cantonment, Dhaka- 1206

Working Hours : Sunday to Thursday, 10 AM- 6 PM

1.3 On-site Supervisor's Information

Name : Raiyaan Mahmood

Designation : General Manager

Department : Merchant Payments

Division : Commercial Division

Company : bKash Limited

1.4 Job Scope Job Description

bKash Limited is the largest MFS provider in Bangladesh holding active customer base of around 77 million people of the country. During my internship tenure of 4 months I had a clear exposure of how corporate works. Then my learning comes with the basics of product knowledge that we, bKash offer to our clients for collection those are; Merchant plus, PGW, Bill provider & VFCP. Later on, I successfully delivered a task of making a sales dashboard of 5 years in Excel. In these 4 months, I closely observed, learned & had practical experience in client onboarding, client management, and relationship building–maintaining & pitching right product to right client.

While working within the Education payment team I was able to closely monitor and learn how educational institutions function, their drive forces, their organogram, payment collection methods and all. Beside, this on field experience in office I was given the task to update the sales dashboard that I prepared for the team every week and do the necessary changes. One of the key learnings that I would like to describe here which impacted my overall internship journey is to learn the 6 process of sales.

1.4.1 Prospecting & Qualifying, which is lead collection & assessment

1.4.2 Approach, the first call we make to know client needs & in designing a format for specific lead

1.4.3 Presentation, featuring our product based on client need of category

1.4.4 Overcoming obligations, clearing questions & confusions of clients regarding any product or costing

1.4.5 Sale closing, negotiation of rates & fixing it, Sending checklist.

1.4.6 Follow up, for documents collection till successful onboarding.

Job Responsibilities

I had a very good experience working with such dynamic people at bKash Limited. These four months were one those moments in my life where I got to learn so many things with real life example and practice. Few basics of my key responsibilities are the followings,

1.4.7 Dashboard- Creating a sales dashboard for the team, which enabled me to show my expertise on Excel to corporate level. This expertise on Excel was highly appreciated by my supervisor and the Head of Department.

1.4.8 Attending Queries- Here in bKash we have portal where people can raise their query about anything & everything about bKash. These queries were forwarded to me for clearing their confusions and asking if they willing to take any services from our end.

1.4.9 New Client On-boarding- From own research or from lead portal I was assigned to reach out our potential clients as in educational institutions if they want to avail bKash as their payment solution if not then to persuade them on considering bKash as their payment solution.

1.4.10 Client Handling- For new clients' supervisor sent me to clients whoever raised any issues or any queries inside Dhaka, to solve that and align with responsible key account manager.

1.4.11 KYC Management- To onboard new clients we have KYC form that needs to filled and submitted in Customer Service Division, RAOWA. I had a practical experience in writing KYCs' as well. Therefore, I also developed a sense of documentations which are required for onboarding a new client on bKash platform.

1.5 Internship Learnings

My contribution to bKash

My effort and contribution as an Intern in bKash is the combination of both my academic and practical knowledge that I saw, learned, and practiced over the years in my life. My remarkable contribution that I brought to this company is that I brought multiple clients to the company which would make them achieve more revenue targets. I also contributed in doing their employee's extra work. This made our team move and work more efficiently. Additionally, since I too know few key contacts in educational institutions therefore, I was able to introduce my team members to those people where they were finding hard to get appointments.

Benefits of the Students

The internship offers a wonderful chance to train new skills as well as learn about how to handle professional life in a new environment. Additionally, it enables me to see how these practical marketing techniques and intricacies of the MFS industry can be experienced on a firsthand basis. I believe these are all experiences that will be really good for my professional development.

Real-World Experience- Internships give students an opportunity to learn things hands on in a practical yet an applied environment. Often, this experience is much more than can be learned in an all-theoretical classroom. Participating in the workshop has guided me as to how the marketing and MFS industries work. The forthcoming seminar will provide a needful forum for consideration of critically important subjects such as market research, media selection, budgetary allocation and target market demographics.

Skillset & Personal Development- During my time at this Mobile Financial Service company, I have been able to develop and enhance a critical skillset that are crucially applicable to any kind of profession. Many components of this experience included creativity, problem solving, teamwork, effective communication, and time management. In addition, my internship involved always having to talk to both on site supervisor and the upper management. Through this engagement, I grew in my ability to maneuver through professionalism, more being gained from the confidence gained in my ability.

Networking Opportunities- I use my internship experiences to create an all-encompassing professional network within the MFS industry. These placements create relationships with other professionals, mentors and other interns. These connections serve a dual purpose: It brings value industry knowledge and may prove instrumental in getting future employment.

Portfolio Building- Internships provide the valuable opportunity to participate with real world projects and campaigns. This is where I acquired this hands on experience to curate a full well-rounded portfolio which is very valuable once I start my search for a job within the MFS industry. Additionally, I have also proven that if I can find an internship with a reputable MFS company, I have put myself in a great position for employability.

Industry knowledge- Internship at bKash Limited helps me a lot to understand about service sector in its own way, particularly its own opportunities and its challenges. I am sure this experience will help me move along my professional path as I will be exploring career paths within the service sector.

1.6 Difficulties during the Internship Period

During my internship tenure I did not face any notable difficulties that would impact my internship journey at bKash Limited. But I faced some challenges whilst my transitioning period from a student to an employee. I was quite nervous but company's warm and welcoming team members made me feel so overwhelmed in a short period that worked like a tonic for me and I too started feeling that I am one of them. My amiable and extrovert personality was in full pace that helped me a lot while dealing with clients.

1.7 Recommendations

I have some observations regarding the company I served at. A few key recommendations are, while dealing with clients we got to make phone calls to them but no company authorized or registered company number was given to us. Thus, often clients get confused and scared whenever we call from our personal number unless the client has saved our number on their mobile.

Another recommendation that I would like to mention is the data visibility to the employees. This issue in the company creates decision lag time for supporting any client's request. If this can be solved by bKash Limited, then the efficiency of the client support would multiply on its own. Apart from these, I don't have anything severe to recommend and I think bKash has one of the best environments to learn and grow. So, I would highly recommend this workplace to anybody who wants to join a friendly workspace and grow as an intern.

Chapter 2: Overview of bKash Limited

For those of you who may not be familiar, bKash is Bangladesh's leading mobile financial service provider, revolutionizing the way people manage their money. bKash started our journey in 2010 with a simple yet ambitious goal: financial inclusion for all. In the use of mobile technology, bKash has brought the financial services to our most remote properties and relevant areas of Bangladesh. Millions of Bangladeshis rely on bKash to meet their need of everyday financials. bKash is a secure, user-friendly place to send/receive money, pay bills, and recharge phones. We are not only a financial service provider; but we are also a partner in progress. bKash makes it possible to grow and develop a moneyless ecosystem. This is a Fintech Pioneer in Bangladesh

bKash Limited is Bangladesh's leading mobile financial service (MFS) provider, established in 2010 as a joint venture between BRAC Bank and Money in Motion LLC. Today, it operates under the regulation of Bangladesh Bank as a subsidiary of BRAC Bank PLC.

Financial Inclusion for All

The mission of bKash is to promote financial inclusion through our offerings of affordable and convenient mobile financial services. bKash's network of agents across the country, particularly in rural areas, fills a gap between traditional and unbanked population.

Services Offered

Through its user-friendly mobile app and agent network, bKash provides a wide range of financial services. These include:

- Money Transfer: Sending and receiving money domestically with ease.

- Mobile Payments: Paying bills, recharging phones, and making purchases at merchants.

- Cash In/Cash Out: Depositing and withdrawing cash at authorized agents.

- Additional Services: Over time, bKash has expanded its offerings to include features like airtime top-up, train and movie ticket purchases.

Impact and Recognition

The financial landscape in Bangladesh has been revolutionized by bKash. In doing this it has allowed people to digitally and securely be in control of their finances. This has led to:

- Increased financial inclusion, with a special focus to the unbanked population.
- To a more digital economy and an increasing growth of cashless transactions.
- Better financial literacy and easier access to a set of financial products.

bKash's achievements have been recognized globally and locally. The company has received accolades like:

- Fintech Pioneer Award at the Bangladesh Startup Summit 2023.
- Ranked among the top 50 companies in Fortune Magazine's "Change the World" list (2017).
- National Highest VAT Payer in the service sector for fiscal year 2020-2021.
- Bangladesh's Best Brand for five consecutive years (2019-2023). Looking Ahead

bKash remains committed to innovation and expansion. As Bangladesh continues to embrace digitalization, bKash will play a vital role in shaping the future of finance, offering even more inclusive and efficient financial services to the nation.

2.1 Mission, Vision and Values

Mission – To enable individuals and businesses across Bangladesh to access convenient, affordable and trusted Mobile financial services, and succeed in achieving the goal of financial inclusion for all.

Vision- To enable a thriving cashless ecosystem in Bangladesh, seamlessly integrated into the life of people and become the leading platform for financial services in Bangladesh.

Values

- Integrity: And we do business honestly and transparently, with the trust of our customers and partners.
- Empowerment: We are working to build out a more inclusive financial landscape where as many people as possible can participate.
- Innovation: For the financial sector, every day is a new opportunity to reinvent our services and better adapt to changing needs thus moving forward.
- Respectful Dealings: We instill a culture of open communication and mutual respect, which means supporting of all people and their ideas.
- Customer Centricity: We put our customers in the center, we give priority to their needs and their quality of life.

bKash follows these core values in its mission to make the 'financial access revolution' and build a brighter future for Bangladesh.

2.2 Management Practice

2.2.1 Organizational Structure

In the last five years, bKash Limited, a product of BRAC Bank has been awarded as the Best Brand Award. This success is evidence of the proper organizational structure that ensures effective coordination of all the departments of a company. bKash Limited follows the global standard in terms of organizational as well as functional structure. The organization is divided into several departments that are designed to work towards certain organizational goals. The top position in the divisional hierarchy is the divisional manager who is the head of the division and is responsible for the performance and objectives of the division. Department managers who work under the divisional manager supervise the day-to-day activities and are entrusted with the overall management of the departments. Also, the head of each department selects other officials to help in the implementation of division's duties and at the same time control his or her subordinates.

2.2.2 Organizational Department of bKash Limited

bKash Limited maintains a top-down management structure, in which senior leaderships make decisions collectively in the context of different departments. Each department operates actively with all others to ensure the smooth working of the whole organization. For instance, Marketing, accounting and finance, external and corporate affairs, human resources, public relations, customer service, and the product and technology departments.Smaller teams within each department are managed by a department manager or a team leader. They delegate the responsibility of implementing duties and tasks that are very important for the overall performance of bKash Limited to these teams.

2.2.3 Organizational Leadership Style

The implementation of a participative leadership philosophy characterizes bKash Limited. It creates a situation where senior management, and all employees at all levels, become part of the decision-making process. In addition, the executives actively provide feedback to the workforce, which creates a two-way communication channel. This style or as it is called democratic leadership gives leaders an insight into the roles and experience of a team member which reduces the cost to the organization, bKash prefers personnel with sound communication skills and good capability of planning and decision making. A solid collaboration is needed to define and achieve organizational goals. In addition to that, bkash's leadership philosophy preaches on creating a culture of innovation and constant improvement. It promotes to employees leeway in creative problem solving and willing to take risks. Bkash Limited has adopted a style of participative leadership style for a number of reasons (Raiyaan Mahmood, GM, MP, bkash limited, 2024). Some of those are;

- Focusing on outcomes and performance: bKash puts a strong point on performance and outcome and team members are required to meet then pre-determined targets and goals. This strategy allows the business to verify that it is always on the move and hitting its goals.

- Interaction and evaluation: There are a constant communication between bKash management and department head. The communication requires numerous formal and informal meetings. Feedback is often broadly covered in those meetings as performance is discussed. It is then given to ensure that everyone is putting his or her highest effort in achieving the company's goals and objectives.

- Hierarchy of Authority: Each department head and team leaders report to the organization's management. This framework, in turn, makes possible effective decision-making, and provides the means for efficient collaboration between different teams and departments.

- Focus on Continuous Improvement: : As part of the business bKash seeks to cultivate an atmosphere of creativity in which their staff are inspired to develop new, original, and creative ideas to make the business more effective. The business is constantly looking for ways to improve trier service.

2.3.4 Human Resource Process

Human resource organizing is important to organizations because they must make sure they have the right people in right places right time with the right ability. It doesn't matter if it is a big or small business, HR does the needful for its employees. The department deals with wages, policies, legislation and human resources. Here is some HR process of bKash Limited.

- Rules and Policies:

bKash is very strict about its working hours. The working hour for the office is 10 AM to 6 PM. If any employee arrives late for work, he/she must furnish the line manager with an explanation why he/she was late. With only the last week of the month, the HR department is busy, and they even have to pay the employees' salary during this time. Similarly, they have to make sure that salaries list information for every employee is filled accurately. And this assists the Human Resources department to have a pleasant work environment which minimizes harassment and discrimination occurring in the place of work.

- Recruitment and Interview selection process:

Team leader and our EVP & HoD Faisal Shaheed and the HR take on the responsibility of hiring new employee. When any bKash department requires the employees of that department, the department head of that department will notify the HR department. The HR department orders the marketing department to publish the adverts on different sites and social media sites, after doing the job analysis specifying exactly what is required. Most applicants then add their whole resumes with the job applications. Shaila Azam (our HR manager for Talent & Acquisition), after that, allocates the resumes, creates a short list and calls some of those candidates for interview. There are two phases in the interview method. Candidates first participate in group discussion. This group conversation helps the HR directors assume the candidate has abilities, his invention, his communication prowess, his capacity to turn out new ideas. If they have made it through the group discussion, they have been invited for an individual interview. It is conducted by department head Faisal Shaheed and Shahriar Mahmood, EVP & HoD of bKash HR. New hires are chosen from among those who pass the group discussion and the individual interview among the interviewers.

- Training and Performance Allocation:

bKash HR department is on-boarding as well as training new hires after the hiring process. Depending on how well they do, there are two or three training sessions for new hires. They must attend more training if an employee's performance isn't up to par. This training session involves employees learning about corporate policies and procedures, and how to perfect and effectively do the organization's work. They have goals, workers receive performance-based feedback, and they can align some of the company's goals to their own.

2.2.4 Organizational Development and Employer Branding:

In the fast and competitive race of MFS, bKash is a standout company in the industry as it prioritizes people development and health as much as campaign making that customers love. bKash takes the grounds to create the environment that would grow the company substantively by uniting staff involvement programs with employer branding strategies and

HR development activities. For bKash employees are its most important asset and enormous efforts are being made for their professional development. A variety of programs aimed to increase workers' competencies, stimulate creativity and advance careers fall within the organization's attempts to train its workforce.

- **Cultural Emphasis:**

bKash appreciates innovation, teamwork and originality. At bKash, there is an open atmosphere where employees are encouraged to think creatively, exchange ideas openly, and to try new strategies.

- **Possibilities for Learning and Development:**

To its employees, bKash provides complete development initiation to bridge skills gaps, whether technical or interpersonal. Staff members are given the skills and information needed to do well in their jobs and contribute to the agency's overall success through these courses.

- **Employee Engagement:**

But bKash values the participation and ideas of its employees. It has open door policies, team conferences and regular feedback sessions that support the idea exchange and active engagement from allorganisational levels. The CEO (Kamal Quadir) awards based on performance to employees annually. Since bKash also has own MFS expertise, it creates compelling employer branding initiatives by dint of its unique experience. This inspires the employees work hard to bring about the organization goals and objectives. These ads display the company's creative environment and some of the crazy ways the staff members play a part in solving their clients' problems.

- **Work-Life Balance:**

As bKash recognizes the value of a healthy balance, the company supports these programs that help staff members find this balance. Wellness plans, wellbeing initiatives and employee engagement activities help employees feel good about themselves and experience less stress;

during the epidemic, bKash went to great lengths to ensure that their workers remained safe in their workplaces by implementing stringent safety processes, ensuring they had the necessary personal protective equipment and allowed them to work from home. Moreover, they provided cash aid to those workers who confronted the crisis.

2.3 Marketing Practices

2.3.1 Marketing Strategies

In the context of business, the marketing strategies of bKash are the business concepts through which the company aims to enhance the customer value and its relationship with customers and channel partners of bKash. bKash tries its best to promote their services so that the customer's database is quite vast, ranging from the high-end customers to the low-end customers. From the above-mentioned bKash marketing scenario, the various activities which are to be conducted by the marketing department in order to maintain relationship with public, branding straight inwards, product and service marketing, lead and demand generation, social media and digital promotion, content creation, and managing customer relationship.

2.3.2 Marketing Mix (4p's)

Product: bKash's main product is centered through:

- USSD
- Mobile Application
- Financial Service

Previous sections however, analyzed product offerings.

Price: bKash charges no cash in, but a charge of 0.9250 per 50 taka cash out. Using the bKash App or USSD, you can send money and there will be no charge, up to 100 Tk, to any number. For Send money to any number excluding Priyo number, a 5 taka charge will be applicable for each transaction if the monthly transaction is in between 15,000.01 Tk. and 25,000 Tk. For sending money to a number other than Priyo numbers, if the monthly transaction exceeds 25,000 Tk. a 10 Tk. charge will be charged for all the transactions. Other charges include these for utility bill payments.

Place: With over 80,000 operators across the country, bKash is ready to offer its services to anyone who wish to use them. As you would expect they also have a customer benefit line to assist buyers should they have any questions or problems. bKash has its customer service offices in Dhaka, Mymensingh, Sylhet, Chittagong, Khulna, and Bogra.

Promotion: The companies that work with bKash on the promotional campaigns, and especially during the holiday season. Its real time cash back service is built on Huawei's Mobile Money platform and enables customers to receive a little discount when they use bKash to transact with merchants. It is one of the foremost pivotal perspectives about bKash's marketing strategy is that bKash would fulfill its marketing goal by utilizing both above and below the line in its marketing strategies that means that bKash is using it's above the line marketing means can broadcast, TV commercials and print advertisements. Hoardings, events and direct massage promotions fall under bellow the line promotion solutions. In the next case of bKash in terms of promotional procedure, at a time of planning some important variables are considered like unique selling proposition, create message based on AIDA and frame for promotional frame, coordinate, advertise offering or high profile, target market information, sift through limited time offer, check on budget constraints and favorable allocation.

2.3.3 Marketing Channels:

- Agents
- Distributors
- Merchants
- Mobile Network Operators (MNO)

2.3.4 Product development team

The product development team is also planning to conduct several research, assess the current literature and expand on the features that make the products valuable. These surveys are very crucial bKash to establish their position in the show following, delivery with their clients, and loyalty for the products, new services and conducted an experiment on the management to analyze the above-mentioned services to provide them. These surveys are conducted by product development team whether it is online or offline. All the reports are compiled and presented to the head of the group by the marketing manager of the division as stated by the chief.

2.3.5 Creative team

The creative team generates plans for the items and administrations, overview plans, trim plans, structure of TVC scripts, blurbs, yardage plans, decision and plan of bulletin variety, creating online substance, overseeing substance for the site, and streamlining information structure for site to give essential information in principal location. This department helps all the bKash inventive showcasing methodologies to come up.

2.4 Financial Performance and Accounting Practices

2.4.1 Financial Performance

The financial performance analysis is an in depth analysis of a company's financial accounts regarding financial health. This report intends to analyze the performance of bKash Limited based on a thorough presentation of their financial statements, for the purpose of underlying the reason behind the firm's financial performance, and facilitating the firm to make more profitable financial decisions in the future. In terms of compiling financial statements like any of BRAC Bank and other business of bKash Limited, the company follows the Bangladesh Financial Reporting Standards (BFRS) as well as the provisions of the Companies Act 1994. The following financial statements are prepared by bKash every year:

• Profit or loss Statement

• Financial position Statement

• Cash flow Statement

• Change in equity Statement

2.4.1.1 Horizontal analysis of financial statement

Horizontal analysis is the technique for studying the financial records of the company over time. It's typically presented as a percentage over the same line item of the previous year. The beauty of horizontal analysis is that it helps users of the financial statement easily draw trends and developmental stages. Below is horizontal analysis of bKash's income statement from 2022-2023.

Insights of horizontal income statement analysis:

Since 2016, when we look at the analysis, we can see that the revenue of bKash Limited almost doubled and its net profit is also declining from 2018, even lowers more than 50%. Owing to new investment in a particular year, overall expenses bounce up and so bKash does not make a profit to that extent as it would have made in that particular year. With bKash's focus on business since 2018, the company invested heavily to introduce new products and services; bKash has come up with its payment gateway through which customers can settle their transactions namely from purchasing, utility bill payment and ride sharing. The more use cases we will have, the more people will rely on our services, so our user base will grow. According to the report, several banks are partnering with bKash to offer iBanking. Making consumer convenience a reality takes a lot of money. These high investment expenditures of bKash have resulted in low profit or even loss in its balance sheet from 2018.

Insights of horizontal financial position analysis: Total asset and shareholder's equity have been growing continuously from last 5 years as we can see from the figure that portrays Balance sheet of bKash's last 2 years comparison, clearlyshows bKash has been growing in customers, services and revenue. Current and non-current liabilities also increased at the same time with the increase in customers cash inflows. In last year retained earnings seems to be decreasing or even negative, butbKash's huge strategic investments are negatively affecting the company for two years.

bKash Limited

Statement of financial position

In Taka	*Note*	31 December 2023	31 December 2022
Assets			
Property, plant and equipment	5	2,540,572,439	2,829,835,577
Intangible assets	6	2,590,106,389	2,610,670,039
Deferred tax assets	7	1,905,723,116	1,026,955,363
Investment in government securities	8	5,258,459,558	4,671,614,861
Non-current assets		12,294,861,502	11,139,075,840
Operational and other receivables	9	2,487,034,335	2,033,648,941
Advances, deposits and prepayments	10	1,165,166,677	879,871,944
Contract assets	11	1,033,589,478	1,095,523,848
Current tax assets	12	454,509,110	1,118,418,206
Airtime in circulation	13	1,763,934,521	1,823,331,600
Trust cum settlement account and investments	14	80,252,790,630	68,528,984,067
Investment in government securities	8	7,925,059,123	-
Investment in fixed deposits	15	4,005,131,259	13,094,575,827
Cash and cash equivalents	16	7,432,235,282	5,870,995,279
Current assets		106,519,450,415	94,445,349,712
Total assets		118,814,311,917	105,584,425,552
Equity			
Ordinary shares	17	22,389,731,460	38,194,900
Share premium - ordinary shares		-	1,286,205,568
Ordinary share capital and premium		22,389,731,460	1,324,400,468
Preference shares	18	9,561,105,700	16,310,400
Share premium - preference shares		-	30,610,126,295
Preference share capital and premium		9,561,105,700	30,626,436,695
Capital Reserve		134,559,434	36,011,137
Retained earnings/(loss)		(542,418,777)	(1,384,502,156)
Total equity		31,542,977,817	30,602,346,144
Liabilities			
Operational and other payables	22	328,149,791	736,882,143
Lease liabilities	19	242,840,426	413,273,174
Non-current liabilities		570,990,217	1,150,155,317
Defined benefit plan - gratuity	20	237,876,109	135,847,865
e-money in circulation	21	78,960,688,144	68,304,799,919
Operational and other payables	22	3,495,927,695	1,940,656,574
Lease liabilities	19	175,694,910	183,398,957
Accrued expenses	23	3,830,157,025	3,267,220,776
Current liabilities		86,700,343,883	73,831,924,091
Total liabilities		87,271,334,100	74,982,079,408
Total equity and liabilities		118,814,311,917	105,584,425,552

The annexed notes 1 to 37 form an integral part of these financial statements.

Chief Executive Officer — Director — Director — Company Secretary

As per our report of same date

Auditor

Dhaka, 28 MAR 2024

RAHMAN RAHMAN HUQ KPMG DHAKA

Ali Ashfaq Partner
Enrolment Number: 509
Rahman Rahman Huq
Chartered Accountants
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Firm Enlistment Number: CAF-001-080

DVC: 2403280509AS963742

Fig: Balance sheet of bKash 22-23'

2.4.1.2 DuPont Framework

The DuPont analysis, developed by the DuPont Corporation, is a systematic means of assessing the performance in terms of the basic factor of finance. DuPont analysis uses a strategy of breaking down the many factors that determine return on equity (ROE). Breakdown of ROE helps the investors to concentrate on specific important financial measure to discover the company's strength and weakness.DuPont analysisfrom the financial statements of bKash Limited is given below:

Insights of analysis

The net losses experienced since 2018 have been attributable to a falling trend of ROE because of the rise in operating costs. In 2017, it was 16 percent, but it has plummeted to -9 percent at the end of 2020. On the other hand, financial leverage is down, higher than in previous years. What was notable in 2018 was when it fell to 4 per cent from 9 per cent of the previous year. But it started to rise again in 2019 as bKash is readying themselves to invest more in the development of services that will lead to higher operating costs surrounding the usage of debt to fund assets.

2.4.2 Accounting Practices

These financial statements have been prepared on a consistent basis apply the following accounting policies consistently during all periods presented. Certain reclassifications of comparative amounts in the statement of financial position and statement of profit or loss and other comprehensive income have been affected during the current year for more meaningful representation.

2.4.2.1 Finance Income

A large part of finance income consists of interest on bank deposits accounts. Finance income is reported as an accrual basis less finance costs. The Company's finance cost includes interest expenditure on leased assets reported at amortized cost.

2.4.2.2 Income Tax

In general, income tax expense includes current and deferred taxes. It is recorded in profit or loss, except to the extent that it relates to items that are identified immediately in equity or in OCI (other comprehensive income).

• **Current tax:**A current tax comprises the projected tax due or receivable on taxable income or loss for the year, or any adjustments to tax payable or receivable in prior years. Tax rates adopted or substantially enacted at the reporting time are used to calculate it. The Company files its tax return as a private limited Company under Finance Act 2020 and Income Tax Ordinance 1984 and currently the relevant tax rate on the Company stands at 35 percent.

• **Deferred tax:**Deferred tax is reported when the financial reporting carrying amounts of assets and liabilities differ from the amounts reported for taxes on a transitory basis.

2.4.2.3 Statement of Cash Flows

- The cash flow statement was generated using the IAS 7: Direct method of Statement of Cash Flows.
- Cash equivalents are short term, highly liquid amounts of money that can be for now exchanged with sounding value for cash.
- Operating activities refers to the activities of an entity's primary revenue generating operations, and to any other activities that are not investing or financing activities.
- In investing activities, the purchase and sale of long-term assets and any other investments outside of cash equivalents are considered investments.
- Financing operations is an operation where the quantity and mix of the entity's contributed equity and borrowings is changed.
- Extensively, cash equivalents refer to investments which are kept handy for the purpose of satisfying the short-term cash exigencies, are readily convertible to know amounts of cash and involve limited possibility of fluctuation in values.

bKash Limited
Statement of cash flows

In Taka	31 December 2023	For the year ended 31 December 2022
Cash flows from operating activities		
Cash receipt from customers and others	61,527,371,494	52,729,385,024
Cash paid to suppliers, employees and others	(41,751,543,091)	(37,478,518,033)
Cash generated from operating activities	19,775,828,403	15,250,866,991
Taxes paid to government exchequer	(6,621,684,924)	(5,599,727,684)
Net cash generated from operating activities	13,154,143,479	9,651,139,307
Cash flows from investing activities		
Acquisition of property, plant and equipment	(910,086,382)	(668,156,604)
Acquisition of intangible assets	(1,093,514,909)	(735,228,807)
Interest received from deposits and government securities	1,522,404,667	1,109,117,365
Encashment of/(investment in) government securities	(8,254,457,868)	(4,671,614,861)
Encashment of/(investment in) fixed deposits	9,089,444,568	5,118,891,500
Net cash generated from investing activities	353,790,076	153,008,593
Cash flows from financing activities		
Lease liabilities	(178,035,689)	(214,568,552)
Share issue cost	(44,851,300)	-
Net cash (used in) from financing activities	(222,886,989)	(214,568,552)
Net increase in cash and cash equivalents	13,285,046,566	9,589,579,348
Cash and cash equivalents including trust cum settlement account and investments as at 1 January	74,399,979,346	64,810,399,998
Cash and cash equivalents including trust cum settlement account and investments as at 31 December	87,685,025,912	74,399,979,346
Less: Trust cum settlement account and investments as at 31 December	80,252,790,630	68,528,984,067
Cash and cash equivalents as at 31 December	7,432,235,282	5,870,995,279

The annexed notes 1 to 37 form an integral part of these financial statements.

Fig: bKash's Cashflow Statement 22-23'

2.4.2.4 Depreciation

Depreciation is the technique by which it is written off over its estimated useful life based on the straight-line method the cost of property, plant & equipment less its estimated residual value and charged to profits or loss. The depreciation on addition of property, plant and equipment is charged off during the succeeding month of capitalization, while depreciation of full month is charged in the moth of disposal. For the most part, property, plant and equipment has been estimated to have useful lives of 5 years or thereabouts.

2.5 Operations Management and Information System Practices

The operations of a banking institution in that bKash Limited performs operations similar to a banking institution. However, bKash's operation mainly lies between 3 components:

- Manual USSD based service: Users of any MNO of the country easily get into the features of bKash by dialing *247#.
- App based service: bKash app available in Google Play store is also in operation, from where every customer can easily install full functional smart features of bKash so that they can operate bKash though app. Also, opening an account has become simple by the bKash app.

- Customer Service: Customers have for a 24/7 support through hotline number 16247. bKash customer care service provide customer a convenient way to inquire about the issues anytime through Customer care service.

Apart from that, key factors of information system practices done by bKash Limited are as follows:

- Regular contact between financial institutions and SIM card providers.
- Client transaction data confirmation messages to make sure that the transaction details are documented.
- Protecting consumer data and managing sensitive client data. Consumer database management falls under KYC and e-KYC here.
- Recording transaction statements for special cases and minimizing threat.
- Using authentication to authenticate users and minimize fraud or financial threats.

2.6 Industry and Competitive Analysis

Although bKash Limited can be considered as the market leader in Bangladesh's Mobile Financial Services (MFS) industry, there is still a high level of competition in the market as there are several other players operating in the market and more and more established players are coming into the MFS segment. In order to assess the company's industry and competition, the following analysis is presented in order to apply the Porter's Five Forces Model and a SWOT analysis.:

2.6.1 Porter's Five Force Model

The Porter's Five Forces model can be applied in any structure by any stakeholder or leadership team in bKash including to analyze how these forces affect the productivity and to develop strategies in order to achieve sustainable competitive edge in the MFS industry.

Threat of New Entrants (Moderate)

Even though multiple well-established MFS like Nagad and Rocket have a big chunk of the market share, the market still faces a barrier to entry, and there are a few more reasons for that. Access to low-cost services creates a situation where funds savings may not come immediately and this might also be a nonstarter for consumers that had successfully maintained low operating costs in their previous businesses. And on the other hand, 28 of the country's banks are in the right position right now to enter the MFS industry. Covid-19 pandemic has encouraged the cashless financial transaction due to new norm. Thus, banks, for sure, will try to come in this industry with the help of their existing traditional customer base. MFS industry has a moderate barrier around it in terms of new movers' entry.

Threat of Substitutes (Moderate)

Leading MFS businesses like bKash may be clearly taking the plunge into financial sector with similar banking system services like the existing one with much time and cost saving services to their customers, but the traditional banking does not seem to be moving on in the opposite direction. Although it is the most trusted and large used mode, especially among the people living in metropolitan cities. However, all MFS providers, especially bKash, try their utmost to make people accustomed to the payment service they are looking to provide after buying something. Moreover, 28 competitions offered with banks' payment card solutions are experiencing a huge growth trend. This meant that the alternatives in the MFS business are today moderate.

Buyer Power (Moderate)

The majority of MFS firms serve business as well as individual clients. Corporate customers utilize mobile financial services for business-to-business transaction, and to remit staff payables etc. It is of low cost and efficient. Currently bKash payment is highly being used on many online and off. platform to pay for ride sharing service, deliver food site payment, application payment, chain shop payment, shopping payment etc. to customer without charge. Moreover, consumers in metropolitan areas have their great problems, for example plenty of choice among MFS providers, basically and, around every corner, banks and ATMs. But rural consumers aren't so put. There will not be many, if not none, MFS providers for banks but MFS will not have many MFS providers, either. In the same light, the switching power of buyers to other available providers of MFS industry is also high as there are some established bKash’s competitors like Nagad, Rocket and other companies that offer comparable services which have similar transaction costs, but still bKash has some additional benefit and cost of using them compared to rivals due to its presence in agent in rural area. That limits the buyers’ power in negotiation.

Supplier Power (High)

Key to the MFS business is the reliance on mobile network carriers and IT corporations as suppliers. Without the networks from the operators, MFS firms cannot operate. MNO partnerships with operators are formed within Companies in the MFS sector. The partnerships of MNOs with MFS providers help them to the offer to such a diverse variety of consumers across the country. Yet it will take IT support and well-structured IT infrastructure to run the MFS activities smoothly. So, specialist IT providers have considerable clout with the business. Overall, the suppliers in the business have a lot of bargaining leverage.

Competitive Rivalry (High)

Mobile financial services can be offered by other financial organizations, for example, banks which is not a monopoly in the market. There are lot of room for Mobile Financial Services to develop but to develop they need advanced technology. As a result, many turning points will arise from the digitization factors in order to grow MFS product solutions. Following bKash, Rocket (Dutch Bangla Bank) and Nagad (Bangladesh Post Office) are in the race for the top, having gained 29 more customers and distributors. There are several new comers in

MFS such as Upay, a product by United Commercial Bank and TAP, a product of Trust Bank, targeting existing and potential MFS clients as their customers. Secondly, another important fact about the country's MFS industry is a large number of unexploited markets and providers need to become more competitive. Indeed, that's what they're going to focus on if they could. However, it is one thing bKash maintains the head position in the market even though they are always introducing the newest services to their clients from angle to angle. Once you've had a good look at how this industry works you will come to the realization that the competition is fierce.

2.6.2 SWOT Analysis

SWOT stands for Internal Strengths and Weaknesses, as well as External threats, and opportunities. Managers have been using this approach to find important insights about their organizations. Following is SWOT analysis of bKash:

Strengths

- bKash is the most prominent MFS provider in the country.
- bKash has a nation-wide distribution network.
- There is large number of investors behind bKash.
- Solid reputation for company.
- Dedicated department to maintain enforcement of policies of the Central Bank, such as maintaining compliance with our policies and regulatory requirements.
- bKash has attained awards in national and international platforms and bKash has a strongcorporate culture and business plan.

Weaknesses

- Service and transaction expenses are highly price than some of its competitors.
- Every day has a limit for transactions.
- It is very time consuming to settle customer complaints.

Opportunities

- The epidemic is making customers more aware of internet purchasing and they would like a payment gateway.
- Even though they have a fabulous portfolio of foreign investors, bKash can go international with their company.
- bKash has many potential customers.
- bKash is always innovating, creating and expanding the product portfolio.
- Today people are becoming more and more attracted to contactless payments.

Threats

- Imposed charges and rising corporate taxes.
- There is a deepening competition in the industry.
- Occurs on an almost regular day of illegal activity like fraud, spoof calls, hacking and money laundering among others.
- When more companies arrive who have a bigger service to offer.

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2.7 Summary and Conclusion

During these recent years, bKash Limited has without doubt been leading the path for digital finance and FinTech industry in Bangladesh and has in fact offered major impetus to the economy and folks of Bangladesh. With so much that bKash can still do in an ever-evolving industry, and with ever advancing technology and new options, bringing new potential all the time and there is still a lot that bKash can still accomplish. Since the business has started, bKash has a strong image and since the first day bKash's marketing and creative team continuously change the marketing tactics and promotional activities towards customers to leave a good impression. Faster evolving other divisions are also working to contribute to the company's success; Product & Technology team is constantly innovating with the best product solution for topmost service facility, External Affairs team are on the same lap with Bangladesh Bank to introduce rules & regulations and avoiding reasonable risks, and Finance division are also on rapid investment activities to expand service facility, Supply Chain is also a supporting channel for bKash among its competitors who maintain the best distribution and service channel in the industry. This is very beneficial for providing the financial services; but at the same time, they are available in every region of the country through the bKash agent network. bKash merchant payments have expanded traditional banking transaction services for customers to pay in their account from the bKash account. Though bKash has turned into the biggest MFS platform, it ought not to be incompetent with respect to the criminal and opportunity misuse. Fraudsters and criminals love this platform because it is easy and cheap. And we can all see how bKash can grow to become a global business through it.

2.8 Recommendations

The activities and functions of bKash Limited are well-organized and well resourced. Their method is such high standard and really has a good effect on bKash clients. However, I would like to draw few recommendations as an intern.

•Updated Website: The other popular websites highlight more on the company profile than the official website of bKash Limited. As a star performer in the industry and the country, its website must be in an organized state as portrayed by adding some value with their globalized impressions.

• Digitization of manual KYC: The new age of the so-called e KYC has replaced manual KYC summaries at part of making an account so there will naturally be a technique to digitize these manual KYC summaries for the advantage of the company. It will also become a good consumer database platform for bKash to smoothening the function of minimizing threat and risk.

• Common room facility: To be such a big organization who made that multinational company feel like a local company should have some recreational facilities for their employees. This will find a way to bring teams and employees into better coordination to improve productivity and performance.

Chapter 3: AnalyzingConsumerPerceptiononDigitalEducationFeePaymentin Bangladesh

3.1 Introduction

3.1.1 Background

Digital (MFS) Education Fee & bKash

The global shift towards a cashless society has been accelerated by the recent pandemic. This increased adoption of digital transactions, driven by the growth of e-commerce, contactless payment options, and concerns over virus transmission through physical currency (Islam (retd), 2021), presents significant opportunities for countries with well-developed mobile infrastructure. Bangladesh, a burgeoning fintech hub in South Asia, is a prime example.

Mobile Financial Services (MFS) in Bangladesh: With over 55% of its population (approximately 90 million individuals) subscribed to cellular networks (GSMA, 2021), Bangladesh has witnessed a remarkable rise in mobile-based digital financial services, known as MFS. Currently, 15 banks offer MFS products, reaching a customer base of over 110 million (Bangladesh Bank, 2021). Data from Bangladesh Bank reveals that MFS transactions reached a staggering Tk 712,470 million in May 2021. Facilitated by ease of access and collaborative efforts from regulators and service providers, a growing number of consumers, businesses, and government entities are emBRACing MFS as their preferred channel for financial transactions.

bKash Limited: A Market Leader: bKash, a subsidiary of BRAC Bank, stands as the undisputed leader in Bangladesh's MFS landscape, boasting a 48% market share as of December 2019 (The

Business Standard, 2020), followed by Nagad (28%) and Rocket (21%). Since its establishment in 2011, bKash has maintained a dominant position, capturing an impressive 85% of the total active MFS consumers by 2020 (Alo, 2021). By making financial services accessible and affordable for all, bKash has revolutionized the MFS industry in Bangladesh, setting a new benchmark for inclusive and efficient payment solutions.

Figure 5: MFS market share by providers

Bkash Ltd has been continuously acquiring customers in last 5 years and the graph in figure 5 shows the growth of customers acquisition, Akmal Quadir, CEO of bKash Ltd revealed in an interview with Prothom Alo on 10 years of bkash. It was also asked that gross revenue of the company appears to be notable growth, yet company is on losses for last two consecutive years.

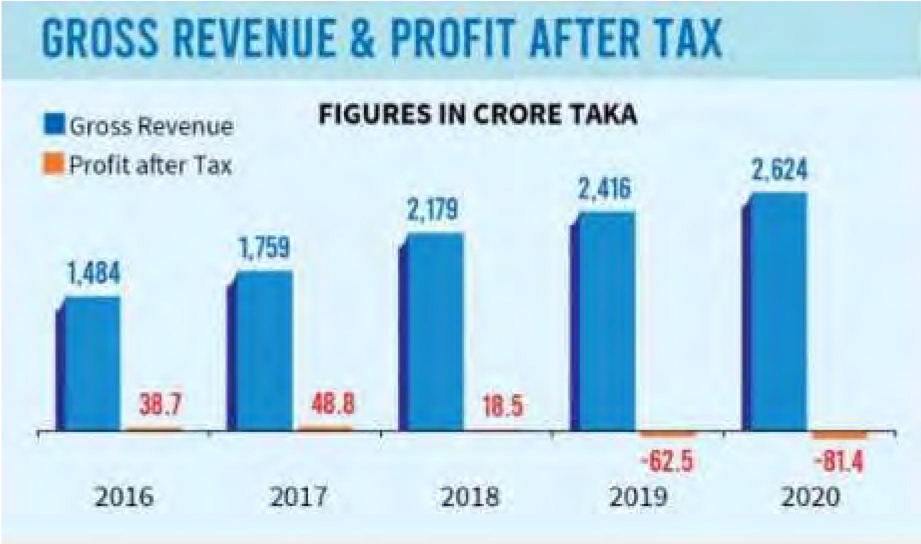


Figure 7: Revenue vs Profit of bKash (TBS)

Mr Quadir said bKash is investing a lot of strategic investment since last two years to launch its new products and services.

3.1.2 Background

The education sector in Bangladesh has undergone a significant transformation in recent years, withtheriseofdigitaltechnologiesplayingapivotalrole.Thisdigitaltransformationencompasses the use of online learning platforms, incorporation of digital content into curriculums, and most importantly, the adoption of digital payment methods for educational fees. Understanding consumer perception towards digital education fee payment is crucial for the successful implementation and wider adoption of this approach

Thereareseveraladvantagesassociatedwithdigitalfeepaymentsintheeducationsector.First,it fostersefficiencybyeliminatingtheneedforphysicalvisitstobanksoreducationalinstitutionsto make payments. This translates into significant time savings for both parents and educational institutions. Second, digital transactions provide a clear and verifiable record of fee payments, enhancing transparency and simplifying record-keeping for both parties. Third, digital payments minimizetheriskoferrorsthatcanoccurwithtraditionalcashpayments.Finally, foreducational institutions, digital payments can lead to improved cash flow management and quicker access to funds.

Mobile Financial Services (MFS) has emerged as a solution to reduce transaction hassles for people, particularly those with lower incomes. Telecom companies have regained market share and developed innovative client services, such as mobile banking, which has become a standout instrument for linking the impoverished and unbanked to formal financial institutions. bKash Limited, the leading MFS company in Bangladesh, has been serving the people for over a decade. Comparatively a new product of the company called "Education Fee," which allows students and guardians to pay tuition fees at home without standing in long queues at banks or institutions. This feature has not only reduced difficulties for guardians but also made it more convenient for institutions to collect fees efficiently. The government of Bangladesh is also encouraging people to pay their bills through MFS, with a vision to transform the country into a cashless society.

3.1.2 Objective

The purpose of the study is to gain insight of consumer perspective into the newly emerged promising Education Fee product of MFS.

service (MFS). customers’ response and reaction toward such service. The specific objectives are as follows:

a. To identify the real-time consumer reaction on MFS in Dhaka City,

b. To ascertain the factors that influence consumer attitude towards using digital wallet for their tuition fees,

c. To get an outline of MFS industry in Bangladesh,

d. To examine the impact of offerings among customers for using it.

3.1.3 Significance of study

•Digital Bangladesh Vision:

Bangladesh has a national vision to become a "Digital Bangladesh" by 2041. This study can help assess how well digital payment methods are aligned with this goal in the context of education fees. By understanding consumer perceptions, stakeholders can identify areas for improvement and make digital education fee payments a smoother, more accessible experience.

• BoostingDigital Payment Adoption:

If the study shows people are hesitant to use digital payments for education, it can inform initiatives to increase awareness and trust in these methods.

3.2 Methodology

The study has two major segments. The constructs were developed through qualitative judgments based on prior literature. The quantitative study is based on respondents' participation via a survey questionnaire based on Likert scales conducted on 104 respondents.

ResearchMethods:

The method research is primarily conclusive in nature, employing a single cross-sectional design as the primary data collection method; which means the respondents had to participate only once within a time interval. The target sample size for this research consists mostly of university students. To give a gender-neutral result, in both clusters, the ratio of men and women respondents was tried to be kept at equal numbers.

The survey was distributed to various people via social media platforms, inviting them to complete the questionnaire at their convenience. The scale was anchored on 5 – 1. With options ranging from “strongly agree - strongly disagree, Very Often - Rarely, and Extremely - Not at all; and other similar likert scale options. Demographic determinants were age, gender, occupation and Access to Bkash and the final part of the survey included questions regarding participant’s trust in bKash, technological difficulties, ease of transactions, affordability, and its impact on fee payment processes.

An explanation was provided at the beginning of the survey, clearly outlining the study's objectives and the survey responses were collected anonymously. No identifying personal information such as names, email address or contact details were recorded at any stage of the research purpose.

3.2.1 Research Instrument

- Structured questionnaire

3.2.2 Research Questions

What is your age?

- Under 20
- 21-30
- 31-40
- 41-50
- 51+

What is your Gender?

- Male
- Female
- Prefer not to say

What is your Occupation?

- Student
- Unemployed
- Employed
- Retired
- Other
- Prefer not to say

·**Do you have Bkash account?**

- Yes
- No

·**Did you know you can pay your tuition fees through bKash?**

- Didn’t know
- Heard of it
- Rarely use
- Occasionally use
- Regularly use

·**Is your institution on bKash platform?**

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

·**How often do you use it for paying your fees?**

- Never
- Rarely
- Sometimes
- Often
- Always

·**Has bKash lessened the trouble for long fee collection queues?**

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

·**Do you think bKash is expensive?**

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

·**How often are you facing any technological difficulties?**

- Never
- Rarely
- Sometimes
- Often
- Always

·**To what extent do you believe bKash has made transactions easier for everyone?**

- Not at all
- Slightly

- Moderately
- Very
- Completely

·**Do you trust bKash?**

- Not at all
- Slightly
- Moderately
- Very
- Completely

3.2.3 Sample size

103

3.2.4 Sample area

Dhaka, Bangladesh

3.2.5 Sampling method

Convenience Sampling

3.2.5 Timeframe

8-10 Weeks

3.3 Findings & Analysis

3.3.1 Demographic Analysis

The demographic analysis report reveals a young and diverse sample with most participants aged 21-30 (67%) and next is under-20 age group (19%, see Fig). Gender profile is also well-balanced 46% female and 49% male, with 5% not stating his/her gender. In terms of occupation, the majority of respondents are students (47%), then followed by employed (40%), very few who is unemployed (10%), followed by some are retired (1%) and rest assigned as 'other" (2%). Around 84% of the responders are already using Bkash and the rest 16% are yet to figure it out.

Demographic Statistics		
	Frequency	**Percentage**
Age		
Under 20	20	19.23%
21-30	70	67.31%
31-40	9	8.65%
41-50	4	3.85%
50+	2	1.92%

Gender		
Male	48	46.15%
Female	51	49.04%
Prefer Not to Say	9	4.81%

Occupation		
Student	49	47.57%
Unemployed	10	40.38%
Employed	42	9.62%
Retired	1	0.96%
Other	2	1.92%
Prefer not to say	4	3.85%
Bkash User		
Yes	87	83.65%
No	17	16.35%

3.3.2 Reliability Analysis

Cronbach's coefficient alpha has been used to measure the internal consistency of the scales for conducting the reliability analysis. A reliable threshold value of Cronbach's alpha has to be around 0.7 - 0.9 (J. F. J. Hair et al., 2010). As shown in the Table. For almost all the values Cronbach's alpha was between 0.7 - 0.9, and the items that failed to meet the required bar, were replaced, indicating that the survey instrument is reliable for measuring all the variables consistently.

Reliability Statistics				
Variable	Number of items	Cronbach's Alpha	Items Replaced	Cronbach's Alpha (After Item Replaced)
Digital Payment Awareness	5	0.711	-	-
Perceived Value of Bkash	5	0.740	-	-
PaymentFrequencyvia Bkash	5	0.981	1	0.890
ImpactonFeeCollectionQueues	5	0.720	-	-
Perceived Cost of Bkash	5	0.698	1	0.702
Technological Difficulties	5	0.912	1	0.853
Ease Of Transactions	5	0.810	-	-
Trust In Bkash	5	0.798	-	-

3.3.3. Regression Analysis

A Regression analysis was undertaken to derive robust findings on Consumer Perception of Digital Education Fee Payment in Bangladesh, as well as the factors influencing it. This model was developed with a strong methodology to guarantee the validity, reliability and precision of researched findings. SPSS was used for the data analysis with a full dose statistical scrutiny of data.

Model: **Factors Influencing Consumer Perception on Digital Education Fee Payment in Bangladesh**

Dependent Variable:

- Fee Payment Frequency Through Bkash

Independent Variables:

- Awareness of bKash Services
- Institutional Adoption of bKash
- Ease of Fee Collection through bKash
- Trust in bKash
- Perception of Expense
- Technological Ease

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Technological Ease, Ease of Fee Collection through bKash, Awareness of bKash Services, Institutional Adoption of bKash, Perception of Expense, Trust in bKash[b]	.	Enter

a. Dependent Variable: Fee Payment Frequency Through Bkash

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.192[a]	.037	-.024	1.721

a. Predictors: (Constant), Technological Ease, Ease of Fee Collection through bKash, Awareness of bKash Services, Institutional Adoption of bKash, Perception of Expense, Trust in bKash

ANOVA[a]

Model	Sum of Squares	df	Mean Square	F	Sig.

1	Regression	10.834	6	1.806	.609	.722[b]
	Residual	284.428	96	2.963		
	Total	295.262	102			

a. Dependent Variable: Fee Payment Frequency Through Bkash

b. Predictors: (Constant), Technological Ease, Ease of Fee Collection through bKash, Awareness of bKash Services, Institutional Adoption of bKash, Perception of Expense, Trust in bKash

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.729	.902		1.916	.058
	Awareness of bKash Services	-.024	.120	.021	-.200	.842
	Institutional Adoption of bKash	.173	.135	.132	1.282	.203
	Ease of Fee Collection through bKash	.097	.124	.080	.778	.439
	Trust in bKash	-.071	.158	.057	-.448	.655
	Perception of Expense	.015	.198	-.010	.076	.939
		.142	.132	.110	1.073	.286

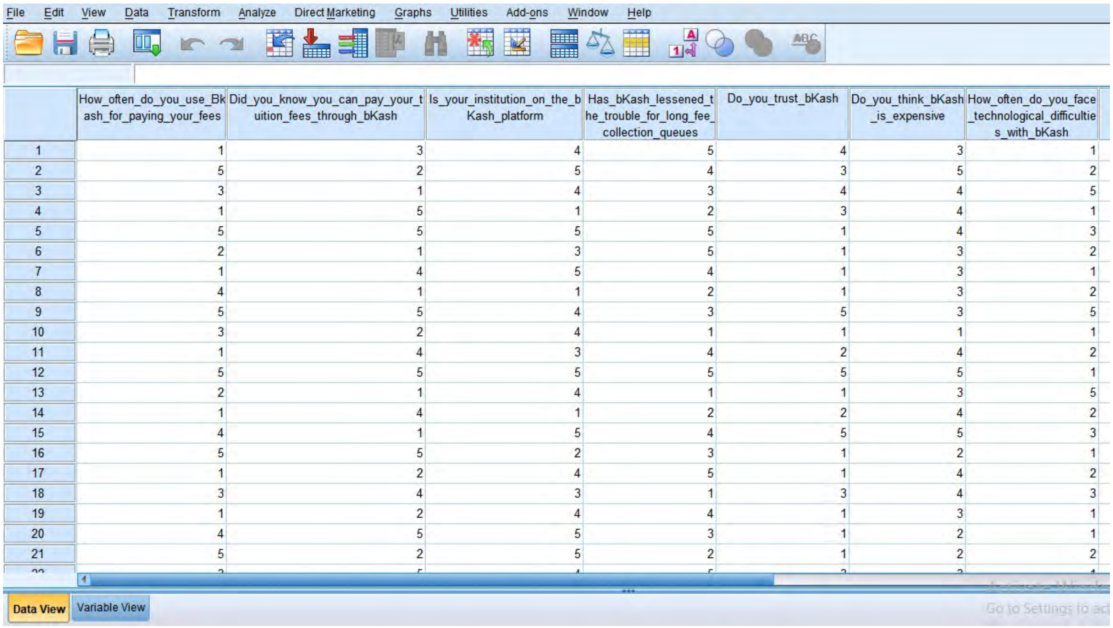
a. Dependent Variable: Fee Payment Frequency Through Bkash

The Standardized Beta of constants Awareness of Bkash Services, Institutional Adoption of Bkash, Ease of Fee Collection through Bkash, Trust in Bkash, and Technological Ease are .021, 0.132, .080, .057 and .110 which means each unit increase in Awareness of Bkash

Services, Institutional Adoption of Bkash, Ease of Fee Collection through Bkash, Trust in Bkash and Technological Ease; increases the Perception on Digital Education Fee Payment by **0.021, 0.132, 0.080, 0.057 and 0.110 times.**

On the Other hand, The Standardized Beta of constant Perception of Expense is -0.10 which means each unit increase Perception of Expense; decreases the Perception on Digital Education Fee Payment by **0.10 times.**

Results of analysis show that the **Institutional Adoption of bKash (β = 0.132)** and **Technological Ease (β = 0.110)** are the top factors affecting consumers of digital education fee payment. Besides, **bKash Services Awareness, Fee Collection Addition, and Trust in bKash** have minor effects on the dependent variable with **β-values of 0.021; 0.080; and 0.057**, respectively. The same negative influence is exerted by **Expense Perception** on the perception, expressed by **β = -0.10**, suggesting a decline of overall perception toward the perception of expense for digital education fee payment as it increases.



	How_often_do_you_use_Bkash_for_paying_your_fees	Did_you_know_you_can_pay_your_tuition_fees_through_bKash	Is_your_institution_on_the_bKash_platform	Has_bKash_lessened_the_trouble_for_long_fee_collection_queues	Do_you_trust_bKash	Do_you_think_bKash_is_expensive	How_often_do_you_face_technological_difficulties_with_bKash
1	1	3	4	5	4	3	1
2	5	2	5	4	3	5	2
3	3	1	4	3	4	4	5
4	1	5	1	2	3	4	1
5	5	5	5	5	1	4	3
6	2	1	3	5	1	3	2
7	1	4	5	4	1	3	1
8	4	1	1	2	1	3	2
9	5	5	4	3	5	3	5
10	3	2	4	1	1	1	1
11	1	4	3	4	2	4	2
12	5	5	5	5	5	5	1
13	2	1	4	1	1	3	5
14	1	4	1	2	2	4	2
15	4	1	5	4	5	5	3
16	5	5	2	3	1	2	1
17	1	2	4	5	1	4	2
18	3	4	3	1	3	4	3
19	1	2	4	4	1	3	1
20	4	5	5	3	1	2	1
21	5	2	5	2	1	2	2

	Name	Type	Width	Decimals	Label	Values	Missing	Columns	Align	Measi
1	How_often_do_you_use_Bkash_for_paying_your_fees	Numeric	8	0	Fee Payment Frequency Through Bkash	{1, Never}...	None	17	Right	Scale
2	Did_you_know_you_can_pay_your_tuition_fees_thro...	Numeric	8	0	Awareness of bKash Services	{1, Didn't kn...	None	23	Right	Unknown
3	Is_your_institution_on_the_bKash_platform	Numeric	8	0	Institutional Adoption of bKash	{1, Not at Al...	None	18	Right	Unknown
4	Has_bKash_lessened_the_trouble_for_long_fee_coll...	Numeric	8	0	Ease of Fee Collection through bKash	{1, Not at all...	None	15	Right	Unknown
5	Do_you_trust_bKash	Numeric	8	0	Trust in bKash	{1, Not at all...	None	15	Right	Unknown
6	Do_you_think_bKash_is_expensive	Numeric	8	0	Perception of Expense	{1, Not at all...	None	13	Right	Unknown
7	How_often_do_you_face_technological_difficulties_w...	Numeric	8	0	Technological Ease	{1, Never}...	None	15	Right	Unknown
8										

3.3.4 PotentialChallengesandSolutions:

- **Limited Internet Access and Digital Literacy:** For regions with limited internet connectivity or low digital literacy, targeted initiatives to improve infrastructure and provide digital literacy training can be implemented.

- **Security Concerns:** Educational institutions can improve security measures and partner with reputable payment gateways to address consumer concerns about data breaches and fraud.

- **Financial Inclusion:** Exploring the integration of mobile money platforms and other inclusive financial services can cater to unbanked populations.

3.4 Conclusion

Towards a Seamless Future for Digital Education Fee Payment in Bangladesh

This thesis has shed light on the nuanced landscape of consumer perception on digital education fee payment in Bangladesh. Our analysis reveals a promising trend of growing acceptance, driven by the convenience, efficiency, and security advantages offered by these platforms. However, the research also underscores the importance of addressing lingering concerns regarding internet access, technological literacy, and data privacy.

By harnessing the power of this research, stakeholders can usher in a future where digital education fee payment becomes a seamless and universally emBRACed practice in Bangladesh. Educational institutions can leverage these findings by:

- **Forging strategic partnerships:** Collaboration with reliable digital payment service providers will not only streamline fee collection but also enhance transparency and flexibility for students and families. These partnerships can extend beyond simply processing transactions. Educational institutions can work with payment service providers to develop customized solutions that address the specific needs of their student body, such as integrating fee payment options into existing educational portals or mobile applications.

- **Championing digital literacy:** Robust digital literacy programs can empower the student body and their families to navigate these platforms confidently and securely. These programs should be tailored to the specific needs of different demographics, ensuring that everyone has the opportunity to develop the necessary skills to participate fully in the digital education ecosystem. Institutions can partner with government agencies and NGOs to develop and deliver these programs, leveraging existing resources and expertise.

Policymakers, too, have a crucial role to play:

- **Bridging the digital divide:** Investment in expanding internet infrastructure, particularly in underserved rural areas, is critical for ensuring equitable access to these payment methods. This can involve a multi-pronged approach, including public-private partnerships, subsidies for internet access in low-income communities, and initiatives to promote digital literacy alongside infrastructure development.
- **Building trust through regulation:** Implementing robust data privacy regulations and promoting digital literacy initiatives will be key to building consumer trust in the digital payment ecosystem. Regulatory bodies can work with stakeholders in the education and financial sectors to develop clear and enforceable data privacy standards. These standards should not only protect consumer data but also be transparent and easily understandable for the public.

Looking ahead, the potential for digital education fee payment in Bangladesh is immense. By addressing the identified challenges and harnessing emerging opportunities, stakeholders can pave the way for a more inclusive and efficient education payment system. This, in turn, can empower parents and students to actively participate in the learning process, improve financial management for educational institutions, and ultimately contribute to enhanced educational outcomes for the nation.

This journey towards a seamless future for digital education fee payment requires ongoing efforts. Further research can explore the long-term impact of this trend on student enrollment patterns, financial management strategies for educational institutions, and the broader development of Bangladesh's digital economy. By continuously monitoring consumer needs and adapting to technological advancements, Bangladesh can establish itself as a leader in adopting innovative solutions for education payments, ultimately fostering a brighter future for its students and educational landscape.

3.5 Further Research

- **Long-Term Impact Analysis:** Analyze the long-term impact of digital education fee payment on student enrollment patterns. Has it led to increased enrollment, particularly from underserved populations? Explore how digital fee payment methods affect financial management for educational institutions. Has it improved cash flow predictability and streamlined collection processes? Finally, assess the broader development of Bangladesh's digital economy. Has the increased adoption of digital payments within the education sector fostered a more cashless society, with potential benefits for other sectors of the economy?

- **Emerging Technologies:** The digital landscape is constantly evolving. Explore how emerging technologies like block chain and artificial intelligence can further enhance the security, efficiency, and accessibility of digital education fee payment systems. Block chain technology can offer tamper-proof transaction records and increased security, while artificial intelligence can be used to personalize the user experience and streamline payment processes.

By implementing these recommendations and fostering ongoing research, stakeholders can work together to create a robust ecosystem for digital education fee payment. This ecosystem will empower students and families to actively participate in the learning process, improve financial management for educational institutions, and ultimately contribute to enhanced educational outcomes for the nation. As Bangladesh continues to emBRACe the digital revolution, ensuring a seamless and inclusive digital education fee payment system will be paramount in creating a brighter future for its students and educational landscape.

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