Explaining Financial Performance and Funding Constraints in NBFIs: Human Capital, Relationship Management, and Operational Limitations at Bangladesh Finance PLC

Submitted by:

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An internship report submitted to the

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In partial fulfilment of the requirement for the

Degree of Bachelor of Business Administration

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:

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Letter of Transmittal

Sayla Sowat Siddiqui

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Brac Business School

BRAC University

Kha 224, Bir Uttam Rafiqul Islam Ave, Dhaka-1212

Subject: Explaining Financial Performance and Funding Constraints in NBFIs: Human Capital, Relationship Management, and Operational Limitations at Bangladesh Finance PLC

Dear Madam,

It is my pleasure to submit my report on the topic **"Explaining Financial Performance and Funding Constraints in NBFIs: Human Capital, Relationship Management, and Operational Limitations at Bangladesh Finance PLC"**, prepared as part of my entry-level internship under your kind supervision and direction for the completion of the Bus409 Internship Course.

I have made my sincere effort to complete this report using relevant information, practical observations, and necessary analysis. The report has been prepared in a structured, concise, and comprehensive manner, incorporating essential data along with appropriate recommendations.

I sincerely hope that this report will meet your expectations and serve its intended purpose effectively.

Sincerely yours,

Alisha Mannan

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21204178

BRAC Business School

BRAC University

Date: 17th May, 2026

Non-Disclosure Agreement

I, Alisha Mannan, solemnly state that the internship report, entitled Explaining Financial Performance and Funding Constraints in NBFIs: Human Capital, Relationship Management, and Operational Limitations at Bangladesh Finance PLC, has been prepared and updated by me after a three-month internship in Banglalink Finance PLC has been completed successfully. I testify by the report that this is just a report commissioned by me and it has not been submitted under any other condition or use other than to meet my BBA program requirement at BRAC University.

Acknowledgement

I would like to express my sincerest gratitude to BRAC University for providing me with the opportunity to complete my internship as a partial fulfillment of the Bachelor of Business Administration (BBA) program. This internship has enabled me to gain practical experience and apply my learned knowledge and skills in the real professional field.

I am deeply thankful to Bangladesh Finance PLC for allowing me to complete my internship under the Wealth Management department. To my organisational supervisor, Mr Mohammad Abu Obayed, whom I hold in the highest of regards, I would like to convey my heartfelt gratitude. Moreover, I would like to thank all of my colleagues and superiors for their continued support and guidance throughout the internship period. Their professional insights and knowledge sharing have played a very important role in defining and understanding my responsibilities, as well as a thorough understanding of the Wealth Management practices within a Non-banking Financial Institution.

I would also like to express my sincere gratitude to my academic supervisor, Dr. Sayla Sowat Siddiqui, for providing me with valuable guidance, constructive feedback, and endless encouragement during the preparation of this internship report. Her support was essential for the completion of this report in a timely, organised manner.

Finally, I greatly appreciate my family and friends for their continuous support and encouragement throughout the internship period.

Executive Summary

Non-Banking Financial Institutions (NBFIs) play a pertinent role in the financial system of Bangladesh as they support long term financing, SME and retail development, and structured financial services.

However, this sector has been facing significant challenges due to liquidity constraints, higher cost of funds, lower depositor confidence due to the situation, and operational inefficiencies.

This particular report aims to thoroughly examine and analyse the financial performance of Bangladesh Finance PLC, with a detailed focus on relationship management (RM) effectiveness, and operational limitations. This study uses a mixed method approach (both qualitative and quantitative, primary and secondary data collection from the company and industry respectively) to analyse the financial trends over the past five years.

The findings suggest that despite regulatory oversight and restructuring efforts, NBFIs are more disadvantaged in comparison to commercial banks. Some key concerns include higher funding costs, limited deposit bases due to competition from banks and more established financial institutions, and operational bottlenecks. Inefficient RM training structures and system inefficiencies further hinder deposit mobilisation which has been addressed and will be corrected.

The report is concluded with strategic recommendations and planning which focus on RM capacity enhancement, more operational automation, the transition to a paperless system, restoration of trust and confidence, and more depositor focused product innovation addressing key client needs to enhance long term financial sustainability.

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List of Acronyms

Bangladesh Finance PLC	BDFINANCE
Relationship Manager	RM
Non-Banking Financial Institution	NBFI
Wealth Management	W.M
Non-Performing Loans	NPL
Asset-To-Deposit Ratio	AD Ratio
Capital Adequacy Ratio	CAR
Earnings Per Share	EPS

Chapter 1

Introduction

1.1 Background of the Study

Non-Banking Financial Institutions (NBFIs) play a vital complementary role in the financial system of Bangladesh as they provide long term lease financing, lease facilities, and specialised/customised financial services that are often not available in the traditional Banking sector. They support industrial expansion, SME and retail development, and infrastructure development. Despite providing crucial services, the NBFI sector has faced persistent challenges relating to funding instability, high cost of funds, declining depositor confidence, and operational inefficiencies.

When compared with commercial Banks, NBFIs are faced with stricter limitations in case of deposit mobilisation. They are not able to provide transaction based on deposit products such as current and savings accounts, therefore restricting access to low-cost funds. Therefore, NBFIs rely on fixed deposits and institutional funding, resulting in significantly higher costs of funds which tightens their profitability margins. According to Bangladesh Bank (BB) reports, the average cost of funds for NBFIs remains consistently higher as compared to banks - as banks are one of the prime sources of raising funds for them - which creates a competitive disadvantage in the financial sector.

Bangladesh Finance PLC, a scheduled NBFI regulated by Bangladesh Bank, has been operating for the last 26 years within this challenging and competitive environment. As of recently, this institution has faced some significant fluctuations in deposit inflows, higher funding pressure, and declining profitability. Key findings have shown the steady growth of deposits from 2020 to 2022, and then a decline in 2023-2024. An in-depth competitive analysis has been conducted, revealing where Bangladesh Finance has fallen behind in deposit growth and liquidity ratios, and where it has excelled in comparison to peers.

Macroeconomic instability and regulatory constraints have definitely contributed to these issues, but few internal factors such as human capital capability, relationship management effectiveness, and operational limitations have also been identified as contributing factors.

This study seeks to analyze how financial performance and funding constraints at Bangladesh Finance PLC are influenced not only by external conditions but also by internal workforce efficiency and operational processes.

1.2. Problem Statement

The NBFI sector in Bangladesh has experienced high financial stress which has been exacerbated by the Non-performing loans (NPLs), limited to stagnant deposit growth, and weakened depositor trust. Bangladesh Finance PLC has also been suffering from these conditions. Despite offering competitive and innovative products, the institution has been struggling to mobilise deposits at a scale which is sufficient enough to ensure sustainable liquidity and profitability. Furthermore, they have undergone extreme provisioning in the year of 2024, which led to a net loss showing at year end. These negative numbers trickled into 2025, making growth even more challenging. However, by the third quarter of 2025, the numbers have slowly grown from negative to positive, yet growth has faced a significant slowdown.

A key issue has been the institutional dependence on relationship driven funding and growth. Relationship Managers (RMs) are responsible for sourcing deposits, maintaining client relationships, and ensuring retention. However, inconsistent training, lack of focus on mental health and knowledge sharing sessions, and limited operational support often reduce RM effectiveness due to demotivation. These internal constraints have to be and are in the process of being addressed in order to overcome the funding challenges and weakened financial performance.

1.3 Objectives of the Study

The objectives of this study are to:

- Analyze the financial performance of Bangladesh Finance PLC using key profitability and funding indicators
- Examine trends in deposit inflows and funding structure over the past five years
- Assess the effectiveness of relationship management and human capital development
- Identify operational limitations affecting deposit mobilization and service delivery
- Recommend strategic measures to improve financial sustainability and depositor confidence

1.4 Research Questions

This study seeks to answer the following questions:

1. How do NBFIs perform financially relative to commercial banks in Bangladesh?
2. What are the recent trends in deposit inflows and funding structure at Bangladesh Finance PLC?

3. How does relationship management effectiveness influence deposit mobilization?
4. In what ways do human capital quality and operational limitations affect financial performance?
5. Can improvements in training and operational efficiency restore depositor confidence?

1.5 Scope and Limitations

The scope of this study is limited to Bangladesh Finance PLC, focusing on financial performance throughout the last 5 years, human capital effectiveness, and operational processes. The study is reliant on primary and secondary data from annual reports, Bangladesh Bank publications, and academic literature. Industry Benchmarking data has also been collected from the annual reports of identified peers: IDLC, IPDC, United Finance, and DBH. Due to confidentiality constraints, internal data and exact financial figures are generalized. In person interviews have been conducted with individual RMs at different training stages, as well as in-depth sessions with managerial level individuals to understand the importance and implementation of a better training module; key aspects from the new digitalised portal addressing operational bottlenecks and transitioning into a paperless system for Bangladesh Finance PLC have been included in a limited manner to maintain company confidentiality.

Chapter 2

Organisational Overview

Bangladesh Finance PLC

Bangladesh Finance PLC (BDFINANCE) is a prominent non-bank financial institution (NBFI) in Bangladesh, incorporated since 1999, with a total of 7 branches and 3 sales offices all over Bangladesh. It is supervised by the Bangladesh Bank. This institution has been providing diversified financial solutions to individuals, small and medium enterprises (SMEs), and corporate clients, having served more than 40,000 people and over 10,000 families till date. It is publicly listed on the Dhaka Stock Exchange, as well as the Chittagong Stock Exchange, with a strong institutional presence through its conventional and Islamic financial operations. Bangladesh Finance PLC has two subsidiaries: Bangladesh Finance Securities Limited and Bangladesh Finance Capital Limited to provide brokerage services, investment banking, portfolio management and issue management.

Bangladesh Finance PLC has a total balance sheet size of BDT 20.86 Billion, with a loan (lease and advance) portfolio of over BDT 14,600 million and a deposit portfolio of BDT 8,637 million. The institution has always emphasised corporate social responsibility and sustainable finance, therefore having launched green financing initiatives in renewable energy, eco-housing, and environmentally friendly enterprises. They also are an advocate of supporting growing women entrepreneurs, providing sizable loans for business development. They also offer capital market and financing services for Non-Resident Bangladeshis (NRBs).

Thus, I believe that this organisation has gradually expanded the product and service offerings to not only adhere to environmentally friendly, and CSR standards, but it has also diversified into the capital market via its subsidiaries. This diversification will definitely enhance long term sustainability given the reduced dependency on a single growth or income source.

2.1 Corporate Profile

Bangladesh Finance PLC Operates under a regulated framework guided by Bangladesh Bank and other relevant financial authorities.

Particulars	Description
Name of the company	Bangladesh Finance PLC
Year of incorporation	1999
Nature of Business	Non-Banking Financial Institution (NBFI)
Regulatory Authority	Bangladesh Bank
Stock Exchange Listing	Dhaka Stock Exchange (DSE), Chittagong Stock Exchange (CSE)
Head Office	Bangladesh Finance Tower, 64 Motijheel, Dhaka-1000

Table 2.1: Company Profile of Bangladesh Finance PLC

2.2 Products and Services

Bangladesh Finance PLC offers a wide range of financial products and services which are designed to satisfy different customer needs and segments. These offerings include corporate finance solutions, retail and SME financing, deposit products, and Islamic financial services. There is a strong emphasis on customised financial solutions.

Category	Product Type	Description
Corporate Finance	Lease Finance	Financing for capital machinery and equipment
Corporate Finance	Term loan	Long-term financing for business expansion
Retail Finance	Home loan	Housing finance for individual clients
SME Finance	SME loan	Financing for small and medium enterprises
Deposit Products	Fixed Deposit	Term-based deposit schemes
Islamic Finance	Islamic Investment	Shariah-compliant financing solutions

Table 2.2: Major Products and Services of Bangladesh Finance PLC

2.3 Subsidiaries and Specialized Operations

Bangladesh Finance PLC operates through specialised subsidiaries which strengthens its market presence and enables the institution to participate in capital market activities; provide advisory services beyond conventional NBFI operations.

Name of Subsidiary	Nature of Business	Regulatory Authority
Bangladesh Finance Securities Ltd.	Brokerage & Trading services	BSEC
Bangladesh Finance Capital Ltd.	Merchant Banking & Advisory	BSEC

Table 2.3: Subsidiaries of Bangladesh Finance PLC

2.4 Organisational Structure

The organisational structure of Bangladesh Finance PLC has been designed to ensure consistent operational efficiency, effective risk management, and regulatory compliance. The structure consists of responsibilities being delegated to different departments to facilitate efficient coordination between departments.

Department	Key Functions
Treasury	Fund management & Liquidity Planning
Credit Risk Management	Credit appraisal & loan monitoring
Wealth Management	Client Acquisition & retention

Finance & Accounts	Financial reporting & compliance
Operations	Disbursement, documentation, & recovery
Compliance	Regulatory adherence
Information Technology	System support & digital services

Table 2.4: Functional Departments of Bangladesh Finance PLC

Chapter 3

Reflection on Internship Experience

Wealth Management Department, Bangladesh Finance PLC.

3.1 Introduction

I joined the internship program in Bangladesh Finance PLC - in the wealth management department - as a mandatory requirement of the Bachelor of Business Administration (BBA) program at BRAC University, with the expectation of gaining practical exposure to the real-world organisational environment which would not only give me work experience, but allow me to apply the knowledge I have learnt, in the real field. This internship gave me the opportunity to practically apply my financial skills to conduct thorough peer reviews, evaluations, individual financial analysis of said company, interpretations, and gain new skills in the wealth management department in terms of relationship management, communication, as well as marketing. The wealth management department plays a crucial role in mobilizing deposits, managing high-net-worth clients, and contributing to the institution's funding stability.

Not only did this internship give me a chance to acquire new skills in understanding the wealth management operations, but it also pushed me to conduct real-life analytical problem solving in high pressure situations, customer relationship handling, deposit mobilisation strategies, and practicing compliance oriented financial management. These key learning moments have been the highlights of my overall internship experience within the Wealth Management department

3.2 Overview of the Wealth Management Department

The wealth management department of Bangladesh Finance PLC is primarily responsible for managing different customised deposit products, maintaining relationships with high net worth individuals (HNIs), corporate clients and institutional investors. This is different from traditional banking operations, as wealth management in NBFIs focuses on fixed deposit fund mobilisation, offering customised investment solutions for niche and general clients, and long term client relationship management. There is a priority focus on relationship management as NBFIs can gain a competitive edge over peers by offering the best possible relationship services, at the right time.

The department works closely with the treasury teams and includes multiple Relationship management teams each led by a team leader (TL) to ensure adequate liquidity availability, competitive pricing (rates) of deposit products - as per regulatory requirements- and retention of key clients for the long run. Effective wealth management is particularly important for the business development function, as deposits constitute the primary source of funds for lending and investment activities.

3.3 Duties and Responsibilities of the Internship

The internship under the Wealth Management department was structured to provide exposure to both operational and client-oriented activities. A total of five interns, including myself, were onboarding during said period. We worked primarily from the Gulshan branch, located in the Tower of Akash, Gulshan Avenue, and worked in a very extensive and collaborative manner under our supervisor.

We initially worked on gathering and retaining crucial information on the company, background, staff, employees, competitors; the overall NBFI and banking industry. We spent the first week extensively studying our annual report as well as that of our peers, and took part in in-depth analytical discussions with our superiors and supervisor about the cause-and-effect of the respective financial indicators. Not only that, but we were daily updated on the macroeconomic conditions which could potentially affect the organisational and industry performance.

The first month consisted of understanding internal approval and compliance procedures, learning about our different product offerings, especially the deposit products, and learning how to fill in deposit documentation. Some of our key discussions included the latest news of NBFIs and all other financial institutions, the country's latest economic trend, regulatory changes, and company- related news. Furthermore, we would have to regularly prepare and update one-pagers, and regular presentations on the industry, our company, as well as peer reviews - I was specifically assigned the task of updating peer reviews quarterly and making year on year comparisons.

After we had established a strong foundation individually where we acquired sufficient knowledge about ourselves and our peers, we were gently introduced to approach clients following the correct approach. We were each assigned a specific industry from which we would list the top 10 companies, and each of us was to do extensive research before approaching them via text, email, or call. The main task was to be able to set up an appointment with our head of department, and each of us rotated through client visits at least once or twice a week. Here, we initially observed client meetings and communication strategies that our superiors used with high net-worth clients. I later led meetings on my own, which had successful outcomes.

I was assigned to the pharmaceutical industry at first, and then branched out to approach clients from hospitality & hotel chains, FMCG, Asset Management, Education, and Telecom Industries. I successfully secured multiple meetings with individual and corporate clients from my assigned industries, and successfully pitched our deposit products to them. I also initiated Provident fund/gratuity account openings with corporations, and established a sizable client portfolio of my own whilst I was interning. I also took part in drafting and sending customised offer letters to potential investors, and till date, am solely responsible for handling my individual client accounts under my portfolio. I also have supported the preparation and verification of fixed deposit account instruments for my clients, maintained client information records, and deposit tracking sheets.

Further responsibilities also included client fund retention for the long run, and being able to showcase the competitive edge we have in the industry, which can appeal to clients. Building and maintaining strong client relationships are the key focus of the Wealth Management department, but in addition to that, there is a pertinent focus on offering the best possible service according to different client needs. The main purpose is to offer sound financial advice rather than just simply selling a product or service. This requires in-depth coordination with operation and compliance teams as well, to maintain ethical working practices and avoid operational bottlenecks. Therefore, despite being a finance major, I was able to capitalize my knowledge whilst working in the W.M. Department.

3.4 Learning Outcomes

This internship experience significantly contributed to the development of both professional and analytical skills. Working under the Wealth Management department allowed me to gain a clear understanding of how NBFIs maintain client wealth whilst maintaining risk, return, and compliance.

Firstly, I gained a practical understanding of wealth management operations in an NBFI, starting from the onboarding to encashment and/or retention process. I was able to apply my knowledge of deposit products offered by Bangladesh Finance PLC and align them according to different client needs, depending on which segment said client fell under. This allowed me to recommend different schemes for different needs, in a very limited time frame. Furthermore, I was able to strengthen my communication and presentation skills both in office and whilst dealing with clients, capitalising on Relationship Manager (RM) Etiquette and professionalism. I also gained familiarity with documentation, compliance, and approval processes for different types of accounts, and later on became quite efficient at client portfolio management. Lastly, I was able to work professionally in a team-oriented environment, and strengthened my time management skills, which will definitely benefit me in the future.

3.5 Challenges Faced During Internship

Despite the overall positive learning experience, the internship also presented several challenges. One of the main challenges was understanding complex financial documents and implementing compliance requirements within a very short time frame. The fast-paced environment required very quick learning on our parts, not only on the Wealth Management department, but also on certain aspects of all other departments as a whole to capitalize on the practical learning opportunities we were given. Attention to detail was also very important, as financial data is highly sensitive, and certain human errors may cost us time and effort if required to restart all over again.

I myself have faced such issues whilst conducting our peer reviews, when collecting certain information from our financial statements and having to reconcile the numbers accurately. Secondly, the process of filling up deposit and encashment forms are lengthy and time consuming, which is a problem that is currently being addressed - Bangladesh Finance PLC aims to go completely paperless by the end of this year, and a Digital Office is under development where everything can be entered via the device an RM carries on them.

Lastly, a key challenge for me was maintaining client confidentiality and professionalism when I had to handle sensitive client information. It is a time-consuming process to re-learn human behavior, and how to read, analyse, interpret, and service respective clients in an effective manner. This is a continuous process which every RM must be trained on throughout their career.

However, these challenges contributed very positively to my professional development as they reinforced the importance of ethics, accuracy, speed, efficiency, and responsibility in financial services.

3.6 Overall Internship Experience

Overall, the internship experience at Bangladesh Finance PLC under the Wealth Management department was very positive and enriching. It provided practical exposure to deposit mobilisation, - I was able to effectively mobilise my first client fund at the company within my first month - client relationship management, and internal coordination within an NBFI environment. Particularly, in a very challenging year where the NBFI average Non-Performing Loans skyrocketed to a staggering 37%, which showcases individual and corporate resilience on both mine and BDFINANCE’s end. Additionally, I was able to engage with several High net-worth individuals which will greatly help me expand my network for future business development opportunities and exposure within the industry. Furthermore, I was able to contribute to the development of investor pitch decks and company presentations which were eventually used in client meetings and bigger partnership projects as well. I also prepared the 2025 *internal* financial performance highlight for Bangladesh Finance PLC - which cannot be disclosed publicly due to sensitivity issues - which was used to summarise the end of year performance as well as drive the 2026 planning. I also deepened my understanding of competitor positioning and industry trends as I have conducted in depth analyses on market trends, peer comparisons, and data analysis. All of these experiences were combined with my hands-on learning experience in my respective department, which enabled me to make analytical and communication-based contributions to the company. These learnings will be pertinent to my further career development and performance.

Chapter 4

Problem Statement, Data Analysis, and Discussion

4.1 Introduction

This chapter provides the core analytical framework for this internship report. It examines the primary problem in the proposal, and I have integrated financial performance analysis, in-depth assessment of operations, and the contribution of the Wealth Management Department, with emphasis on the role of Relationship Managers (RMs) at Bangladesh Finance PLC.

I have prepared a structured research approach to analyse and interpret the reflection of financial stress experienced in 2024, its impact on depositor confidence and operational performance, and the gradual improvement of BDFINANCE relative to its competitors up to quarter 3 of 2025. Both qualitative and quantitative measures have been used to determine the underlying causes behind the identified problems.

4.1.1 Background and Problem Statement

Non-Banking Financial Institutions (NBFIs) in Bangladesh are pertinent in long-term financing, SME & retail development, and investment support. However, whilst commercial banks rely on CASA operations (Current account & savings account) which reduces the cost of funds for them, NBFIs rely heavily on term deposits as their primary funding source, and so they are very vulnerable to depositor confidence, liquidity pressure; deterioration of asset quality.

During 2024, Bangladesh Finance PLC experienced a big level of financial stress due to increased Non-Performing Loans and the resulting provisioning requirements as they were mandated by the Bangladesh Bank. This led to a net loss of 794 Crore BDT for the year of 2024, which had an adverse impact on key financial indicators, therefore rattling up depositor confidence to a great extent. Concurrently, the situation was exacerbated due to the macroeconomic and political instability, causing sector-wide economic panic and a resulting tightening of regulatory oversight.

While financial ratios reflected the outcomes of this stress, they did not fully reflect or explain the internal dynamics which had a direct influence on deposit mobilisation and liquidity management. Given that the Wealth Management department is the main department responsible for deposit mobilisation, and client relationship management, Relationship Managers were recognised as a very critical factor in determining depositor confidence and inflows during this period.

Problem Statement:

The main problem addressed in this report is the analysis of how financial performance deterioration, operational constraints, and Relationship Manager effectiveness jointly influence deposit mobilization and financial stability at Bangladesh Finance PLC.

4.1.2 Objectives of this study

The main objective of this study is to analyse the cause and implications of financial stress at Bangladesh Finance PLC, and evaluate the role of wealth management and RMs in mitigation of the negative financial impact.

The specific objectives are:

- To analyse the key financial performance indicators during this period
- To find out the correlation between RM motivation & performance, and deposit inflows.
- To categorise and examine the different levels of RM performance based on their motivations and abilities.
- To identify operational bottlenecks and training related constraints which affect RM performance

4.1.3 Significance of the Study

This study is significant for both academic and professional purposes. From an institutional perspective, this study is crucial in determining how internal human capital and operational efficiency can influence financial performance in high stress conditions. For the NBFI sector specifically, this study highlights the strategic importance of Relationship Management in deposit mobilisation.

Academically, this study utilises the theories of applied Finance and management literature as it integrates financial analysis with human capital management, and offers a holistic understanding of sustainable financial management.

4.1.4 Scope of the Study

The scope of this study is limited to Bangladesh Finance PLC, with a specific focus on the Wealth Management department. The analysis has been conducted from the period of 2020 to mainly 2024; 2025 in certain cases of availability of data. The analysis was able to successfully capture periods of pre-stress, stress, and gradual recovery.

The main focus is on:

- Deposit mobilisation and Wealth Management Operations
- RM contribution and performance
- Selective financial performance indicators specific to NBFIs and some general banking indicators
- Comparative industry trends
- Relationship between asset quality and financial stability

*Due to confidentiality issues, client-level data and exact financial figures have been excluded.

4.2 Literature Review

4.2.1 Financial Performance and Asset Quality in NBFIs

Previous studies have shown that asset quality is one of the most important factors in achieving financial stability in NBFIs. High levels of NPLs can directly affect profitability through increase in provision in requirements and reduced interest income (Ahmed & Khan, 2020). Especially in emerging economies such as Bangladesh, NBFIs are more volatile than banks as they are heavily reliant on fixed deposits as a funding source.

Research by Rahman and Islam (2019) has found that a deterioration in asset quality often leads to a decline in depositor confidence, which results in liquidity pressure. This impact becomes more exacerbated during economic downturns, where regulatory authorities also concurrently enforce stricter provisioning standards.

Islam, Mishad, and Kalam (2024) in their study, highlight depositor choice factors, and showcase that fund safety, secure and transparent transactions, online banking, & prompt services are unparalleled drivers of deposit inflows in Banks and Financial institutions , while political instability and high transaction costs deter depositors.

Islam, Ali, and Wafik (2019), have used panel regression data to demonstrate the effect of company size and broad money supply growth on deposit growth in private commercial banks, where branch expansion and deposit interest rates show very limited impact.

Taken together, these studies establish a strong link between asset quality, depositor behavior, and financial stability in financial institutions operating in emerging economies such as Bangladesh. While While Ahmed and Khan (2020) and Rahman and Islam (2019) demonstrate how rising NPLs and stricter provisioning requirements weaken profitability and create liquidity pressure, the findings of Islam, Mishad, and Kalam (2024) further explain how depositor confidence is influenced by where they believe their fund safety lies, where there is transparency, and efficiency of services. On the other hand, the study by Islam, Ali, and Wafik (2019) suggests that deposit growth is heavily influenced by structural and confidence factors rather than deposit interest rates and/or branch expansion.

Therefore, in this context, NBFIs - due to heavy reliance on Fixed Deposits and costly funding financial products - are particularly vulnerable during stress periods. It is also collectively implied that beyond financial indicators and regulatory compliance, internal management practices and motivations are impertinent in retaining depositor trust as well as managing liquidity risk. This literature provides a relevant theoretical foundation behind this study, which examines how financial trends and RM effectiveness jointly influence deposit mobilisation and recovery at Bangladesh Finance PLC.

4.3 Methodology

The study has been conducted through a mixed method survey, and the sampling method is convenience sampling. I have designed a questionnaire that is targeted into different segments measuring specific characteristics of the respondents (which are only active RMs). This is followed by their confidence level determined by how they interact with their clients during financial crises periods. Then, their behaviour during financial distress determines whether they were motivated or demotivated while dealing with clients at this specific period. The next section was about measuring their stress and performance, dealing with whether they were able to meet, exceed, or underperform according to their performance targets during stressful periods. The last section entailed the final section consisting of an ending subjective opinion about whether RM performance was impacted by their motivation and confidence during financial stress periods, and how they evaluate themselves.

I have also used and collected data from the annual reports of Bangladesh Finance PLC, as well as those of competitors - IDLC, IPDC, United Finance, and DBH - as a benchmark. I have collected data and observations from internal operations. Furthermore, I have included a brief summary of the Relationship Manager module that I have prepared as a training module which is in the process of being implemented throughout the organisation.

Few analytical tools that have been used are:

- Trend analysis of financial ratios
- Competitive analysis with industry benchmarks
- Thematic analysis of RM Performance Behavior
- Correlation analysis of deposit performance with individual RM attributes
- Regression analysis between deposit performance and RMs attributes

4.4 Findings and Analysis

4.4.1 Financial Performance Analysis

A comprehensive financial analysis reveals that Bangladesh Finance PLC has experienced a deterioration in asset quality in the year of 2023. This was showcased by a noticeable increase in the Non-Performing Loan (NPL) ratio from 2022 to 2023, from 5.56% to 11.20%. This indicated a higher proportion of non-recoverable assets within the loan portfolio. This rise in NPLs led to an increase in provisioning requirements mandated by the Bangladesh Bank, which called for extreme provisioning, leading to a net loss of 104 Crore BDT in 2023 and a decline in Earnings Per Share (EPS) from 1.25 BDT to -5.60 BDT. The impacts of provisioning trickled into 2024, following the same strict guidelines, and 784% provisioning, which led to a staggering impact on both Net Profit and EPS. Therefore, BDFINANCE suffered from a loss of 734 Crore BDT and an EPS of -41.61 BDT. On the contrary, the extreme provisioning measures were able to significantly mitigate the impact of non-recoverable assets and bad loans, leading to a drop in NPL by 2.06%, down to 9.6%. This was a sign of stabilisation and improved asset quality management.

In addition, by Q3 of 2025, the company was able to recover from their significant losses and strongly rebound back to a positive EPS of 0.56 BDT, demonstrating an upward trend. This indicated a gradual improvement in overall profitability, which was achieved by better risk management and liquidity management.

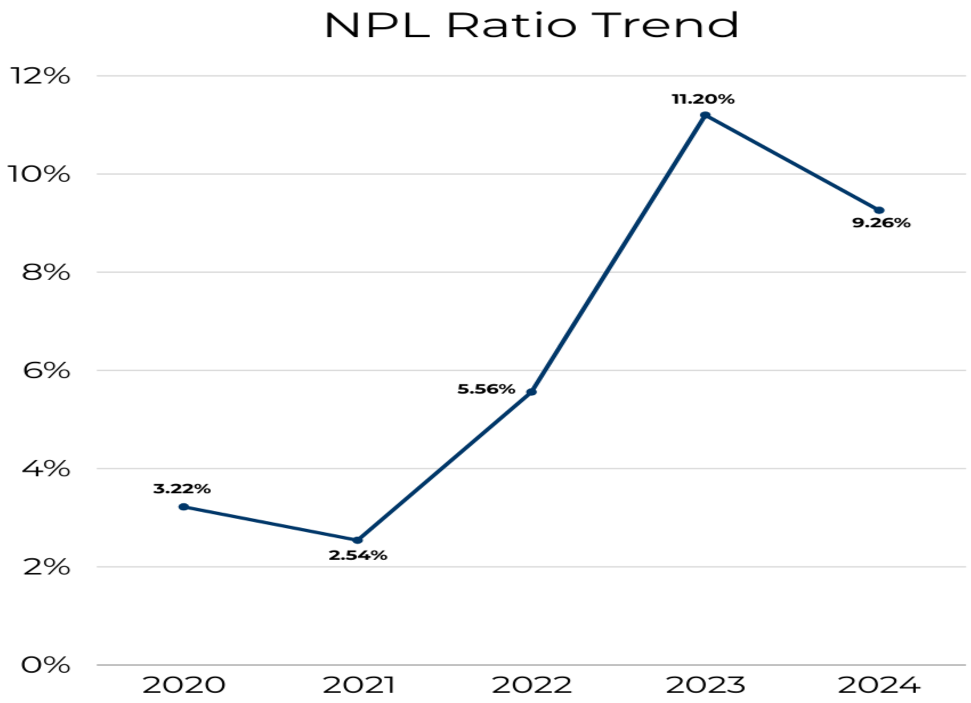

Table 4.4.1(a) NPL Ratio Trend

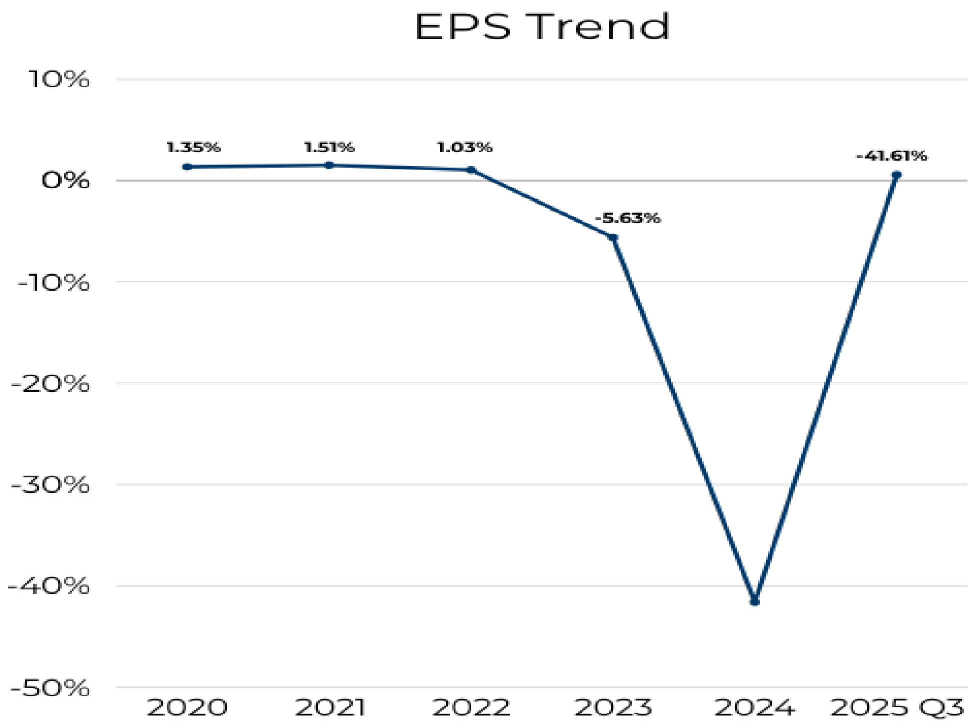

Table 4.4.1(b) EPS Trend

4.4.2 Asset-to-Deposit Ratio and Capital Adequacy

*The AD ratios have been calculated from the consolidated balance sheets, following the calculation: Loans/(Deposits+Borrowings+Shareholders Equity)

The asset-to-deposit (AD) ratio of Bangladesh Finance PLC remained relatively stable from 2020 to 2023, gradually increasing from 86.0% in 2020 to 90.01 in 2023. This reflected manageable liquidity conditions during this period. However, the AD ratio sharply surged to 190.79% in 2024 - indicating a substantial deterioration - and remained high at 191.28% in Q3 2025. This sudden surge was a reflection of significant deposit strains due to weakened depositor confidence during the stress period.

Such a high AD ratio indicates that assets were substantially higher than deposit funding, thus putting liquidity at risk. Therefore, deposit retention and client engagement is crucial for an NBFI that relies heavily on fixed deposits. In this context, the role of the Wealth Management department and relationship managers are key in maintaining the trust of depositors and preventing fund outflows due to panic in volatile times.

The Capital Adequacy Ratio (CAR) also reflects the severe stress that the financial institution is facing. Bangladesh Finance PLC was able to maintain strong capital buffers above 18% from the years of 2020 to 2022, which declined to 12.33% in 2023. In 2024, however, the CAR took a significant stress impact and turned negative at -38.51%, due to heavy provisioning against the non-performing loans. The sharp decline is an indicator of how deterioration in asset quality can directly rattle an organisation’s financial outlook.

When looked at together, the AD ratio and CAR trends show that whilst there was a decline in capital strength and an increase in liquidity pressure in 2024, 2025 could be classified as the year of recovery, which may be directly linked to rebuilding depositor confidence. This reinforces the central argument study addresses: beyond financial restructuring, an effective Relationship Manager plays the most important role in mobilising deposits and supporting financial recovery at BDFINANCE.

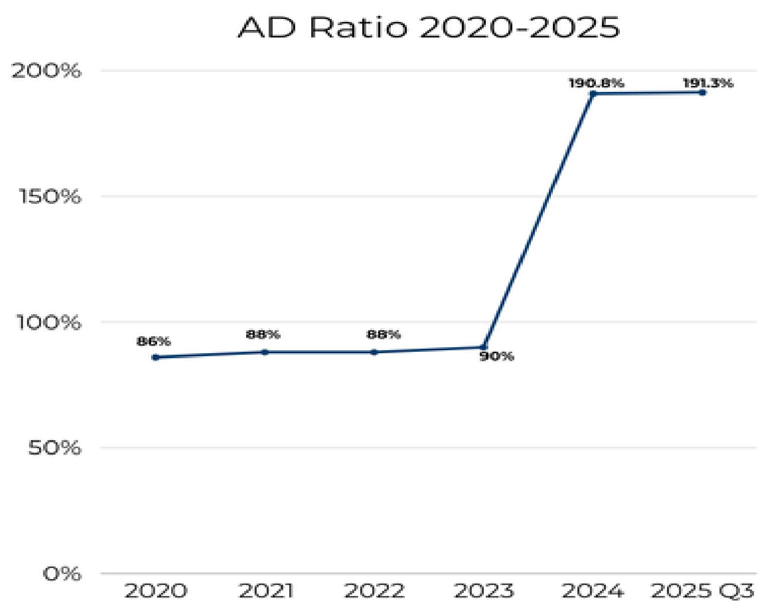

Figure 4.4.2(a) AD Ratio 2020-2025

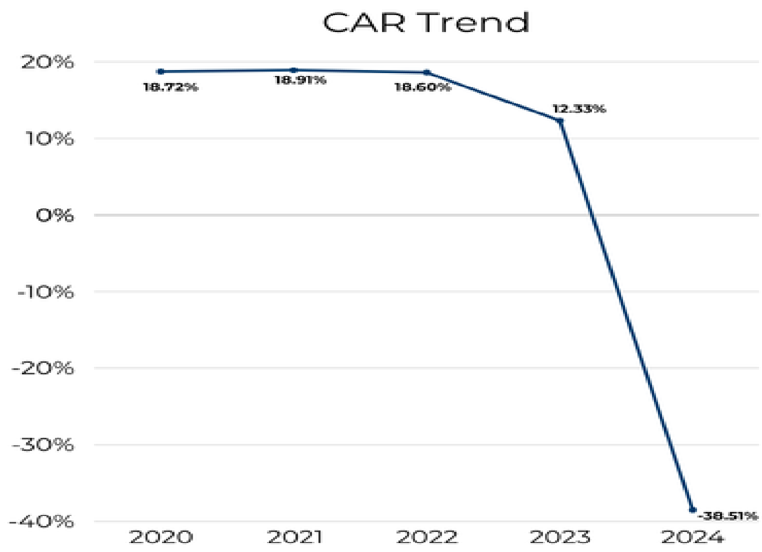

Figure 4.4.2(b) CAR Trend

4.4.3 Deposit Trend Analysis

The deposit trend of Bangladesh Finance PLC from the years of 2020 to 2022 was relatively stable, showcasing a gradual upward trend from BDT 862 Crore to a peak of BDT 980 Crore, which was an indicator of strong deposit mobilisation. This was supported by consistent and stable market conditions. Moreover, the deposits were sufficient to support and fund asset management, as showcased by the relatively stable CAR and AD ratios during this period.

However, in 2023, deposits fell to BDT 880 Crore, and fell more in 2024 to BDT 864 Crore, reflecting a deposit slowdown and fund withdrawal trend from Bangladesh Finance PLC. The 2023 deposit trend coincided with the higher NPL, but in 2024, due to heavy provisioning, BDFINANCE was able to reduce their NPL contrary to the rest of the market in the same period. These coincided with a net loss during the year of 2024, creating liquidity pressure and a sharp rise in the AD ratio.

In addition, the monthly average deposit inflow trends can be analysed. For example, in 2020, it was BDT 50 Crore a month, whereas there is a sharp contrast to an average inflow of BDT 12 Crore a month. This downward trend started between 2023 and 2024, where the deposit inflow cut down to half. Therefore, Bangladesh Finance PLC shifted from growth to survival during these volatile times, due to factors such as political instability, market liquidity shortages, and a lack of depositor trust.

This study actually highlights the vulnerability of NBFIs during heavy stress periods, as they are reliant on term deposits for fund inflows. Therefore, Relationship Managers play the more significant role in managing and ensuring deposit stability during periods where customers panic and wish to withdraw their savings. The key role is that of relationship assurance and trust, which would work together with the interest incentives provided by the company.

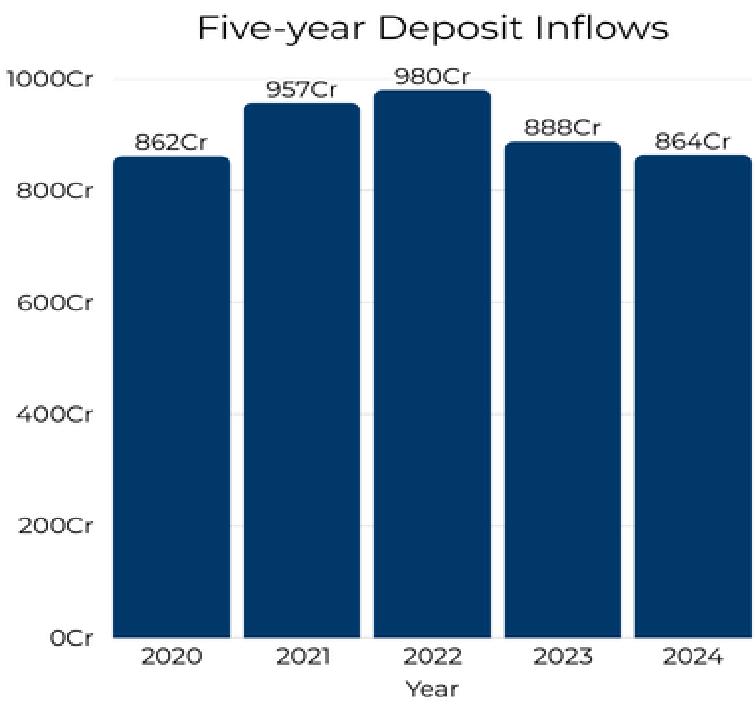

Figure 4.4.3(a) Five-year Deposit Inflows

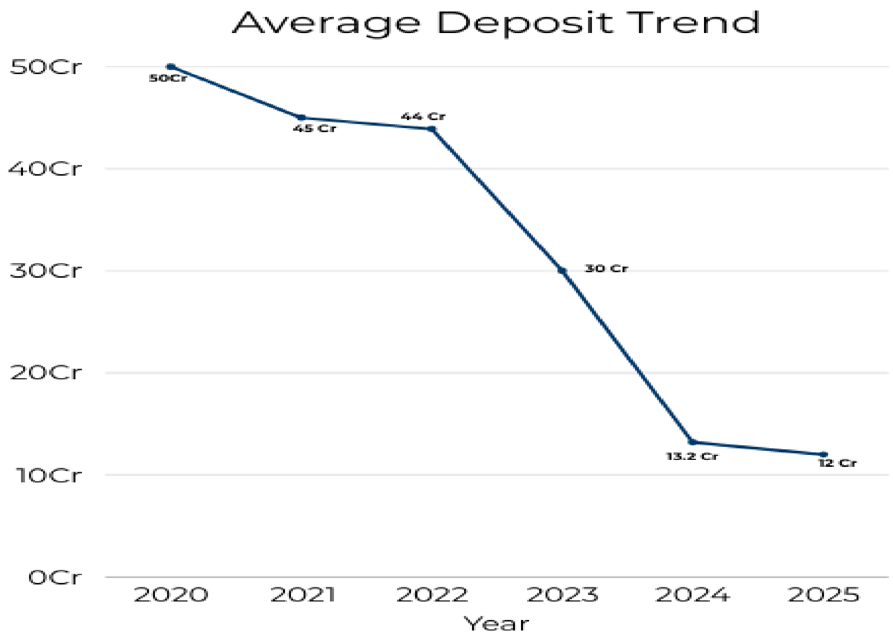

Figure 4.4.3(b) Average Deposit Trend

4.4.4 Comparative Industry Analysis

An in-depth comparative analysis was done with the other leading NBFIs in Bangladesh for the end of year 2024, which was a reflection of the industry wise financial stress. Factors such as economic slowdown, rising default risk, and stricter regulatory provisioning had an impact on the financials. While all other major NBFIs were profitable, BDFINANCE suffered from a Net loss of BDT 734 Crore, a borderline NPL ratio of 9.26%, and a negative CAR of -38.51%, showcasing capital solvency risk. BDFINANCE operates with a substantially smaller balance sheet size in comparison to other NBFIs. Furthermore, their AD Ratio was significantly higher at 190.79%, thus resulting in an unstable funding model. The negative impacts of provisioning were heavily felt in 2024, naturally appearing risky and unattractive to depositors who would much rather prefer the safety, security, and stability of an NBFI with more positive financial indicators.

However, the 2025 Q3 numbers showcased a very strong rebound from Bangladesh Finance, with a 160% increase in their consolidated EPS to BDT 0.57, and a net profit of BDT 11.4 Crore, for the nine-month period ended 30th September 2025 (The Business Standard, 2025). These positive changes were a result of lower provisioning requirements in 2025, strong discipline, and regulatory compliance. The company intends to remain focused on financial discipline, cost optimisation, and sustainable growth, further diversifying its loan portfolio by increasing retail and SME loan provisions, whilst digitalising the entire deposit mobilisation process to reduce operational inefficiencies and strengthen deposit mobilisations.

Peer Group Financials
For The Year Ended 2024
In Crore BDT

	Bangladesh finance	DBH	IDLC	IPDC	UNITED FINANCE
	2024	6719	14282	8912	2802
Net Profit	-734	101	167	36	21
EPS	-41.61	4.95	4.02	0.93	1.12
NPL %	9.26	0.97	4.98	5.83	4.98
CAR %	-33.81	30.46	16.86	18.09	19.81
AD Ratio %	190.79	98.95	112.91	107.24	114.97

Figure 4.4.4(a) Peer Group Financials

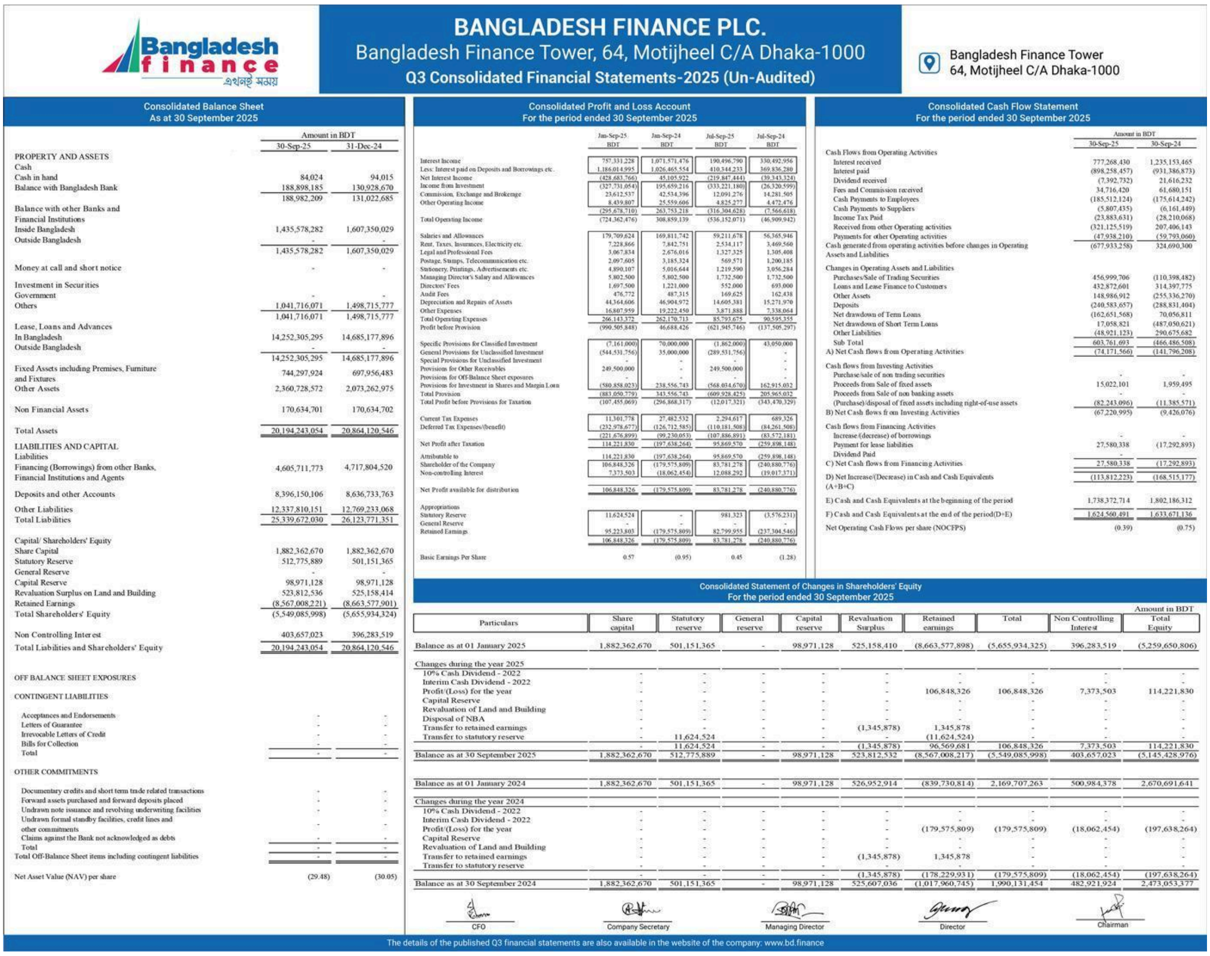

Figure 4.4.4(b) Bangladesh Finance PLC Q3 Consolidated Financial Statements (un-audited).

4.4.5 Role of Relationship Managers in Deposit Stability

The role of Relationship Managers is the most significant one in managing depositor confidence and mitigating stress during financial crises. All RMs suffered from performance decline especially in the period of 2024, during the economic unrest following the July 2024 uprising. However, it is important to note that there were variations in performance underscored by different levels of motivation, skill, and intensity of RM engagement.

To evaluate RM performance during the declining period, I conducted a <u>mixed method questionnaire survey</u> which reflected that there were some highly motivated and proactive RMs who managed to maintain and improve closer client contact, provided transparent, consistent communication and service, and as a result, they achieved better deposit inflows and retention. They also managed to reach more clients in the period of survival where others sat idle due to demotivation and lower spirits. Less motivated RMs capitalised on the deposit interest rate incentives rather than specialising their services, thus facing greater challenges due to clients shifting their savings to organisations where they felt safer.

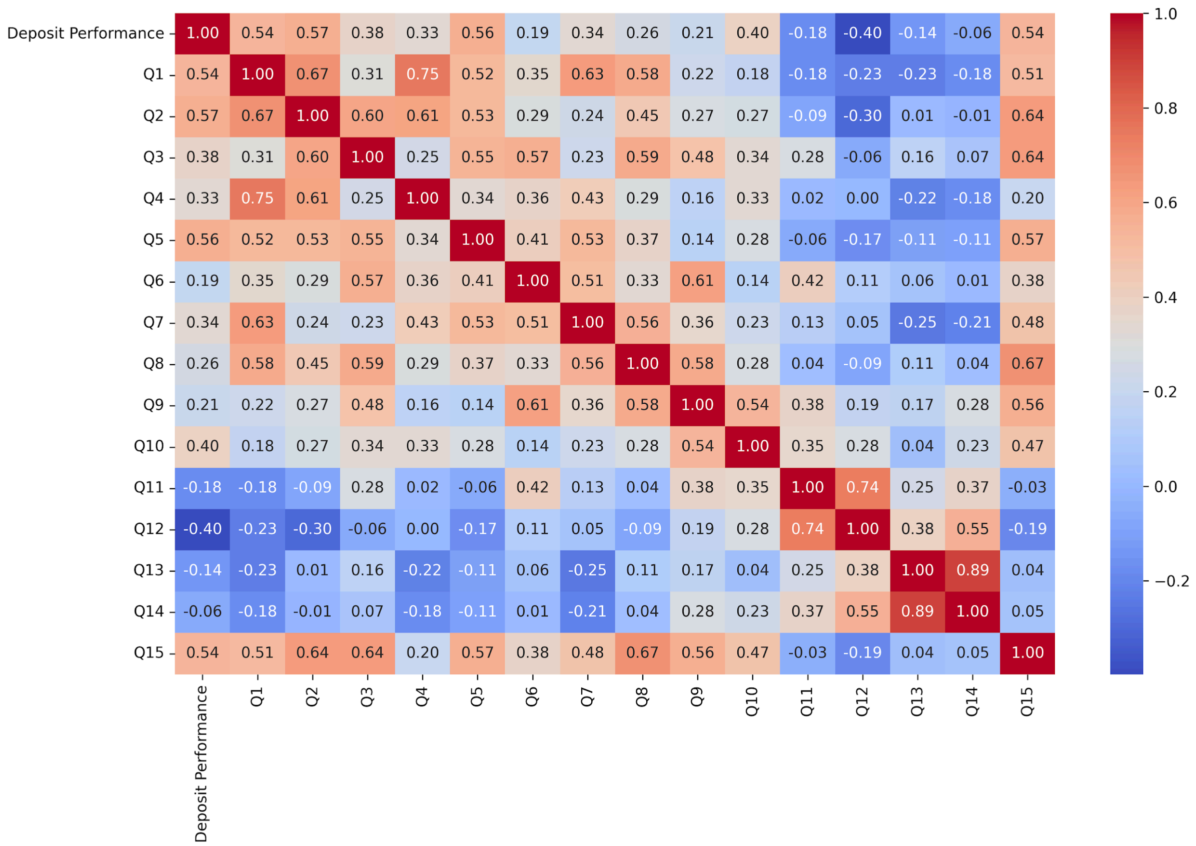

Figure 4.4.5 (a) Correlation Heatmap

To understand these versions in RM performance, the correlation analysis reflects a strong positive relation of deposit performance with <u>confidence approaching high value clients,</u>

convincing clients even in uncertain times, regaining confidence after rejection, and maintaining effort despite stress.

There was a weak negative relation of deposit performance with feeling pressure / anxiety meeting targets, avoiding approaching large clients, and becoming more cautious in prospecting.

The rest of the variables (comfort handling objections, discussing large deposits confidently, reassuring clients when uncertain, searched for new deposit opportunities) showed a moderate correlation with deposit performance.

There were three weak positive variables - those are increased client follow ups during unstable periods, customised deposit solutions in crisis, tackled pipeline strictly in uncertain times.

The survey that RMs responded to covered topics from client engagement practices used by individual RMs, the challenges faced during the pressure felt whilst meeting targets, the challenge of approaching large clients, and increased caution during prospecting. The findings from the correlation indicate that all RMs were under significant pressure in 2024, due to weakened depositor confidence, the impact of adverse financial news - both industry wise and company specific - as well as tighter regulatory obligations. However, I was able to recognise a significant correlation between deposit performance and the 15 variables included in my mixed method survey.

According to the survey, highly motivated and proactive RMs (determined by whether they ticked the fact that they were motivated or not) continued to carry out consistent and transparent communication with their clients throughout - this was determined by specific actions they carried out which was recorded in the survey. They strongly emphasised explaining the situation of Bangladesh Finance PLC clearly, personally and professionally addressed client concerns about safety concerns, and reinforced their position as a long term Relationship Manager, adding significant value to the service. Thus, these out-of-the-box performers were amongst the few that managed to maintain a higher deposit portfolio during the financial crisis period.

In contrast, less motivated RMs tried to sell the products without attaching any emotional value to them, rather relying on the competitively higher deposit interest rates, thinking about short term retention rather than aiming for the long run. As a result, they faced greater client resistance, as the pricing alone was insufficient to attract depositors during this time. These RMs could not manage to capture client attention and interest sufficiently, and these problems were exacerbated due to delays in getting back to clients due to time-consuming manual processes and approval delays.

R^2	44.29%
Adjusted R^2	29.45%
Significance F	0.05366929922
Intercept	0.3890395921

Figure 4.4.5 (b) Regression Findings

The R^2 value suggests that the independent variables moderately affect the dependent variable which is deposit performance, given that we have a value of 44.29%. Therefore, the model explains 44.29% of the variance in deposit performance. However, it is pertinent to note that there are multiple variables in the survey with a small sample space (20), therefore, adjusted R^2 has been included to explain it better. The adjusted R^2 model explains 29.45% of the variance in deposit performance, which is a weak positive relation. The overall regression model is marginally significant ($p=0.05$), which indicates that the independent variables collectively have a weak but statistically acceptable influence on deposit performance. Individually, if all p values were to be compared with deposit performance, the values would be marginally higher than 0.05, making the relation statistically insignificant. Therefore, the regression analysis would not be suitable in this case due to statistical insignificance. Thus, I have placed more emphasis on the correlation.

My overall findings show that Relationship Managers are the most important intermediary channels between the institution and depositor, as they are the face of the organisation itself. Whilst strong positive correlation indicators such as <u>confidence approaching high value clients, convincing clients even in uncertain times, regaining confidence after rejection, and maintaining effort despite stress</u>, were the reasons behind funding constraints.

The performance decline in 2024 is a fair reflection of the systematic impact of the 2024 financial crisis. However, the difference in RM performance underscores the importance of human capital management with regards to efficient liquidity management in Bangladesh Finance PLC. This directly aligns with the core motivation behind my study, which determines the role of Relationship based Wealth Management in financial management within NBFIs.

There were few limitations identified through the informal discussions and internal company meetings, such as reliance on inefficient manual processes causing delays, and a lack of structure in management of human capital. Thus, we were able to identify and develop the RM digitalisation and RM performance enhancement module for BDFINANCE. The proposed module - which is still in-process - aims to not only standardise the deposit mobilisation, encashment, reimbursement, and performance management processes, but enhance real time RM and client monitoring, providing live updates and performance analytics based on which increments and appraisals will be decided.

By addressing the operational and performance constraints faced by RMs, the module is being designed to improve motivation, efficiency, performance, remove bottlenecks, increase deposit inflows & retention capability, and approve encashment requests based on individual RM portfolios. Thus, this is a solution-oriented approach which is a direct strategic contributor to deposit stability and long-term financial recovery.

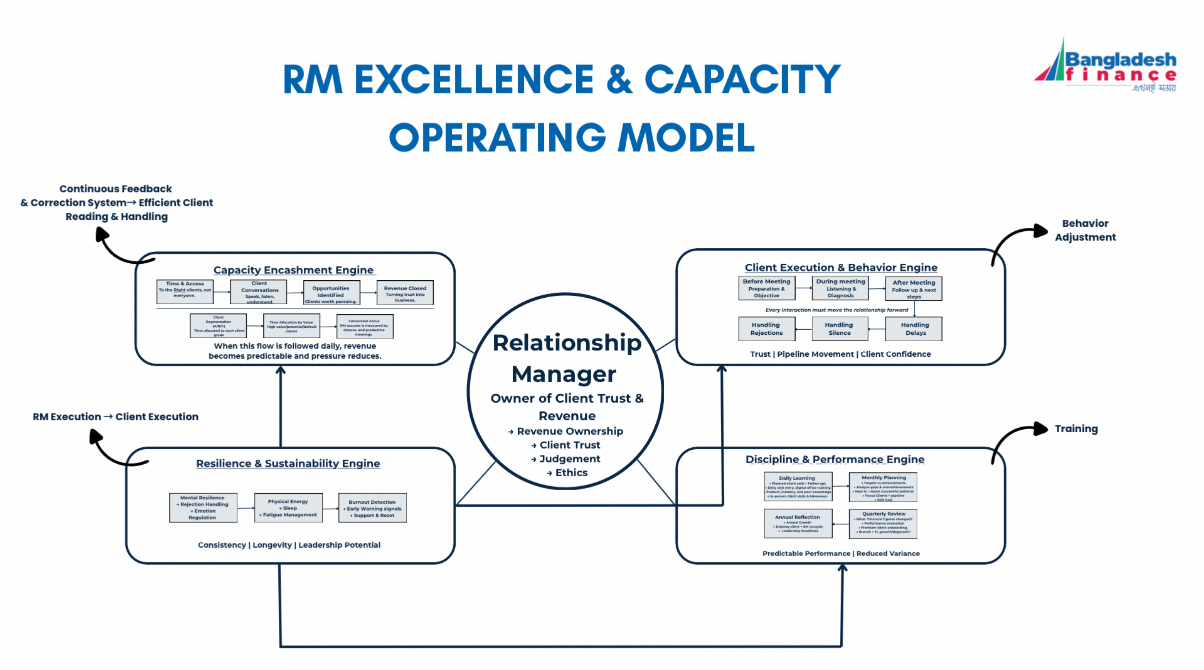

Figure 4.4.5(a) RM Excellence & Capacity Encashment Operating Model 2026

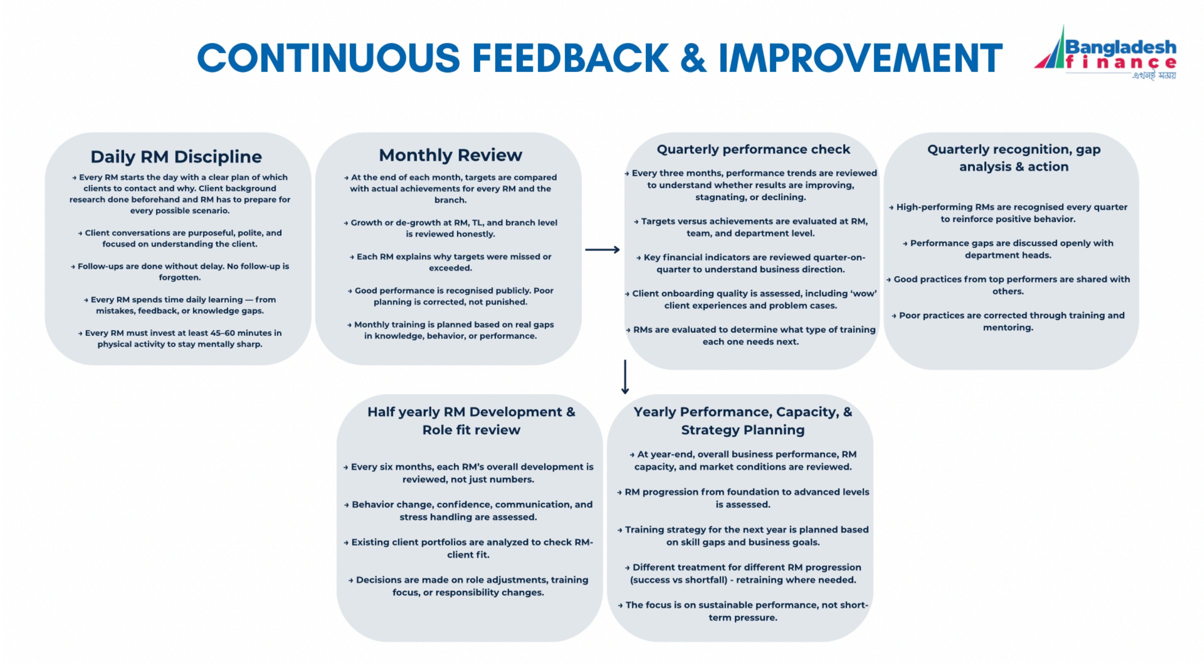

Figure 4.4.5(b) Continuous Feedback & Improvement System

4.4.6 Description of the Proposed RM Performance Development model

The proposed RM Excellence & Capacity Encashment Operating Model 2026 has been designed to address the performance gaps as well as operational challenges which have been identified at Bangladesh Finance PLC. I have designed the model in a way that categorises RMs into four levels - New Entrants, Low performers, Medium Performers, and High performers - and provided an in-depth development approach for each category of RM. This is an ongoing process supervised by the Head of Wealth Management department and myself, with the first draft attached.

<u>New Entrants</u>

New entrant RMs are defined as fresh graduate employees who have recently entered the field, with little to no prior experience with client handling or Wealth Management operations. For this group, the model focuses on building and defining structure, provides foundational training on deposit products, digital operations, regulatory compliance, and confidence building. They are trained and appraised accordingly - daily, monthly, quarterly, half yearly, and yearly. The objective is to ensure that they can provide quality consistent service, and reduce early stage dependency on ad hoc learning. This type of learning is strongly discouraged in this organisational culture. Digital tools that are also incorporated in the module - but are not allowed to be disclosed due to confidential software patents- will assist new RMs in tracking client interactions, handling deposit maturity cycles, and following standardised protocols.

Figure 4.4.6(a) RM Type 1A

Low Performers

Low performing RMs are those who have industry and client handling experience, yet are not able to capitalize on said client relationships, leading to inconsistencies in deposit retention and limited client engagement due to fear or anxiety. This model addresses these issues underscored by demotivation and low performance. Low performers will be receiving targeted coaching, strict performance monitoring, and very structured schedules for client interaction - they will be dealing with “safe” and “familiar” rather than uncharted territory. We aim to improve their communication skills, rebuild confidence in client interactions, and reduce reliance on bookish knowledge or simply pitching rates. Performance dashboards will reflect current performance and guide performers towards corrective and gradual improvement.

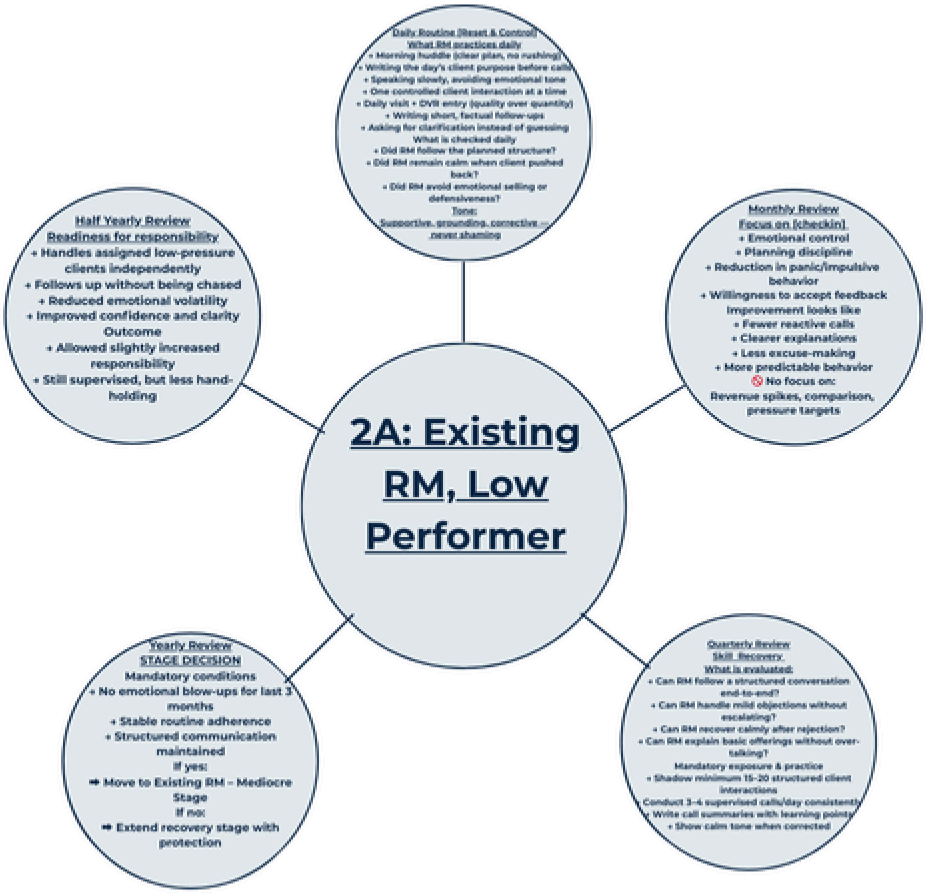

Figure 4.4.6(b) RM Type 2A

Medium Performers

Medium performing RMs are stable, yet moderate performers, maintaining performance below optimal levels. They may maintain existing clients without any significant portfolio growth. This model aims to support this group by introducing more advanced relationship building tools, cross-selling insights, and training them to be able to effectively become their own portfolio managers.Medium performers will be able to use insights from their collected dashboards to transition from suboptimal to optimal performance, fuel deposit growth and encourage deeper client engagement.

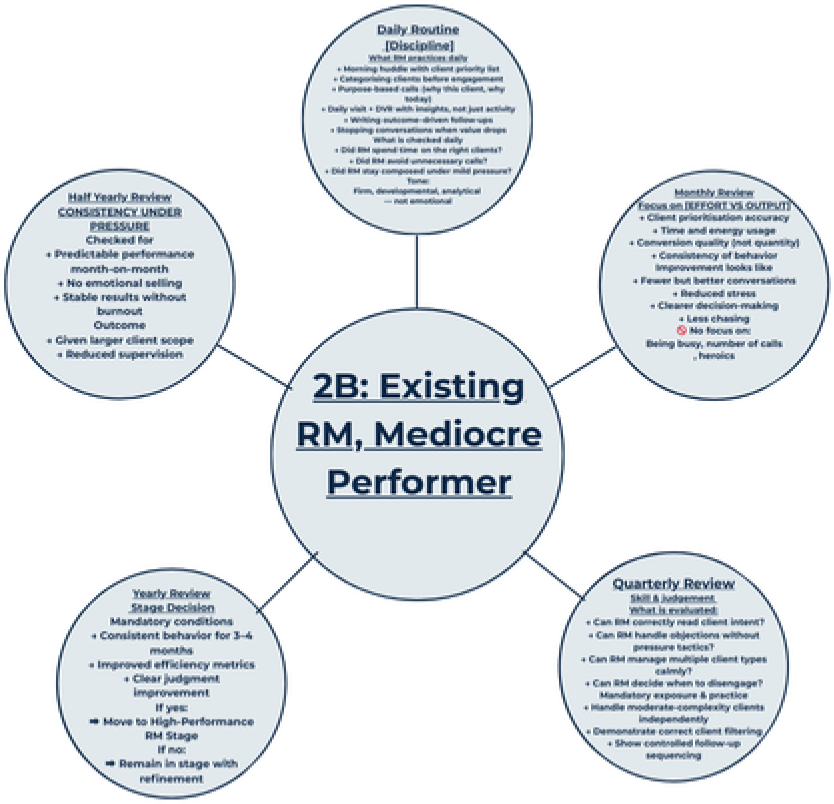

Figure 4.4.6(c) RM Type 2B

<u>High Performers</u>

These are the best category of RMs who have managed to consistently achieve strong deposit retention and growth, are efficient client relationship and portfolio managers, and have leadership qualities in them. For this group, this model is a performance enhancement and retention tool as opposed to a corrector mechanism. Advanced analytics, personalised client insights, and incentive alignment features have been incorporated to keep motivation going and also recognise their high value contributions. These RMs are the benchmarks for the very best practices within the WM department.

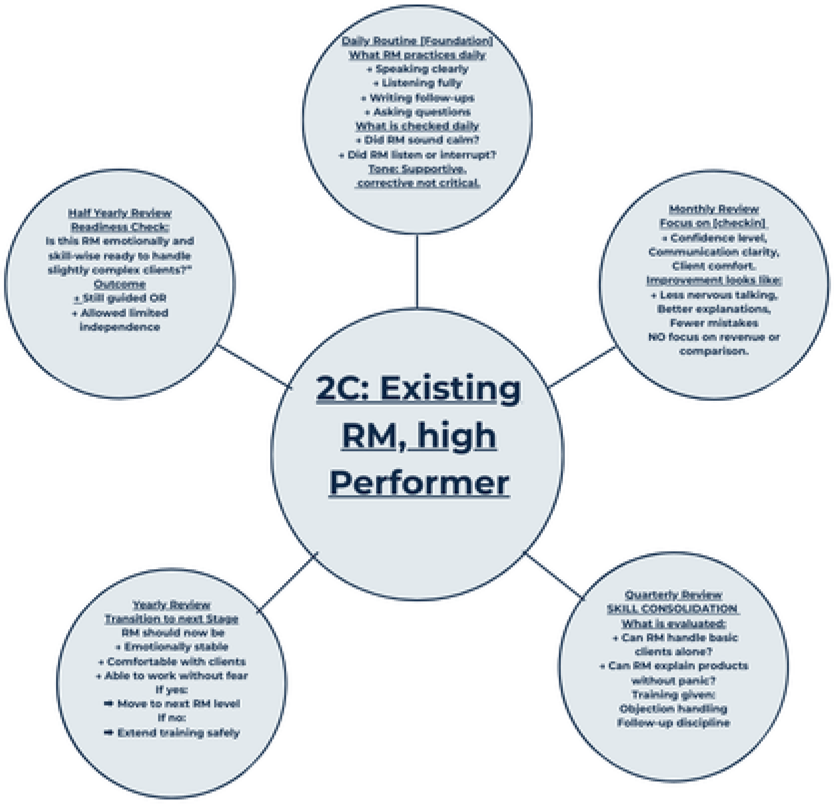

Figure 4.4.6(d) RM Type 2C

This structured approach reinforces the central argument of my study which states that effective RM performance is a crucial determinant of financial resilience in NBFIs. It will be structured, stable, and digitally integrated once successfully implemented throughout the organisation.

4.5 Summary and Conclusion

This internship report was prepared as part of the Bachelor of Business Administration (BBA) program at BRAC University and is based on my experience at Bangladesh Finance PLC under the Wealth Management Department. This report examined and assessed the financial stress scorched by the institution in 2024, the impact of said stress on deposit mobilisation, and the role of Relationship Managers (RMs) in maintaining, regaining, and growing depositor confidence.

My analysis showcases that the rising Non-Performing Loans and increased provisioning resulted in a net loss in 2024, which was reflected on financial indicators such as Earnings Per Share (EPS), Capital Adequacy Ratio (CAR), and Asset-to-Deposit Ratio. These led to significantly high liquidity pressure and weakened depositor confidence. However, by Q3 of 2025, Bangladesh Finance PLC was able to make a strong and steady recovery, including asset quality stabilisation and improvements in earnings.

A key finding of this study is the importance of Relationship Managers in deposit retention during this period. Although there was an overall decline in RM performance in 2024, motivated and proactive RMs were successful in maintaining client trust throughout this period, as they emphasised transparency and accountability in their client relationship management. The study thus concludes that sustainable recovery for Bangladesh Finance PLC depends not only on financial restructuring but also strengthening and continually improving relationship management practices, which will be supported by the proposed RM performance enhancement model.

4.6 Recommendations and Implications

Based on the findings and analysis of the study, the following recommendations are proposed:

1. **Strengthen RM Training Programs & Development:** Bangladesh Finance PLC should implement continuous and structured training programs for Relationship Managers, focusing on product knowledge, regulatory compliance, client communication, and crisis management. Special attention and more supervised structures should be given to new entrants and low performing RMs to ensure growth and consistency.
2. **Implement the RM Performance Enhancement Model successfully**

   The proposed RM Module should be refined and formally implemented in the organization based on performance and tailored development based on the type of RM receiving training. Digital tools such as client engagement and deposit management tracking, and performance dashboards will not definitely improve efficiency and standardise the entire process.
3. **Proactive Client Engagement:**

   During financial stress periods, and otherwise, Relationship Managers must be trained to maintain timely and transparent communication with clients for timely deposit mobilisation. Thus, standardised communication guidelines should be developed to enable RMs to reaffirm client trust and mitigate their concerns.

4. **Enhance Marketing & Brand Communication:** Smart and Strategic Marketing is crucial for the company as customer trust is underscored by brand visibility and awareness of products, as opposed to random selling. Customers will automatically associate trust and positivity towards the company and consider placing their funds in Bangladesh Finance PLC for the short to long term. I would suggest sharing success stories, relating to the customer, participating in community events to put a face to the name, to craft a positive brand impression in customer's minds.

I believe these recommendations will have significant implications for improving deposit stability, RM effectiveness, and long-term financial resilience at Bangladesh Finance PLC.

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Appendix

	Deposit Performance	Confident approaching high-value clients	Convince clients even in uncertain times	Comfortable handling objections	Discuss large deposits confidently	Regain confidence after rejection	Increased client follow-ups in unstable periods	Reassured clients when uncertain
Deposit Performance	1	0.54	0.57	0.38	0.33	0.56	0.19	0.34
Confident approaching high-value clients	0.54	1	0.67	0.31	0.75	0.52	0.35	0.63
Convince clients even in uncertain times	0.57	0.67*	1	0.6	0.61	0.53	0.29	0.24
Comfortable handling objections	0.38	0.31	0.6	1	0.25	0.55	0.57	0.23
Discuss large deposits confidently	0.33	0.75*	0.61	0.25	1	0.34	0.36	0.43
Regain confidence after rejection	0.56	0.52	0.53	0.55	0.34	1	0.41	0.53
Increased client follow-ups in unstable periods	0.19	0.35	0.29	0.57	0.36	0.41	1	0.51
Reassured clients when uncertain	0.34	0.63	0.24	0.23	0.43	0.53	0.51	1
Customized deposit solutions in crisis	0.26	0.58	0.45	0.59	0.29	0.37	0.33	0.56
Tracked pipeline strictly in uncertain times	0.21	0.22	0.27	0.48	0.16	0.14	0.61	0.36
Searched for new deposit opportunities	0.4	0.18	0.27	0.34	0.33	0.28	0.14	0.23
Felt pressure/anxiety meeting targets	-0.18	-0.18	-0.09	0.28	0.02	-0.06	0.42	0.13
Confidence reduced temporarily	-0.4	-0.23	-0.3	-0.06	0	-0.17	0.11	0.05
Avoided approaching large clients	-0.14	-0.23	0.01	0.16	-0.22	-0.11	0.06	-0.25
Became more cautious in prospecting	-0.06	-0.17	-0.01	0.07	-0.18	-0.11	0.01	-0.21
Maintained effort despite stress	0.54	0.51	0.64	0.64	0.2	0.57	0.38	0.48

	Customized deposit solutions in crisis	Tracked pipeline strictly in uncertain times	Searched for new deposit opportunities	Felt pressure/anxiety meeting targets	Confidence reduced temporarily	Avoided approaching large clients	Became more cautious in prospecting	Maintained effort despite stress
Deposit Performance	0.26	0.21	0.4	-0.18	-0.4	-0.14	-0.06	0.54
Confident approaching high-value clients	0.58	0.22	0.18	-0.18	-0.23	-0.23	-0.17	0.51
Convince clients even in uncertain times	0.45	0.27	0.27	-0.09	-0.3	0.01	-0.01	0.64
Comfortable handling objections	0.59	0.48	0.34	0.28	-0.06	0.16	0.07	0.64
Discuss large deposits confidently	0.29	0.16	0.33	0.02	0	-0.22	-0.18	0.2
Regain confidence after rejection	0.37	0.14	0.28	-0.06	-0.17	-0.11	-0.11	0.57
Increased client follow-ups in unstable periods	0.33	0.61	0.14	0.42	0.11	0.06	0.01	0.37
Reassured clients when uncertain	0.56	0.36	0.23	0.13	0.05	-0.25	-0.21	0.47
Customized deposit solutions in crisis	1	0.58	0.28	0.04	-0.09	0.11	0.04	0.66
Tracked pipeline strictly in uncertain times	0.58	1	0.54	0.38	0.19	0.17	0.28	0.56
Searched for new deposit opportunities	0.28	0.54	1	0.35	0.28	0.04	0.23	0.47
Felt pressure/anxiety meeting targets	0.04	0.38	0.35	1	0.74	0.25	0.37	-0.03
Confidence reduced temporarily	-0.09	0.19	0.28	0.74	1	0.38	0.55	-0.19
Avoided approaching large clients	0.11	0.17	0.04	0.25	0.38	1	0.89	0.04
Became more cautious in prospecting	0.04	0.28	0.23	0.37	0.55	0.89	1	0.05
Maintained effort despite stress	0.66	0.56	0.47	-0.03	-0.19	0.04	0.05	1

Regression Statistics	
Multiple R	0.665571103
R Square	0.442984893
Adjusted R Square	0.294447531
Standard Error	0.829965069
Observations	20

	df	*SS*	*MS*	*F*	*Significance F*
Regression	4	8.217369759	2.05434244	2.98231291	0.053669299
Residual	15	10.33263024	0.688842016		
Total	19	18.55			

	Coefficients	*Standard Error*	*t Stat*	*P-value*	*Lower 95%*	*Upper 95%*	*Lower 95.0%*	*Upper 95.0%*
Intercept	0.389039592	1.229823153	0.316337834	0.75610549	-2.232266409	3.010345593	-2.232266409	3.010345593
Client Confidence and Persuasion Capability	0.523292941	0.326173415	1.604339647	0.12948269	-0.171929235	1.218515117	-0.171929235	1.218515117
Client Engagement and Relationship Management	-0.076464365	0.400726971	-0.190814122	0.85122984	-0.930593685	0.777664955	-0.930593685	0.777664955
Psychological Pressure and Risk Aversion	-0.185182486	0.23541109	-0.786634501	0.44374701	-0.686949347	0.316584376	-0.686949347	0.316584376
Resilience and Persistence	0.236914079	0.258464889	0.916619971	0.37384424	-0.313990791	0.787818948	-0.313990791	0.787818948

Survey Questionnaire

How would you describe your style as an

RM? *

- I focus mainly on bringing in new clients
- I focus mainly on maintaining and deepening exis...
- I am very target-driven and KPI-focused
- I take a more advisory / consultative approach

*

During recent financial/economic uncertainty, how did your deposit growth behave?

- It declined
- It remained flat
- It grew slightly
- It grew strongly

*

Over the last 6 months, how would you describe your deposit performance?

- ○ Mostly below target
- ○ Around target (80-100%)
- ○ Above target (100-120%)
- ○ Significantly above target (120%+)

Even during uncertain economic conditions, I believe I can convince clients to place funds. *

Strongly disagree

1 ○

2 ○

3 ○

4 ○

5 ○

Strongly agree

I feel confident discussing large deposit amounts without hesitation. *

Strongly disagree

1 ○

2 ○

3 ○

4 ○

5 ○

Strongly agree

I am comfortable handling objections related to rates, risk, or market instability. *

Strongly disagree

1 ○

2 ○

3 ○

4 ○

5 ○

Strongly agree

How long have you been working as an RM? *

- ◯ Less than 2 years
- ◯ 2-5 years
- ◯ 5+ years
- ◯ Team Lead

I feel confident approaching high-value clients for large deposits. *

Strongly disagree

1 ○

2 ○

3 ○

4 ○

5 ○

Strongly agree

I customized deposit solutions to match client concerns during crisis periods. *

Strongly disagree

1 ○

2 ○

3 ○

4 ○

5 ○

Strongly agree

*

Even after rejection, I quickly regain confidence and continue prospecting.

Strongly disagree

1 ○

2 ○

3 ○

4 ○

5 ○

Strongly agree

During unstable market periods, I increased my client follow-ups. *

Strongly disagree

1 ○

2 ○

3 ○

4 ○

5 ○

Strongly agree

I actively reassured clients when they were uncertain about placing deposits. *

Strongly disagree

1 ○

2 ○

3 ○

4 ○

5 ○

Strongly agree

I tracked my pipeline more strictly during uncertain times *

Strongly disagree

1 ○

2 ○

3 ○

4 ○

5 ○

Strongly agree

I searched for new deposit opportunities instead of relying only on existing clients. *

Strongly disagree

1 ○

2 ○

3 ○

4 ○

5 ○

Strongly agree

I felt pressure or anxiety about meeting targets during financial distress. *

Strongly disagree

1 ○

2 ○

3 ○

4 ○

5 ○

Strongly agree

Economic uncertainty reduced my confidence temporarily. *

Strongly disagree

1 ○

2 ○

3 ○

4 ○

5 ○

Strongly agree

I avoided approaching large clients during unstable periods. *

Strongly disagree

1 ○

2 ○

3 ○

4 ○

5 ○

Strongly agree

I became more cautious in my prospecting activities. *

Strongly disagree

1 ○

2 ○

3 ○

4 ○

5 ○

Strongly agree

Despite stress, I maintained consistent effort levels. *

Strongly disagree

1 ○

2 ○

3 ○

4 ○

5 ○

Strongly agree

*

In your opinion, does an RM's confidence level directly impact deposit mobilisation performance?

- ◯ Yes, strongly
- ◯ Yes, moderately
- ◯ Not much
- ◯ No

*

Do you believe motivated RMs perform better during financial distress than less motivated RMs?

- Definitely
- Probably
- Not sure
- No

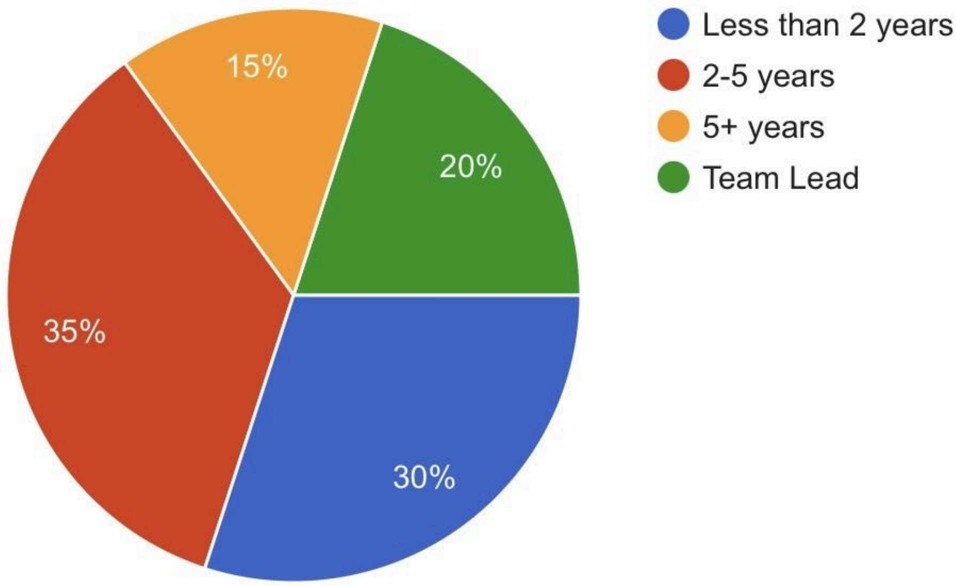
Survey Questionnaire Results

About Yourself

Copy chart

How long have you been working as an RM?

20 responses

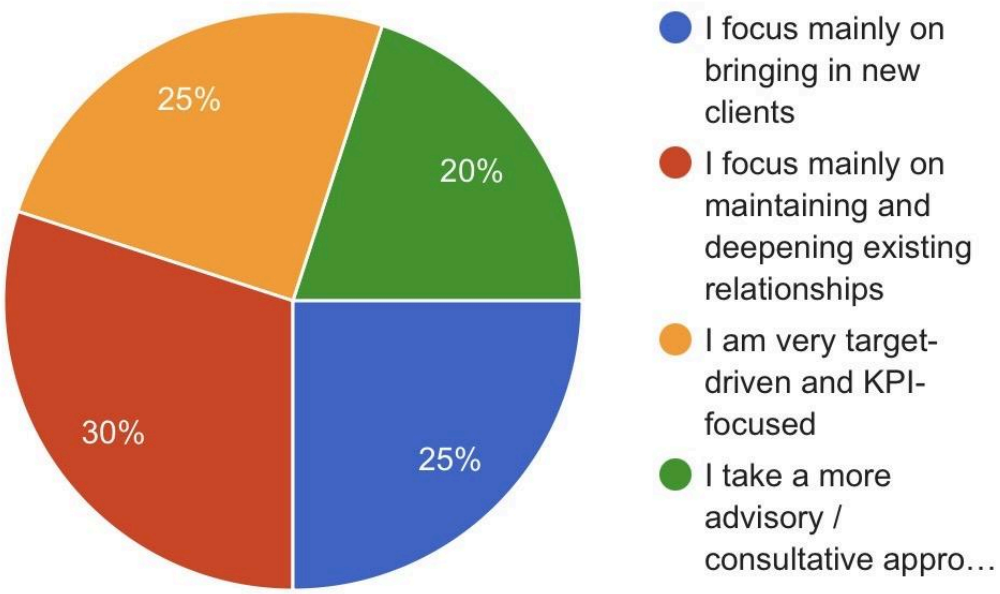


Copy chart

How would you describe your style as an

RM?

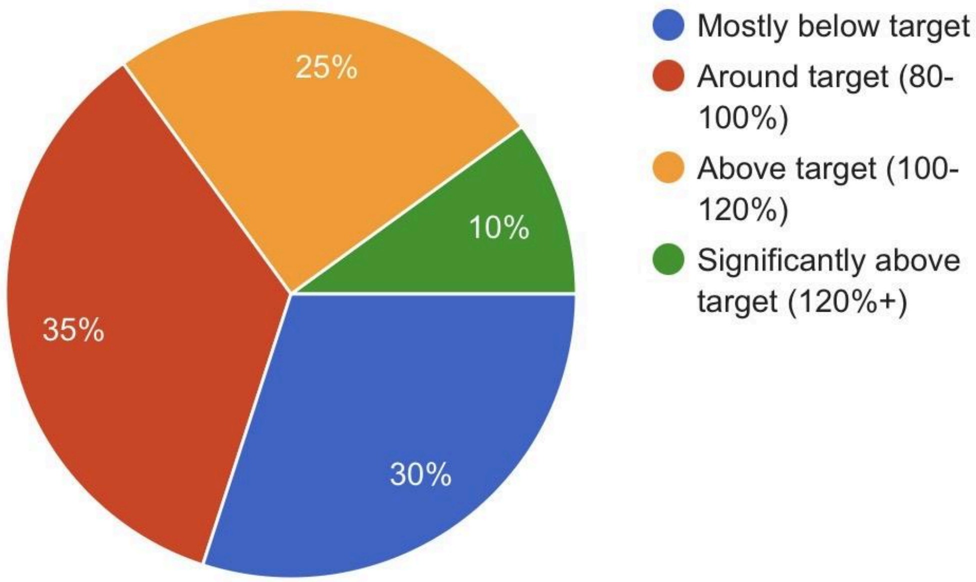
20 responses



Copy chart

Over the last 6 months, how would you describe your deposit performance?

20 responses



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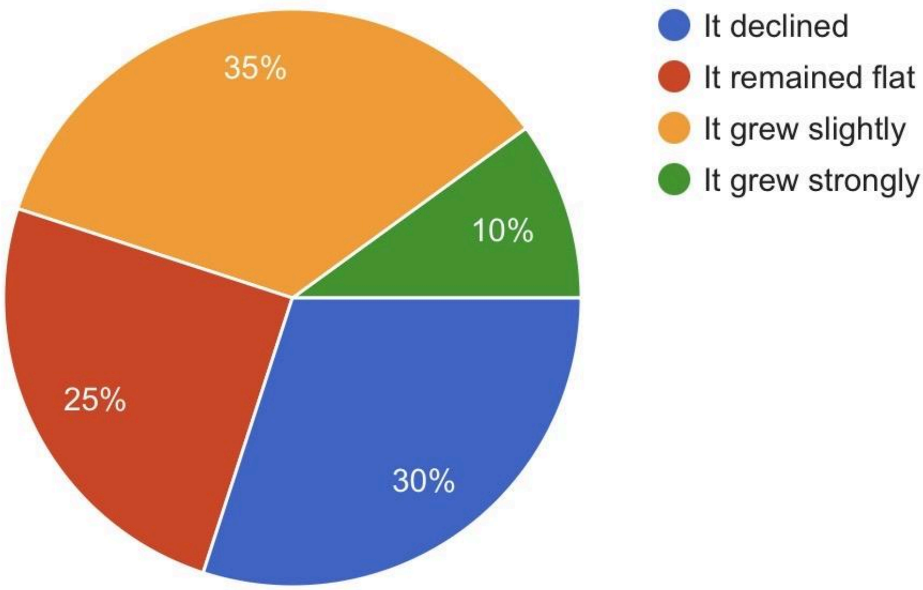
During recent financial/economic uncertainty, how did your deposit growth behave?

20 responses

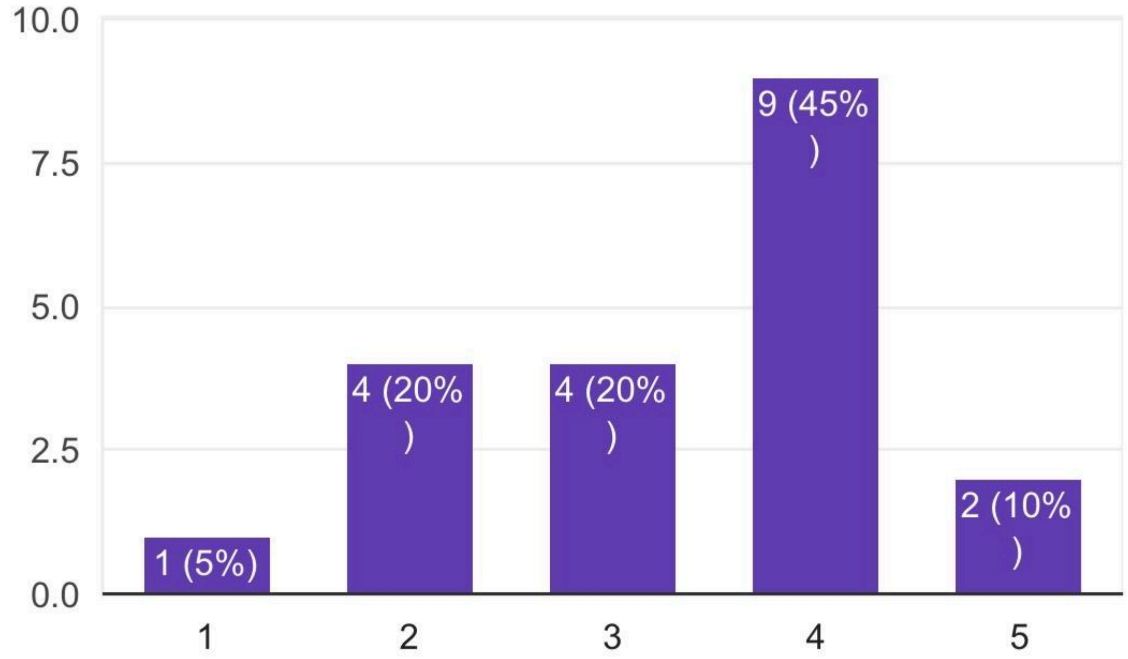


Your confidence Level

I feel confident approaching high-value clients for large deposits.

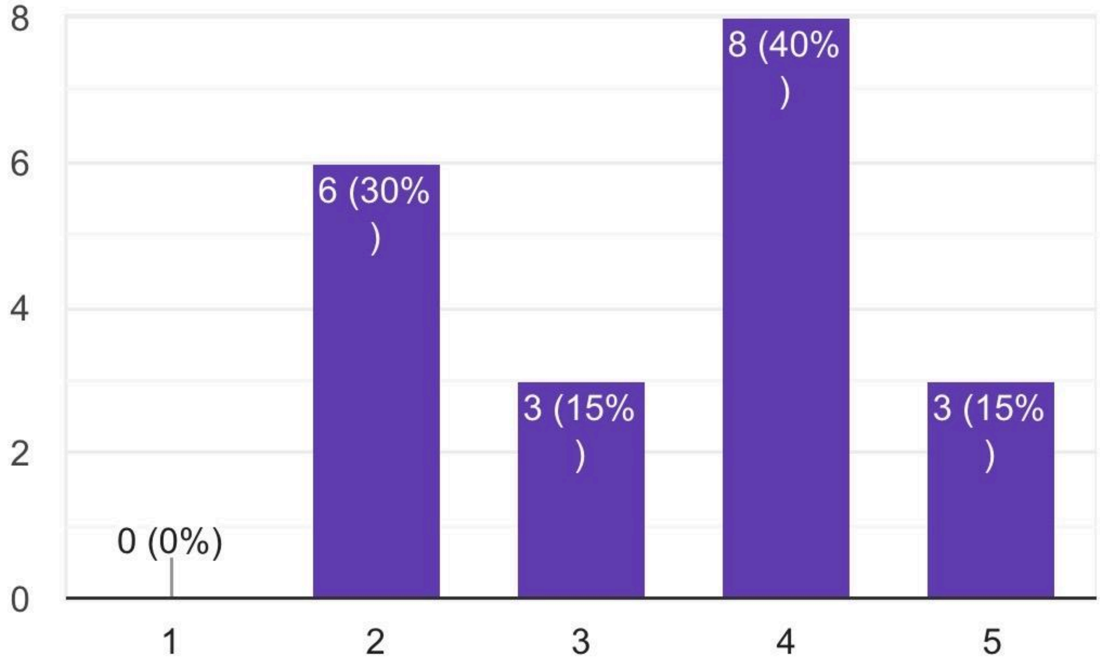
Copy chart

20 responses



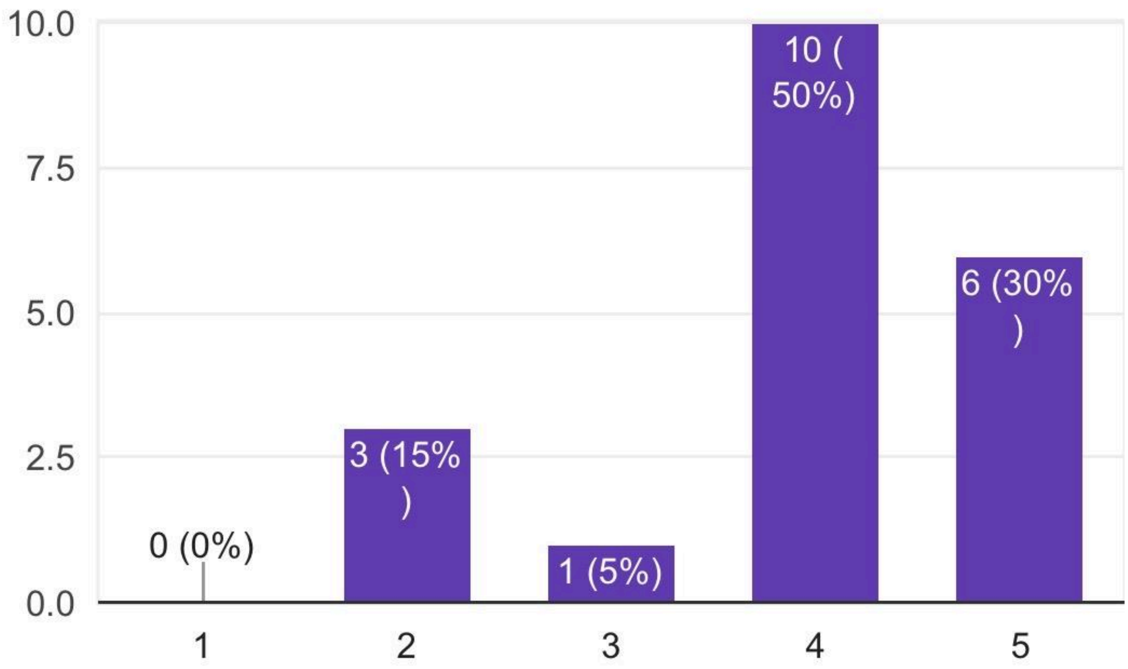
Even during uncertain economic conditions, I believe I can convince clients to place funds.

20 responses



I am comfortable handling objections related to rates, risk, or market instability.

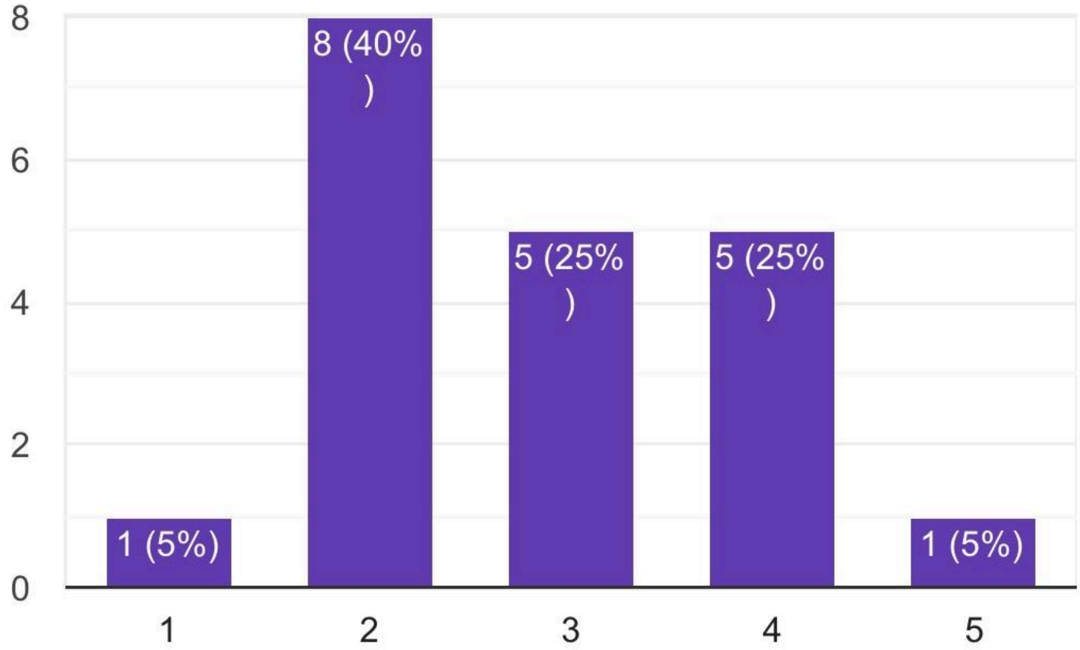
20 responses



I feel confident discussing large deposit amounts without hesitation.

Copy chart

20 responses

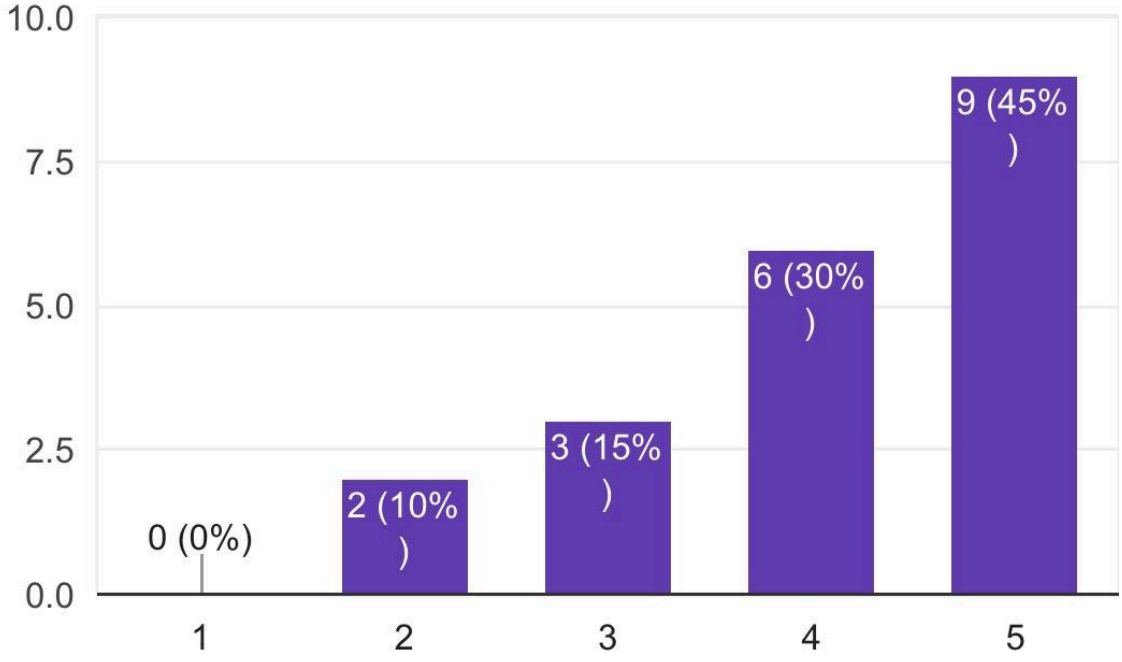


Your behavior during financial distress

During unstable market periods, I increased my client follow-ups.

Copy chart

20 responses



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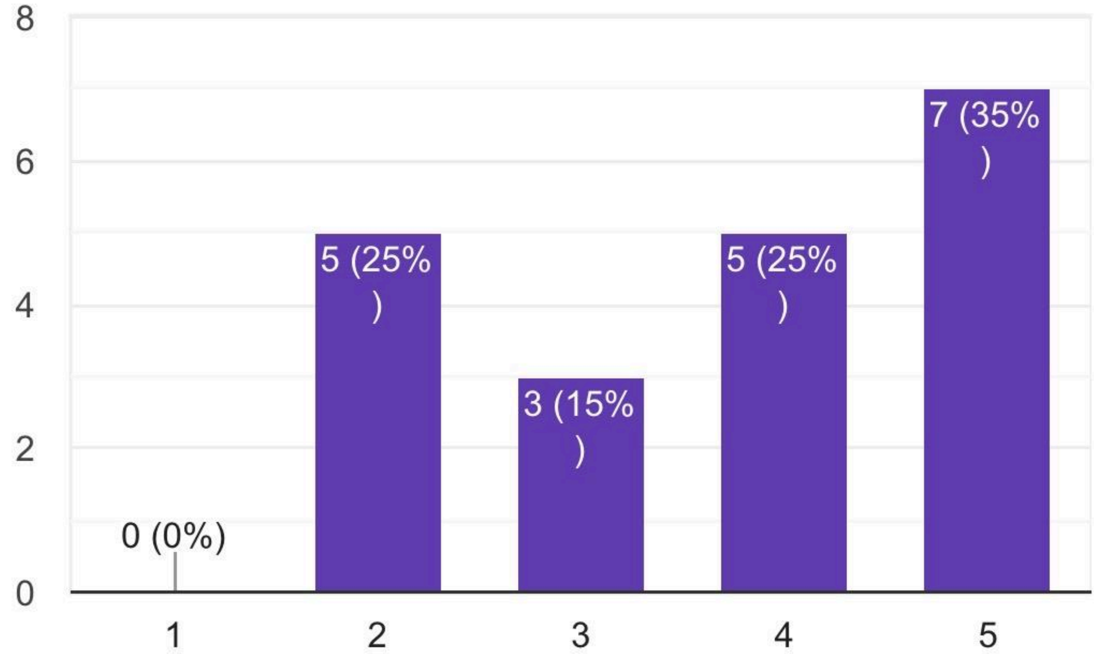
Even after rejection, I quickly regain confidence and continue prospecting.

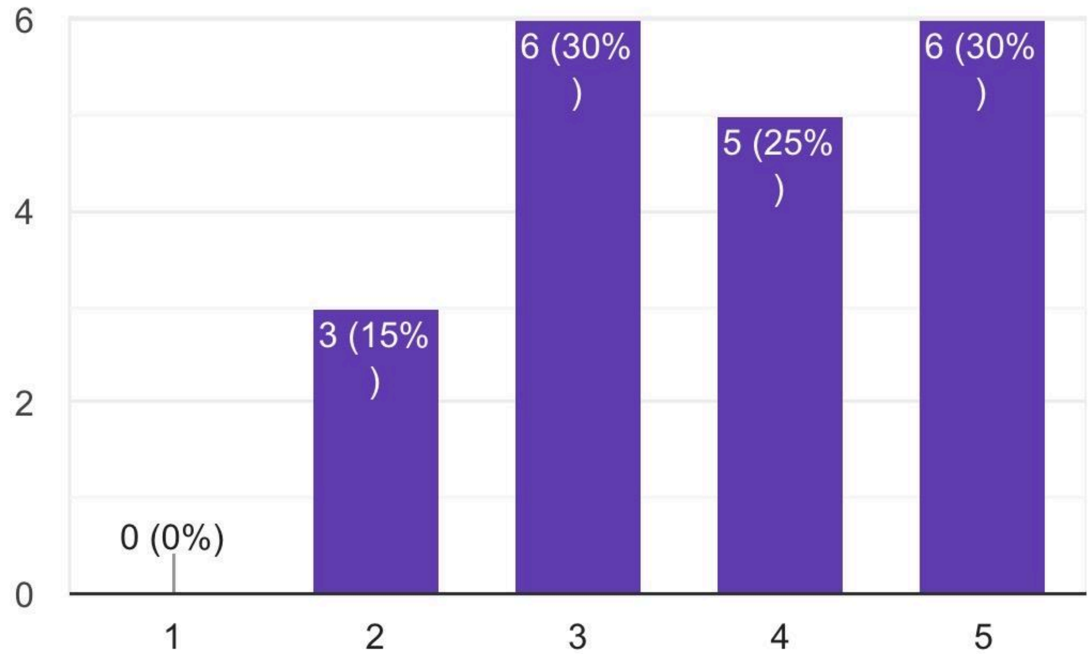
20 responses



I actively reassured clients when they were uncertain about placing deposits.

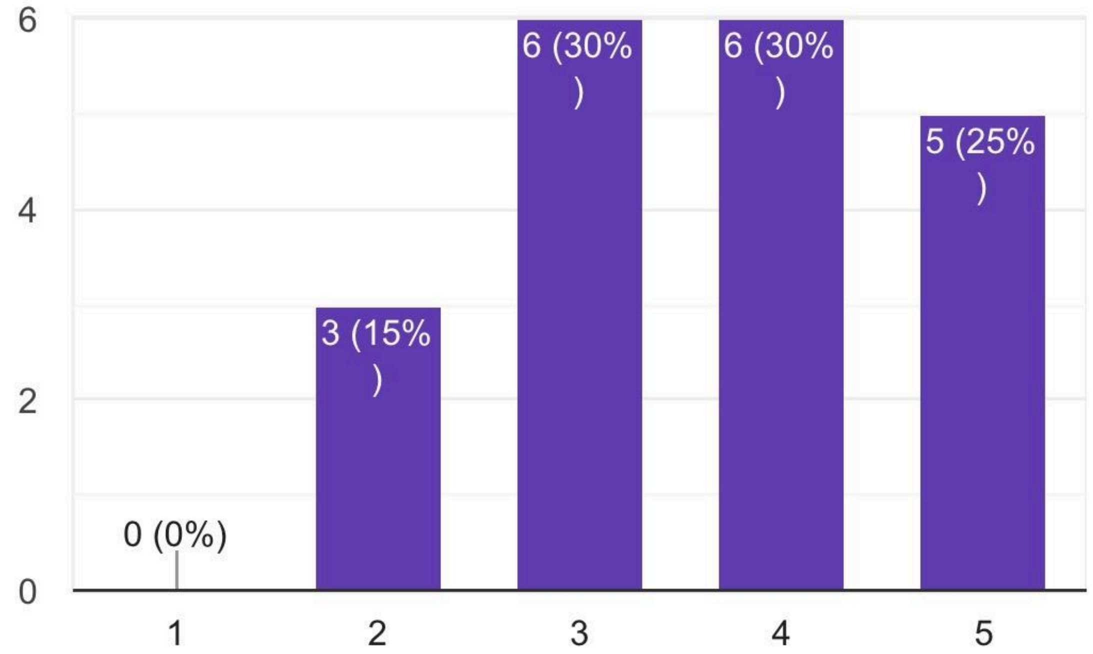
Copy chart

20 responses



I customized deposit solutions to match client concerns during crisis periods.

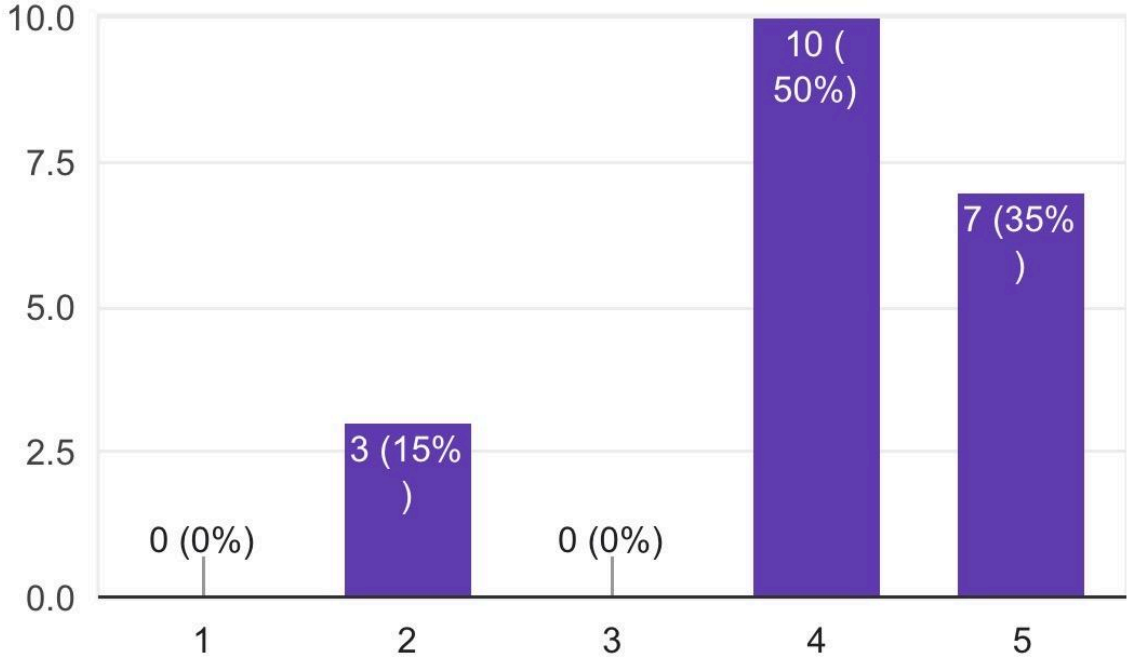
20 responses



I tracked my pipeline more strictly during uncertain times

Copy chart

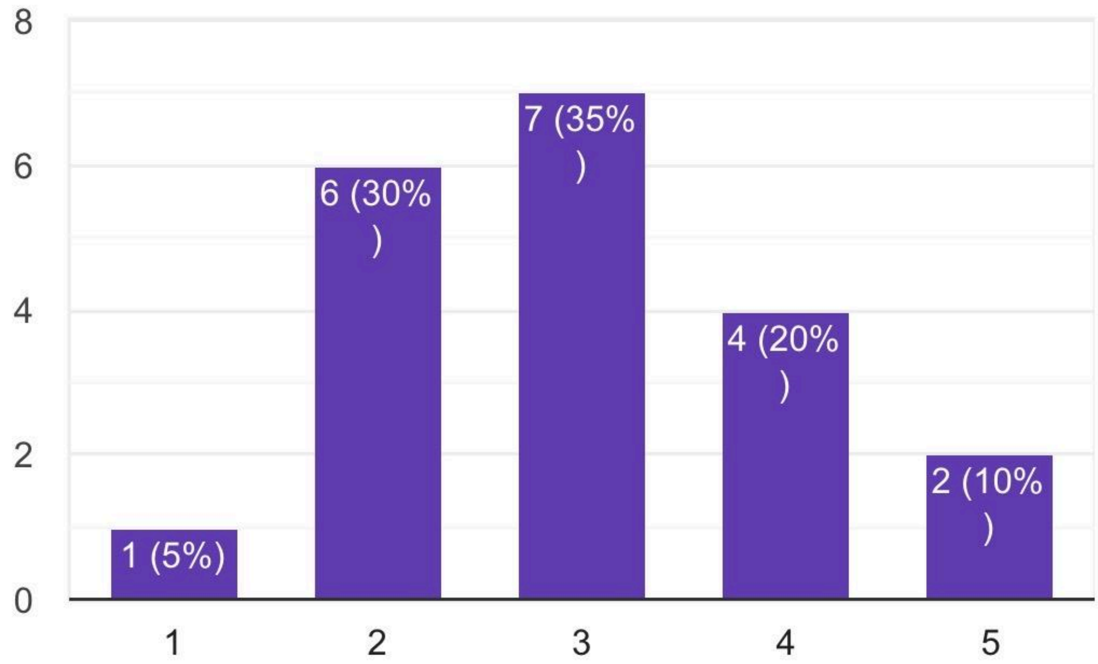
20 responses

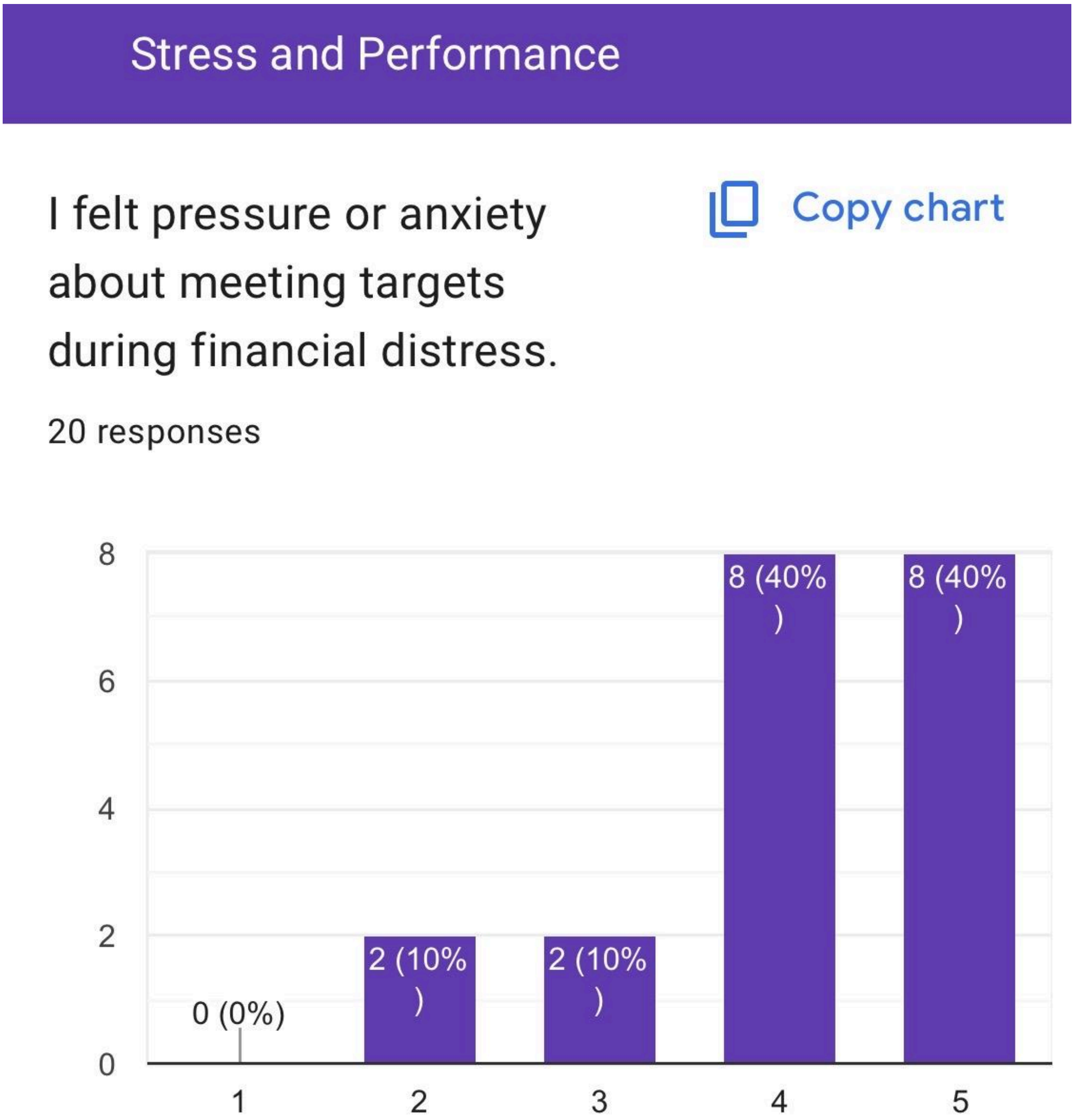


I searched for new deposit opportunities instead of relying only on existing clients.

Copy chart

20 responses

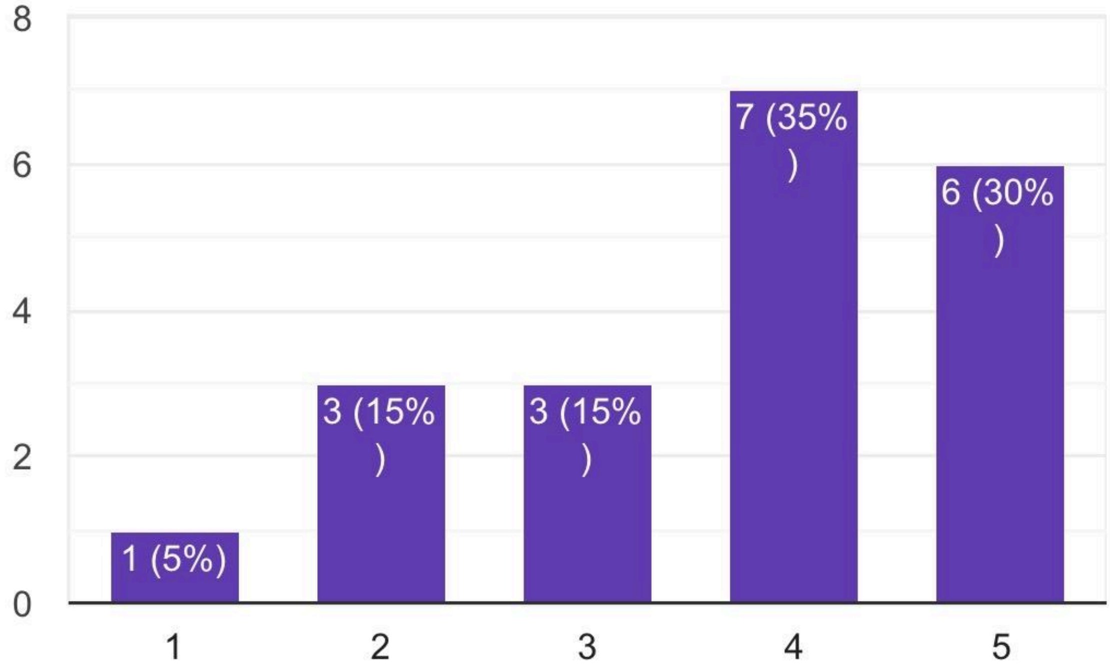



Stress and Performance
I felt pressure or anxiety about meeting targets during financial distress.
Copy chart
20 responses
8
6
4
2
0
0 (0%)
2 (10%)
2 (10%)
8 (40%)
8 (40%)
1
2
3
4
5

Economic uncertainty reduced my confidence temporarily.

20 responses

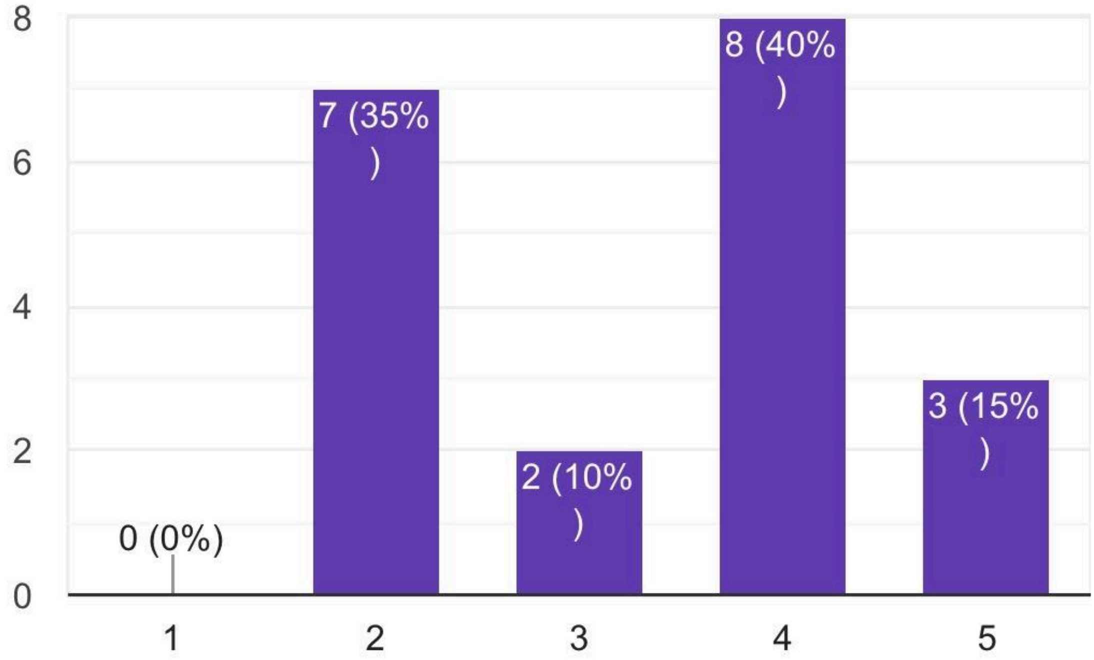
Copy chart



I avoided approaching large clients during unstable periods.

Copy chart

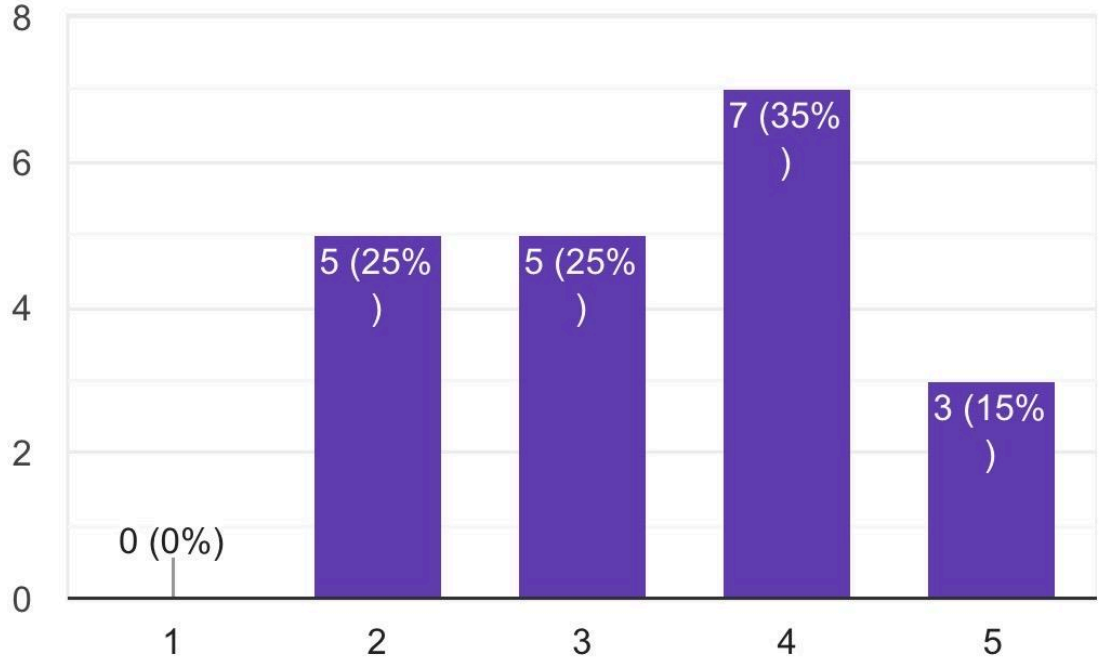
20 responses

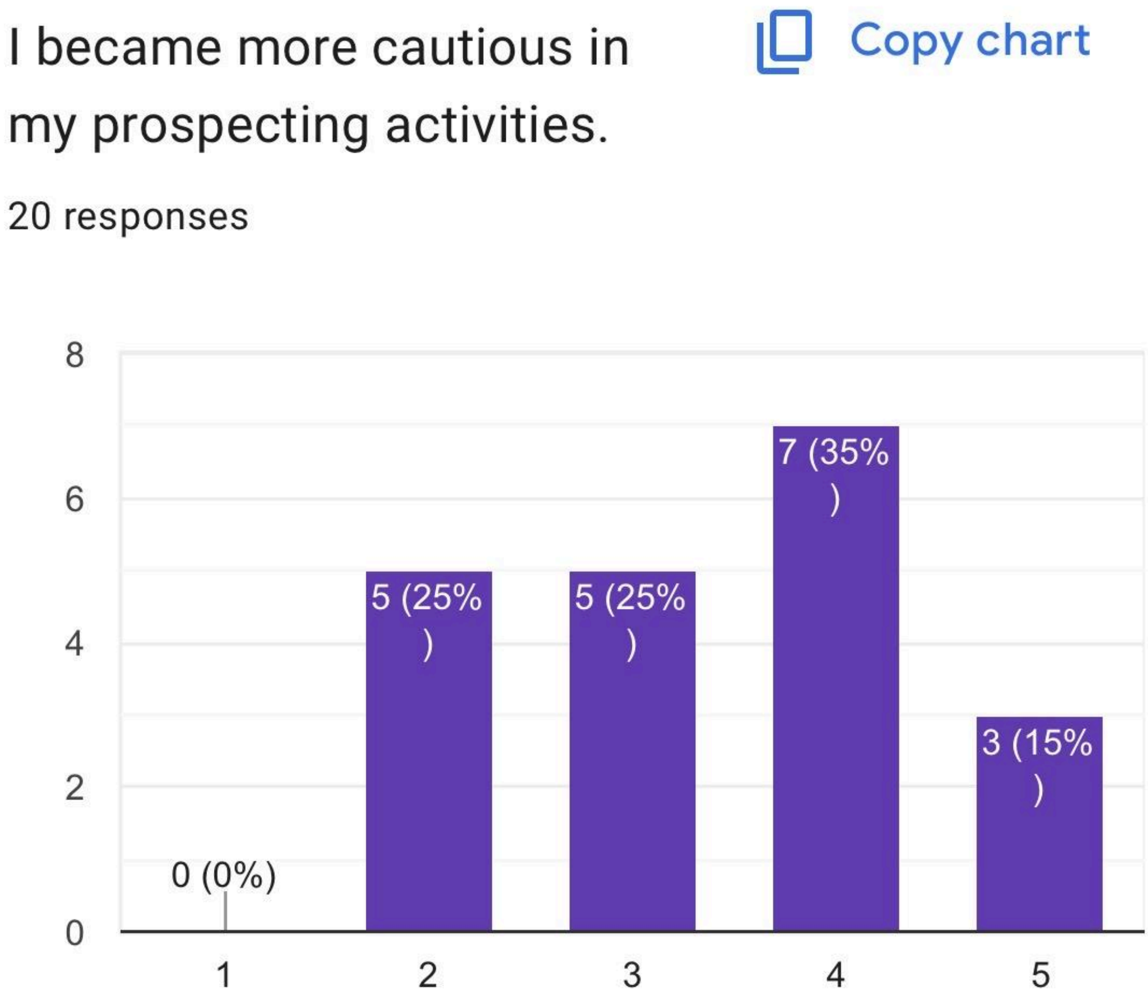


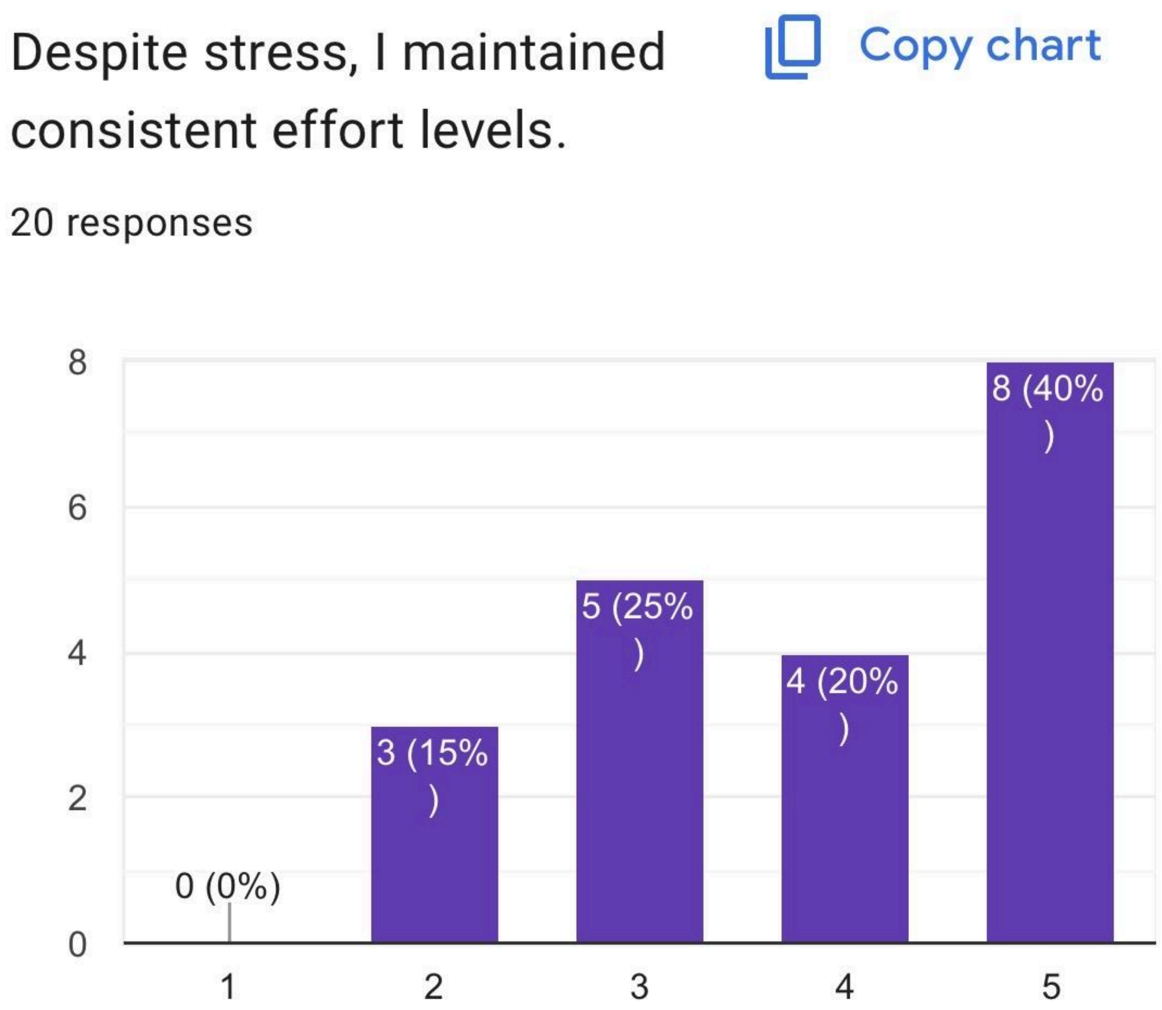
I became more cautious in my prospecting activities.

Copy chart

20 responses




I became more cautious in my prospecting activities.
Copy chart
20 responses
8
6
4
2
0
0 (0%)
5 (25%)
5 (25%)
7 (35%)
3 (15%)
1
2
3
4
5

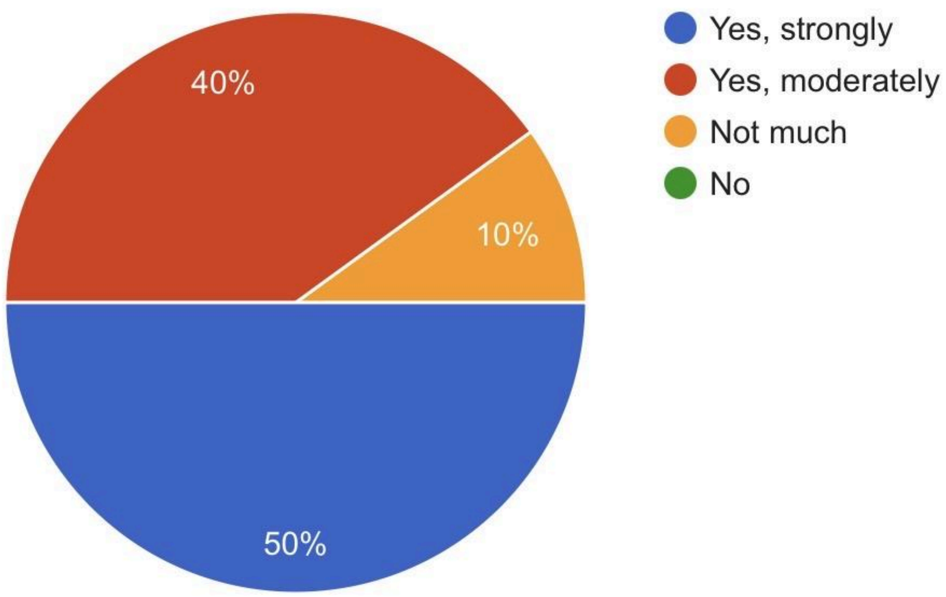

Despite stress, I maintained consistent effort levels.
Copy chart
20 responses
8
6
4
2
0
0 (0%)
3 (15%)
5 (25%)
4 (20%)
8 (40%)
1
2
3
4
5

Final Reflection

Copy chart

In your opinion, does an RM's confidence level directly impact deposit mobilisation performance?

20 responses



Copy chart

Do you believe motivated RMs perform better during financial distress than less motivated RMs?

20 responses