

**Analyzing the consumer satisfaction level and the performance of
bKash as a leading MFS company**

BY

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This Report Presented in Partial Fulfillment of the Requirements for the
Degree of Master of Science in Management Information System

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DAFFODIL INTERNATIONAL UNIVERSITY

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APPROVAL

This Thesis titled “**Analyzing the consumer satisfaction level and the performance of bKash as a leading MFS company**”, submitted by Sadia Zilani to the Department of Science & Information Technology, Daffodil International University, has been accepted as satisfactory for the partial fulfillment of the requirements for the degree of M.Sc. in Management Information System and approved as to its style and contents. The presentation has been held on 12-12-2018.

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I hereby declare that, this project has been done by us under the supervision of **Dr. Sheak Rashed Haider Noori, Associate Professor and Associate Head, Department of CSE** Daffodil International University. I also declare that neither this project nor any part of this project has been submitted elsewhere for award of any degree or diploma.

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I fell grateful to and wish my profound, my indebtedness to **Dr. Sheak Rashed Haider Noori, Associate Professor and Associate Head**, Department of CSE, Daffodil International University, Dhaka. Deep Knowledge & keen interest of my supervisor in the field of Mobile Finance System influenced me to carry out this project. His endless patience, scholarly guidance, continual encouragement, constant and energetic supervision, constructive criticism, valuable advice, reading many inferior draft and correcting them at all stage have made it possible to complete this project.

I would like to express my heartiest gratitude to Head, Department of CSE, for his kind help to finish our project and also to other faculty member and the staff of CSE department of Daffodil International University.

Finally, I must acknowledge with due respect the constant support and patients of my parents.

ABSTRACT

bKash Limited is a joint venture between BRAC BANK Limited, Bangladesh, and Money in Motion LLC, USA. The ultimate objective of bKash is to ensure access to a broader range of financial services for the people of Bangladesh. It has a special focus to serve the low income masses of the country to achieve broader financial inclusion by providing services that are convenient, affordable and reliable.

This report contains a brief finding of the consumer satisfaction on the products and services of bKash Limited. The history and organizational background of bKash is also summarized in the report. Moreover, a survey report, analysis and its finding have been included to reach to a result and find some recommendations about the consumer satisfaction of bKash Limited. The report also analyses the performance of bKash through the years. This report also focuses on the mobile financing industry as a whole and bKash place in this competitive industry. Through the report I have compared bKash with DBBL Mobile Banking to find out the competitive advantages of each of the company. On the other hand, through the survey I have also learned that though the consumers are satisfied but bKash Limited need to upgrade and improve on some specific areas. It is very necessary in this competitive industry for bKash Limited to retain their topmost position as a mobile financial service provider in the country.

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CHAPTER 1

INTRODUCTION

1.1. Background

As a MSc. in MIS student, it is required to remain attached with an organization for a period of time after completing all the courses. The main purpose is to relate their academic curriculum to practical working atmosphere. The program is known as Thesis.

As a most mandatory part of my post graduation, I took the opportunity to complete my thesis program with one of the largest Mobile Financing Company of our country, bKash Limited. Currently I am working in bKash as a Junior Officer and performed my internship report on “Analyzing the consumer satisfaction level and the performance of bKash as a leading Mobile Financial Service provider”. My academic supervisor **Dr. Sheak Rashed Haider Noori, Associate Professor and Associate Head - CSE**, approved the topic & allowed me to prepare the report as part of the fulfillment of internship requirement as well as gave me appropriate guidelines time to time.

1.2. Scope of the report

Currently I am working in bKash as a Junior Officer under Enterprise Project Management in bKash. I consider myself lucky to get the chance to work at bKash Limited. The main responsibility of my job is to verify customer information with their national id card and give input of data base on it. The working hour is 8 hours a day. This job opportunity helped me to develop and sharpened my different skills, time management, professionalism, team work ability which has a high influence on my career. I have learnt a lot of lessons from my job period till now at bKash limited. And it will also help me for my career development.

1.3. Objective of the report

The main purpose of the project is to identify relationship between consumer satisfaction and performance of bKash as a mobile financial service provider (MFS). In order to gain this broad objective I have sorted out the following specific objectives

1. Evaluate the performance of bKash.
2. Finding out the consumer satisfaction levels basing on the individual products and services of bKash.
3. To give an overview of Mobile financing industry in Bangladesh
4. Evaluate the competitiveness of bKash in the market
5. Determining the user friendliness of bKash.
6. Measuring the loyalty level of bKash users.
7. Identify the problem solving ability of the customer care of bKash
8. Identify the product quality of bKash
9. Identify the negative sides of bKash to the customers.
10. Identify whether customers perspective towards bKash

1.4. Methodology

Methodology is a procedures of collecting information from sources to carry out the report. The report is crafted by using both primary and secondary data. In order to determine relationship between consumer satisfaction and performance of bKash as a mobile financial service provider mostly primary data has been collected. As bKash maintains high level of confidentiality for data and information a small number of secondary data has been used too.

1.4.1 Primary data

Survey

I have prepared some specific questions based on the objective of the report in order to collect needed information from consumers which would help me to fulfill the objective of the report.

Observational findings

While working in the organization I have observed some scenario of bKash Limited and was involved directly with consumer base which have helped me in preparing the report.

1.4.2 Secondary Sources

Secondary data has been extracted from various online sources such as the official website of bKash Limited, some articles and reports from the online archive. Due to high secrecy a little number of secondary data has been collected for preparing this report.

1.4.3. Survey Method

The main purpose of conducting the survey is to identify the relationship between consumer satisfaction and performance of bKash as a mobile financial service provider. The survey is conducted by preparing questionnaires and observing the day to day behaviors of customers. For data collection total 24 questions are prepared. The questions are prepared based on these following areas:

Ease of Application

Customer Service Prowess

Customer's perception toward service and products

Access to the Market

Negative side of product

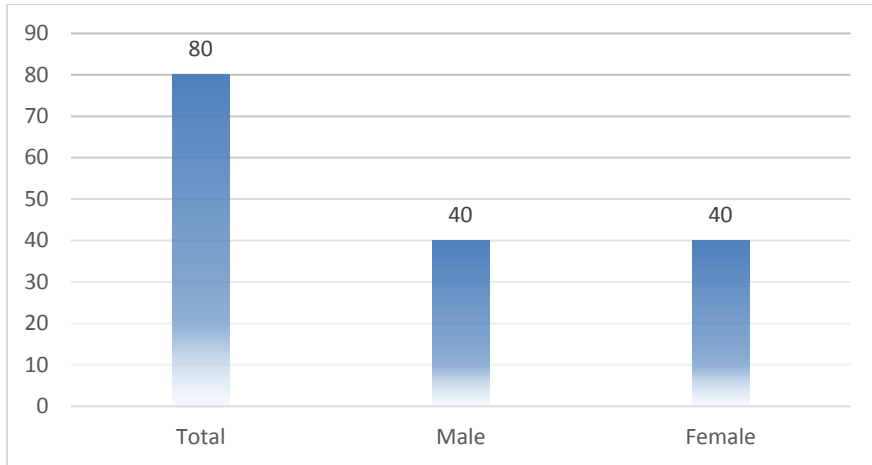
Transaction Policy/Methods

Availability of Products and Services and Service Point

The questionnaires were filled up by participants by hand to hand distribution of question paper rather than going online. The questionnaires are constructed in a simple way so that everyone can understand and answer the questions easily.

Sample

Sample is the subset of a population depending on it the main research has been organized. I have used Convenience Sampling Method for this research. The sample size is 80. Among them 40 were male and 40 were female. In terms of percentage:



1.5. Limitations

bKash officials maintain a high level of confidentiality about their data and information. For this reason secondary data sources was quiet limited. Junior officers are not allowed to access the bKash main server. That is why I have faced some limitations of consumer based information. Also it was quite difficult to access secondary data and research reports on bKash. Due to high sensitivity bKash does not allow much insight on the internet. Although these limitations existed I have tried my best to complete the report and give adequate result and information.

CHAPTER 2

COMPANY PROFILE

2.1. Company Profile

bKash is a subsidiary of BRAC Bank. It aims at providing safe, convenient and easy ways to make payments and money transfer services via mobile phones to both the unbanked and the banked people of Bangladesh. The main objective of bKash is to ensure access to a broader range of financial services for the people of Bangladesh.

Bangladesh is the heartland of four decades old microfinance industry. CGAP's 2013 research indicated that any household that wants a microfinance loan could get one. At the same time, basic mobile payments and savings accounts have already spread like wildfire since first introduced three years ago. The fastest growing provider is bKash, a specialized company in Bangladesh focused on mass market mobile financial services. bKash is able to succeed alongside the microfinance industry in part because mobile financial services meet a completely different need. Since its starting in July 2011, bKash reached 11 million accounts by the end of 2013, just 30 months after launch. This happened in a market where massive microfinance industry already exists. Microfinance in Bangladesh is focused primarily on small-scale unsecured credit, while bKash provides a tool for sending payments quickly to others. bKash is not only the fastest growing mobile money deployment in Bangladesh, but CGAP also estimates that it was the fastest growing mobile financial services business globally during 2013.

2.2. Company Mission

By providing convenient, affordable and reliable financial services, bKash aims to widen the net of financial inclusion. bKash also aims at provide a solution for Mobile Financial Services, built on a highly scalable Mobile Money platform, allowing the people of Bangladesh to safely send and receive money via mobile devices.

2.3. Products and services of bKash

Cash In

bKash users can load cash in their bKash account through any of the bKash agent or ATMs. No transaction cost is required in this process. It's free of cost.

Cash Out

Users can withdraw cash from their accounts from the bKash agents as well as from the ATMs. The transaction cost is 1.85% if the withdraw is made through manual mobile system and 1.75% through mobile app system.

Send Money

Users can send money from one account to another through this process. No transaction cost is required under this process.

Payment

bKash users can make payments from their bKash Account to any “Merchant” who accepts “bKash Payment”. They can now bKash their Payment at more than 47,000 outlets nationwide.

Buy Airtime

A recent added feature on bKash is recharging mobile balance through bKash account. bKash enables it’s users to directly buy airtime from their accounts. It is free of cost.

International Remittance

bKash has partnered with western union and mastercard to receive remittance which has enabled the rural people to directly receive money from the family members living in abroad.

Interest on Savings

bKash account holders can enjoy up to 4% of interest annually on their savings in the bKash account. Users will get 1.5% interest at annual rate if users keep a minimum balance of BDT 1,000 in your bKash Account throughout a month, do at least 2 transactions and keep average day end balance between BDT 1,000 and BDT 5,000.99 in that month. Interest rate:

Interest	Balance
1.5%	BDT 1,000 – BDT 5,000.99
2%	BDT 5,001 – BDT 15,000.99
3%	BDT 15,001 – BDT 50,000.99
4%	BDT 50,001 and more

2.4. Partners of bKash

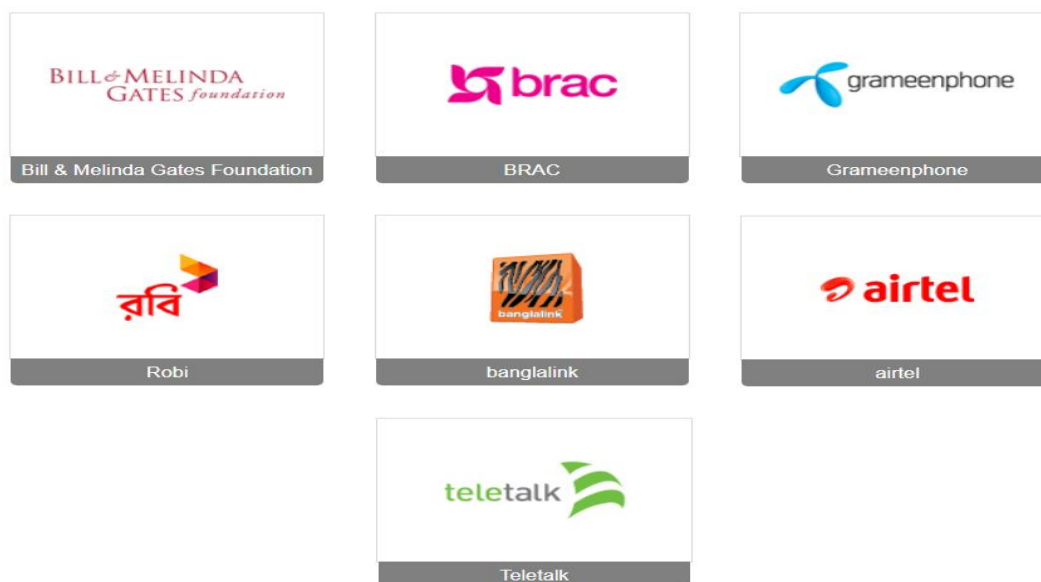


Figure 2.4 – Partners of bKash

2.5. Board of Directors

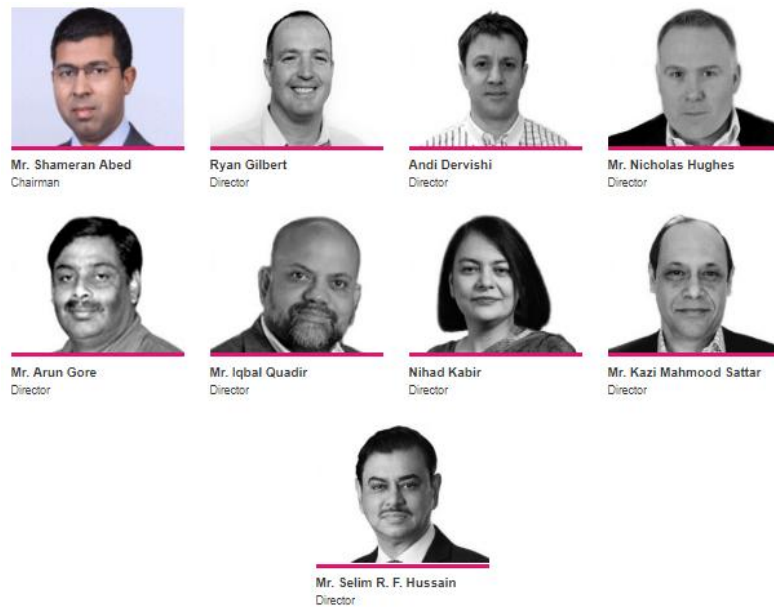


Figure 2.5 – Board of directors

2.6. SWOT Analysis

To understand the business environment of a firm, we need to analyze both the general environment and the firm's industry and competitive environment. One of the techniques for analyzing firm and industry conditions is SWOT analysis. It is the most widely used technique through which managers can create a quick overview of a company's strategic situation.

Strengths

bKash has always tried to providing quality services. The strengths of the company include- it's the market leader, it has got skilled & dedicated workforce, strong financial position wide range of product and product innovation skills, highest reach in the nation, building brand image and reputation in the market, strong company culture, customer care.



Figure 2.6 – SOWT Analysis

Weaknesses

The weaknesses of bKash are understanding consumer's expectation, facing challenges regarding branding, sometimes system is down, conflict management skills for solving regulatory problems, high cost of transaction, and poor leadership development from local talents for top level position, conflict management skills for solving regulatory problems.

Opportunities

The opportunities of bKash are huge in nation. Because the total number of active mobile phone subscribers are 646.99 lack at the end of August 2018 in Bangladesh. All of the mobile phone subscribers are the potential target market for bKash. Beside this bKash have more opportunity than others since it is leading the market.

Threats

One of the main challenges for bKash is the perception of technology maintained by low income users. For example let's say many Consumers mistakenly think that they require advanced skill to use the technology. A similar issue arises in that users often think that advanced English is required to use bKash that's why it's really hard to convince low income users about the invisible money concept.

CHAPTER 3

MFS OVERVIEW IN BANGLADESH

3.1. Mobile Financial service

Mobile Financial Services (MFS) is an approach to offering financial services which combines banking with mobile wireless networks that enables users to perform banking transactions. It means the ability to perform banking activities like making deposits, withdraw, and to send or receive funds from a mobile account. Most of the time these services are enabled for the use of bank agents that allow accountholders to transact at independent agent locations outside of bank branches. In today's digital age with many banks offering impressive apps Mobile banking is very convenient. The abilities like deposit a check, pay for merchandise, transfer money to a friend or to find an ATM are the reasons why people choose to use mobile banking.

3.2. MFS company insight in Bangladesh

Bangladesh started its mobile banking journey in 2011. Dutch-bangla bank limited started 1st Mobile Banking service in Bangladesh on 31 March, 2011, currently known as Rocket. Brac Bank Limited is the 2nd bank to enter in this industry with its subsidiary its company bKash. Then all the other banks. Currently there are more than 15 Banks that provide this service to their customers.

3.3. List of MFS companies in Bangladesh

Sl.	Bank Name	Product Name
1.	Duch-Bangla Bank Limited.	Rocket
2.	BRAC Bank Limited.	bKash
3.	Prime Bank Limited.	EasyCash
4.	AB Bank	SMS Banking
5.	South East Bank	SMS Banking

6.	First Security Islamic Bank	SureCash
7.	Bangladesh Commerce Bank	SureCash
8.	Standard Bank	
9.	United Commerce Bank	SMS Banking
10.	Islami Bank Bangladesh Limited.	mCash
11.	Trust Bank	Mobile Money
12.	National Credit and Commerce Bank Limited	SureCash
13.	Bank Asia Limited.	Mobile Banking
14.	Dhaka Bank	SMS Banking
15.	Mercantile Bank	Mobile Banking

3.4. Summary of 2018 MFS statement

Description	Amount (Till July, 2018)
No. of Banks currently providing the Services	18
No. of agents	840,196
No. of active accounts in Lac	305.78
No. of registered clients in Lac	640.49
Total transaction in taka(in crore BDT)	30,800.05

No. of daily average transaction	6,208,535
Average daily transaction (in crore BDT)	993.55
Inward Remittance (in crore BTD)	14.70

3.5. Market shares of the MFS providers (Till April, 2017)

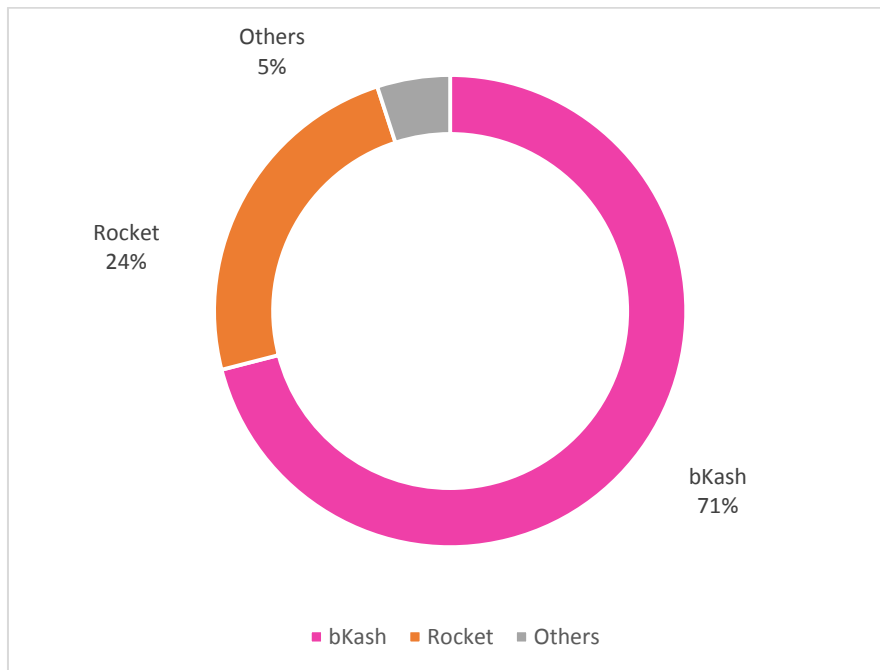


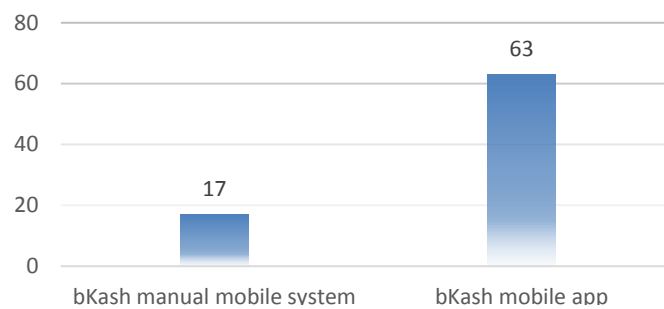
Figure 3.5 – Market Share

CHAPTER 4

CONSUMER SATISFACTION ANALYSIS

Generally this chapter gives an overview of the survey questions that represents the customer satisfaction level of the bKash users. Total 23 questions were asked. Few of them were general questions that do not add value to the survey. The results of rest of the questions are represented below.

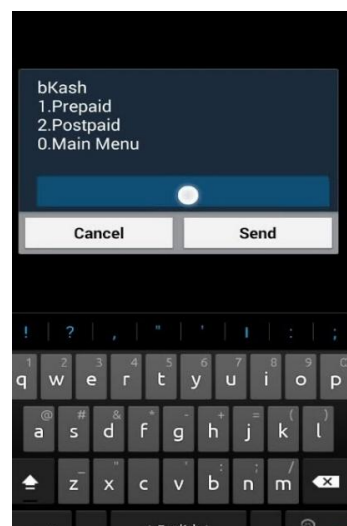
* bKash Manual mobile system VS Mobile app



The graph shows that around 63 consumers prefer bKash mobile app instead of Manual mobile system of bKash. The reason behind this can be said is the ease in operating of the app system. One will obviously choose the easy one touch operating system rather than the system that needs you to type manually to perform desired task. Also these questions represent that bKash Mobile app is more favorable to the consumers.

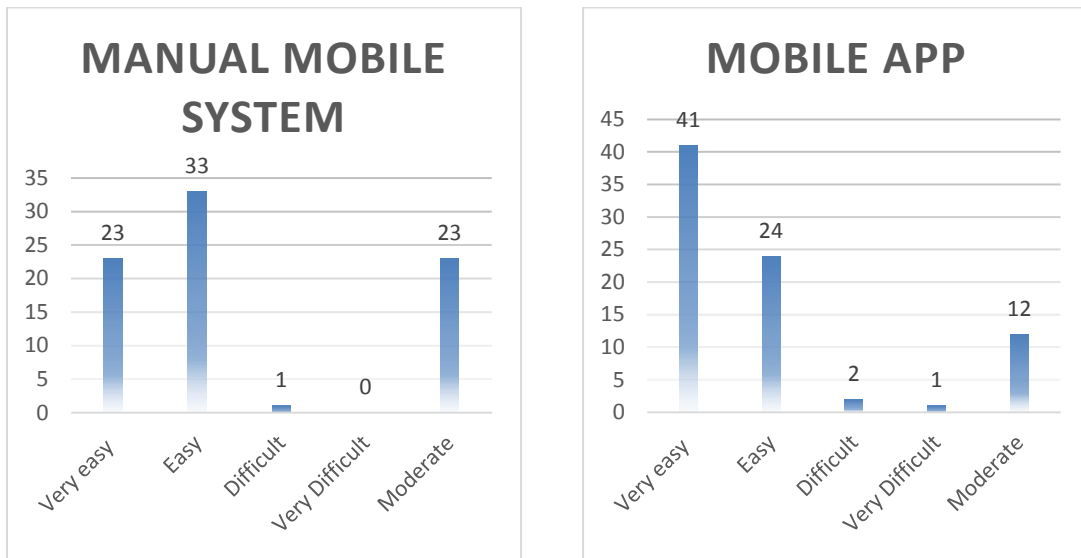


Figure 4A - bKash App



bKash Manual Mobile System

*** bKash Manual mobile system VS Mobile app**



Above two graphs show that, the Mobile app is easier to operate than manual mobile system of bKash.

***Functionality of bKash Manual mobile system and Mobile app**

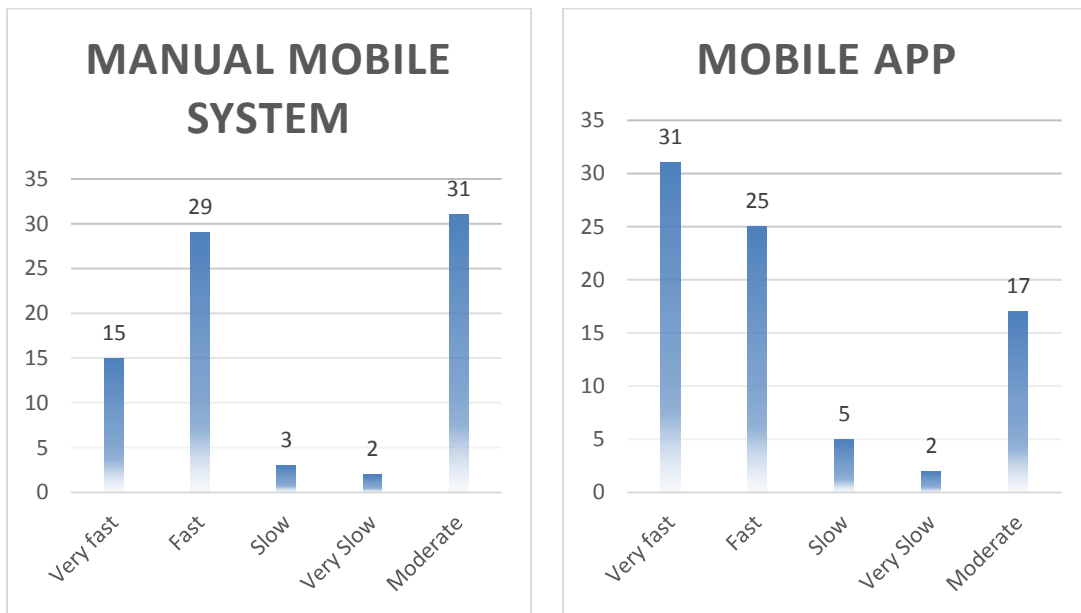
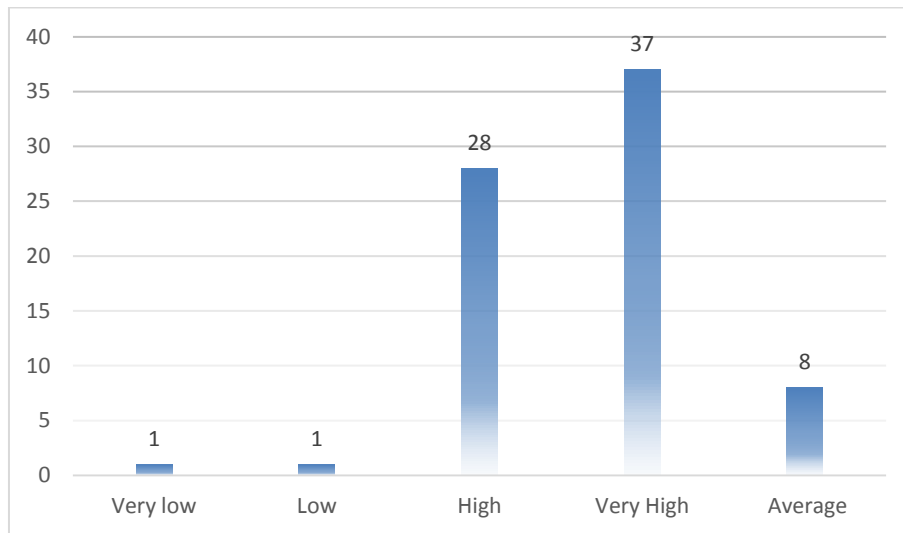


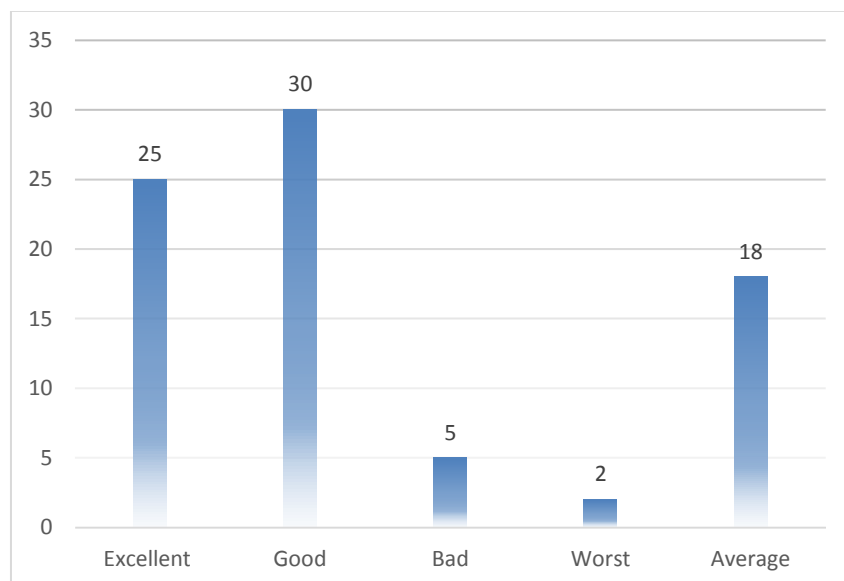
Figure 4B – Mobile System and Mobile App

***Affordability of the cash out service charge by the consumers.**



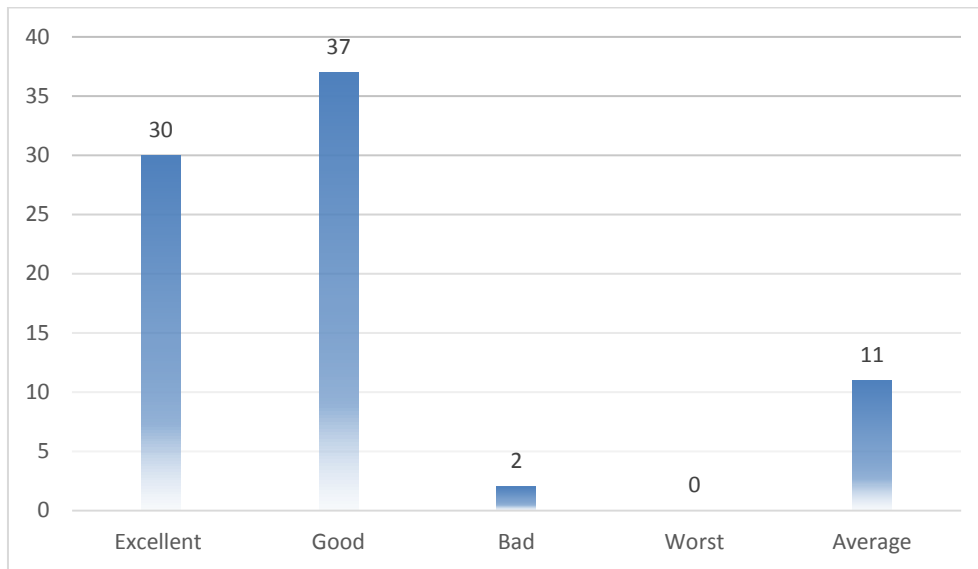
Almost most of the users think that the cost related to transaction is very high. Above result shows the dissatisfaction of bKash users because of the high transaction cost. This generally means if a customer wants to cash out 1000 taka then he has to pay 18.5 taka additional as a service charge which is high for a developing country like ours.

***Security level of bKash.**



The graph shows that the users are satisfied with the security system of bKash since 25 consumers rated it as excellent and 30 as good.

***Availability of bKash point in terms of cash in and out**



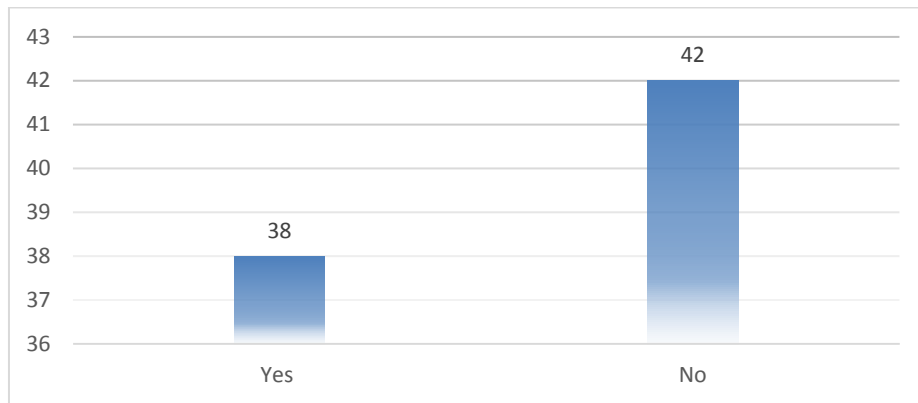
bKash has more cash in and out points than its competitors. Above graph shows the satisfaction level of the users in terms of availability of ATM booth.

bKash points. A comparison between bKash and its competitors has been showed in the table below.

Company	Number of agents	Number of merchants
bkash	6,82,278	60,000
DBBL/Rocket	2,07,958	869
Ucash	1,05,000	N/A

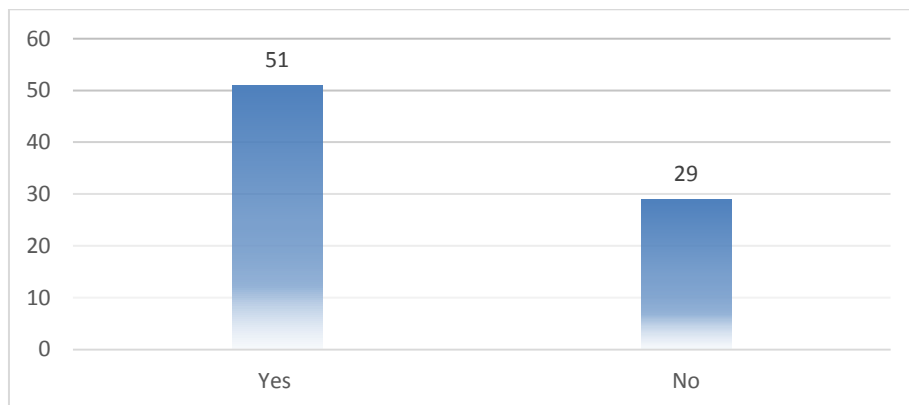
bKash has three times more agents than its close Rocket and six times more agents than Ucash. The number of merchants is also higher than the rest of the competitors.

***Percentage of users who faced problem while using bKash**

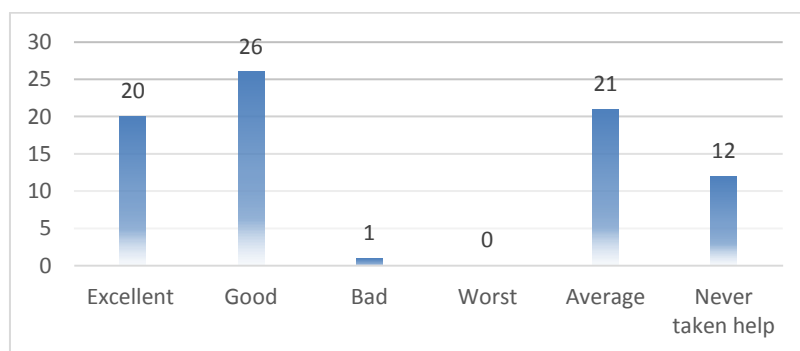


The graph shows that almost 47.5% users faced problem while using bKash. Although the percentage is lower than the peoples who did not faced any issue. But should be a major company for the company since the percentage is high.

***Percentage of users who used help from bKash customer care**

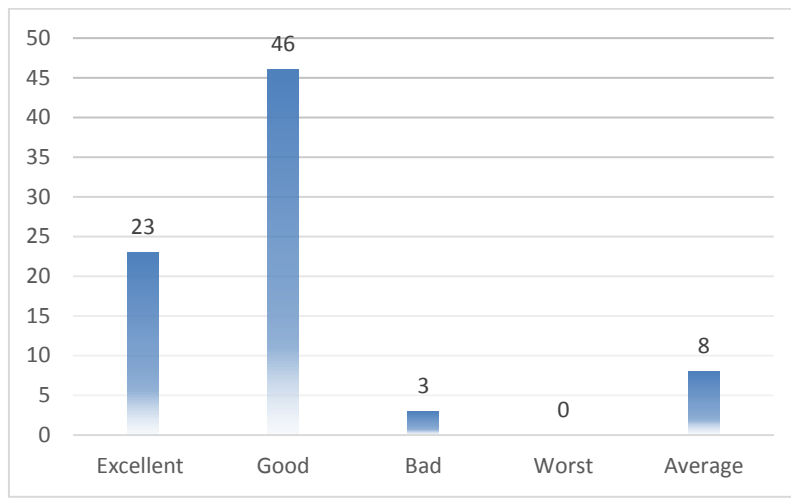


***bKash customer care efficiency**



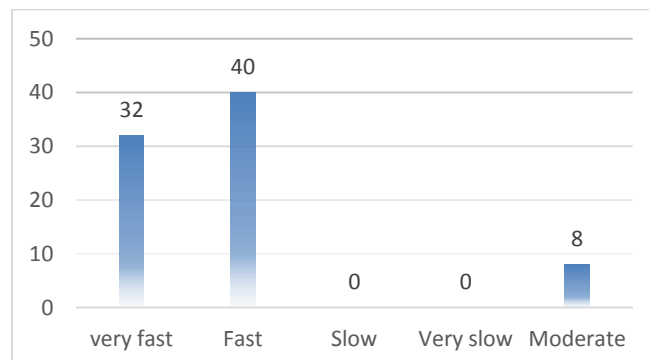
Above two questions shows the satisfaction level of with the bKash customer care service. Almost most the users are satisfied with its customer care services and rated it as excellent, good and average. This shows the productivity and problem solving ability of bKash customer care employees and represents that they are good at solving problems of the users.

***Accessibility of bKash in the general market.**



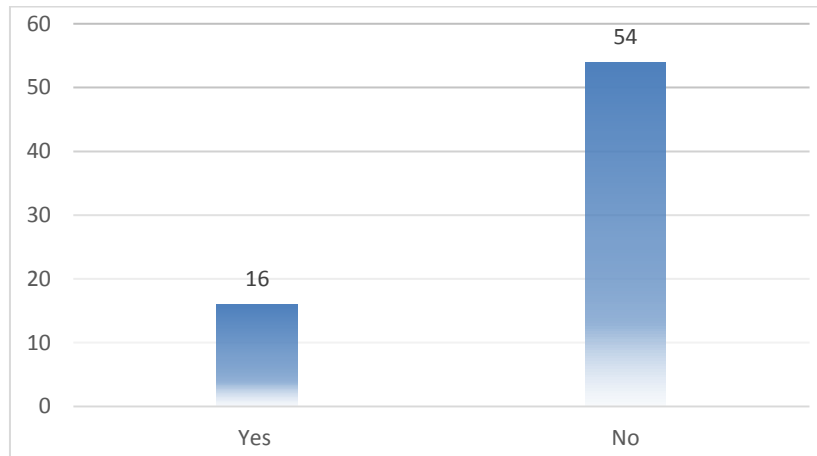
Opening a bKash Account is very easy and it is a free. Currently anyone can open bKash Account by using Airtel, Banglalink, Teletalk, Grameenphone and Robi connections. You just need Mobile phone, NID original copy and photocopy and one copy of passport size photograph. There are 6,82,278 agents available nationwide through which anyone can open bKash account. So we can say that the accessibility of bKash to general people is good also the survey results show t5he similar result.

***Ease of bKash sending money process**



Through mobile banking users can easily transfer money to another account. It is a very easy and fast method of transferring money from one place to another. bKash helps its customers to transfer money to another account in the shortest period possible and the above ratings of its customers represents that it is possible to do so.

***bKash fraud throughout the years**



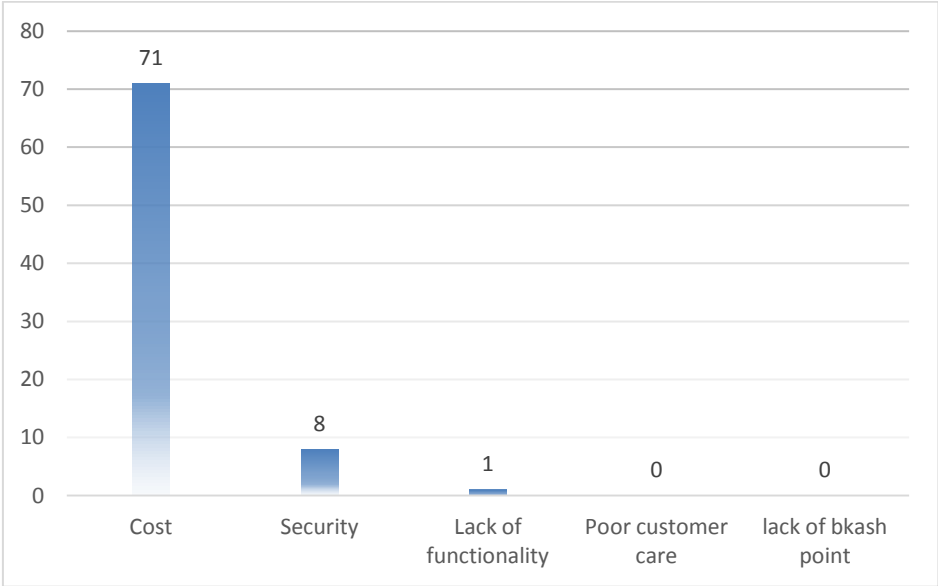
bKash Customers of the nation’s largest mobile financial services provider bKash are often becoming victims of fraud and harassment and are losing money to scammers. Above results show that about 20% users have faced fraudulent activities while using bKash. Although the number isn’t high it should be considered as a major threat for the company’s reputation.

Although in recent years there have been a lot of fraudulent example have published in news, bKash has tried its best to keep its customers safe from fraud. In recent years it has tried to advertise as much as possible so that the customers can be safe while using mobile banking. Many ads in digital media have been published so that the consumers can be safe.



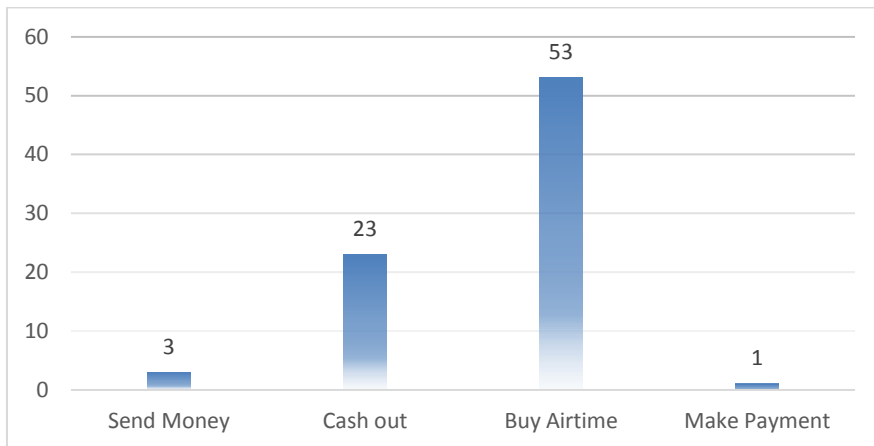
Figure 4C – Advertisement

***Most hated point of bKash**



Almost 88.75% users marked the cost of transaction to be the most negative side of bKash. This result is consistent with the previous result we got on Question #7 where we asked to rate the cost of bKash. 35% people marked it as high and 46.25% users considered it to be very high based on their affordability.

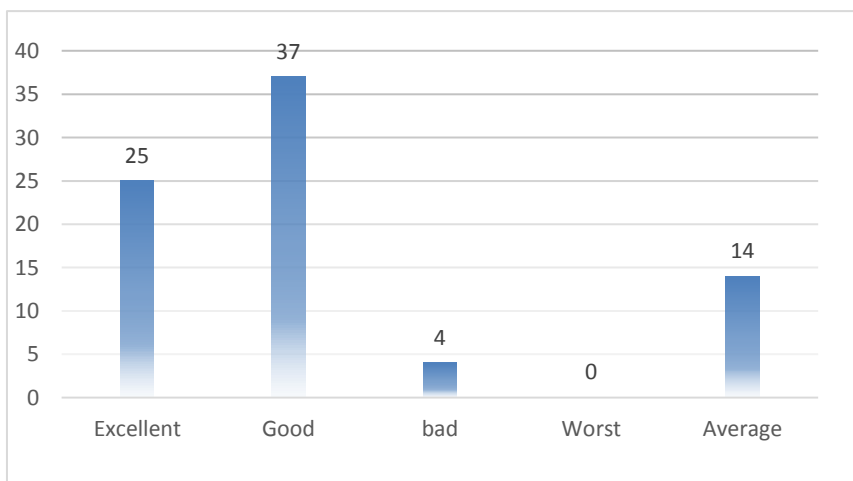
***popular bKash services.**



The result of this question is consistent with the financial report of bKash. In 2017 net revenue of bKash was 7,129,454,079 and around 92.1% of it came from cash out transaction and 2.88% of it from the commission on airtime purchase. The reason behind 2.88% revenue from air time purchase is that it's free of cost and the margin of revenue is less than the cash out process.

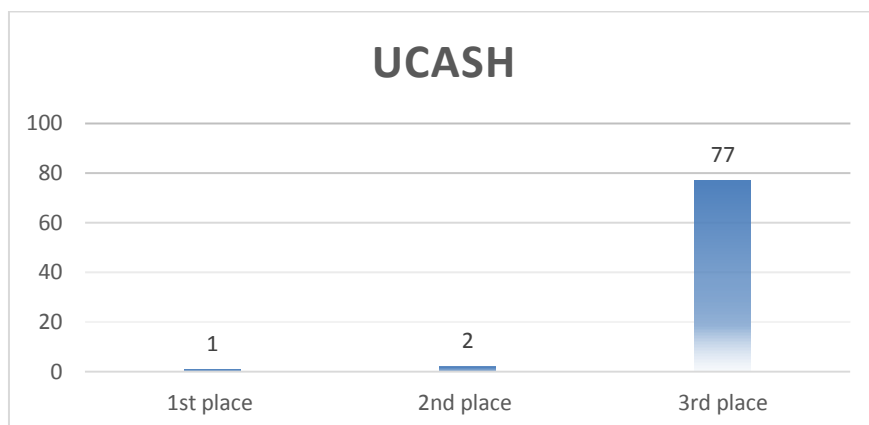
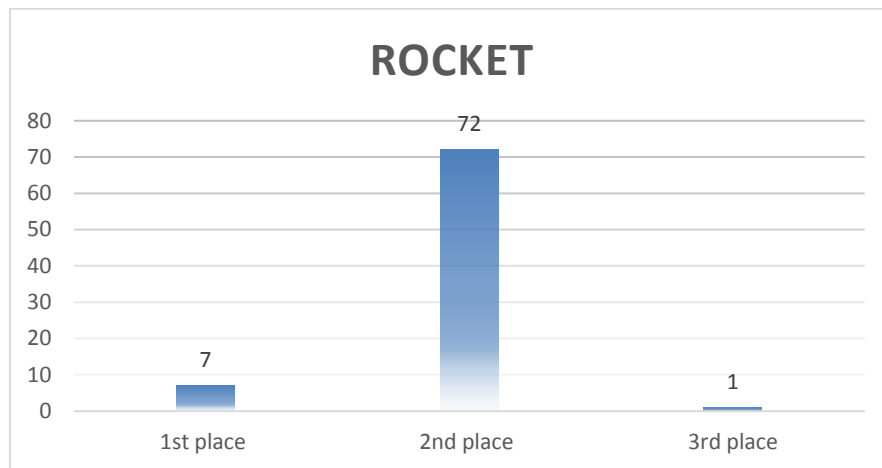
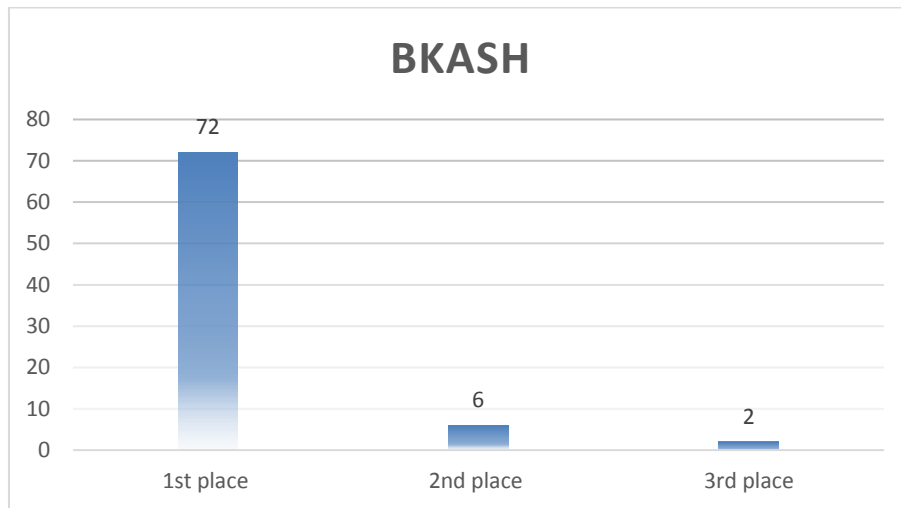
Next three questions will determine the overall satisfaction of the bKash users.

***Satisfaction level of consumers**



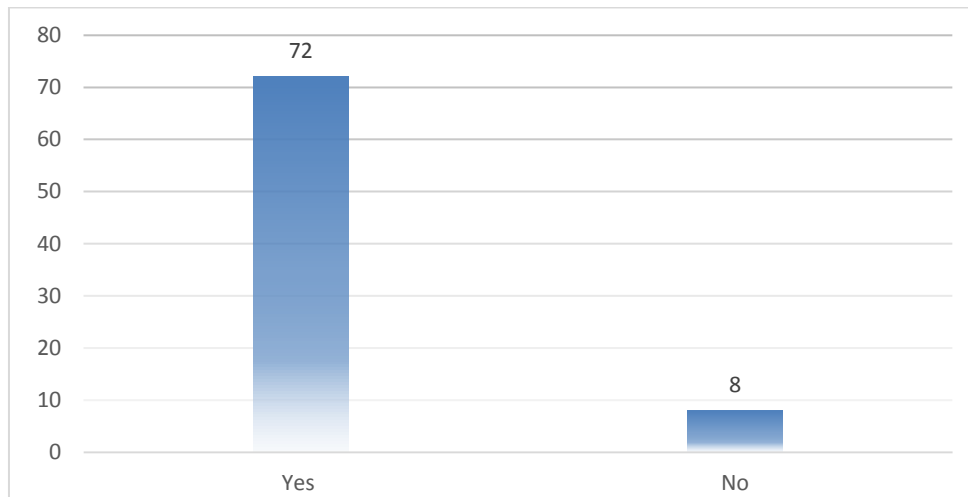
Around 31.25% and 46.25% people is satisfied with the bKash service and marked it as excellent and good. Only 5% people are dissatisfied with their experience with bKash and rated it bad.

***Consumer loyalty of bKash**



Around 72 users placed bKash 1st based on their experience. 6 users placed it 2nd and two of them placed it 3rd. On this basis we can say that the overall consumer satisfaction level is good.

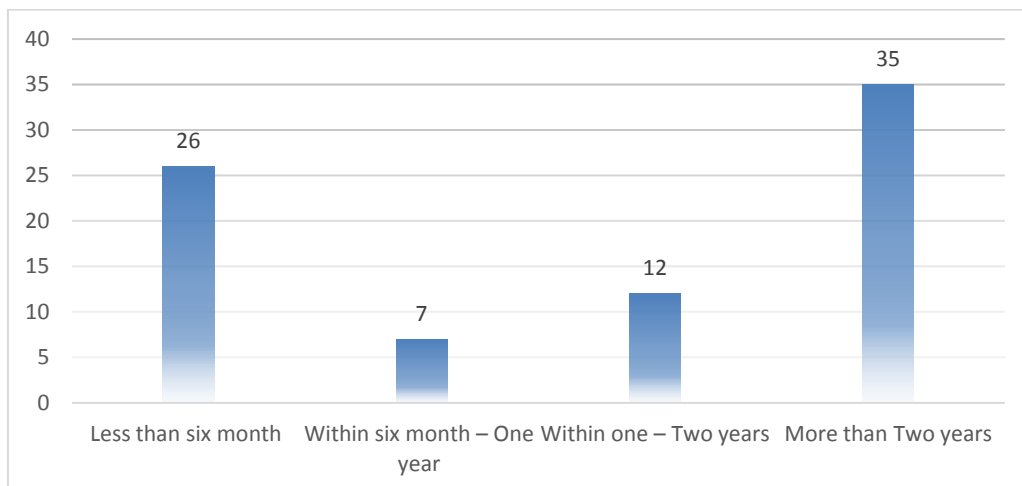
Question #23- Would you recommend bKash to your friends and family.



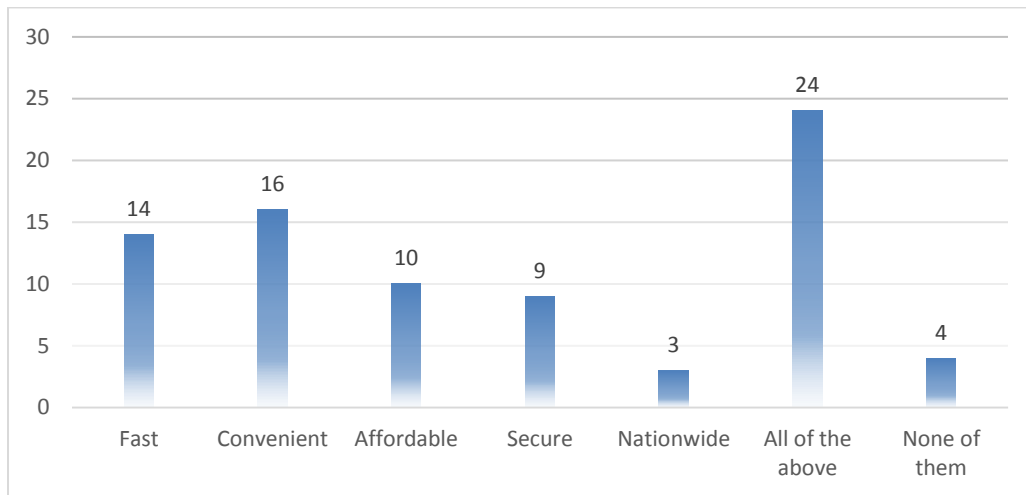
90% users are satisfied with the service and said that they will recommend it to their friends and family. While only 10% people are dissatisfied with their experience with bKash and said that they will not recommend it to their friends and family.

Result of general asked questions:

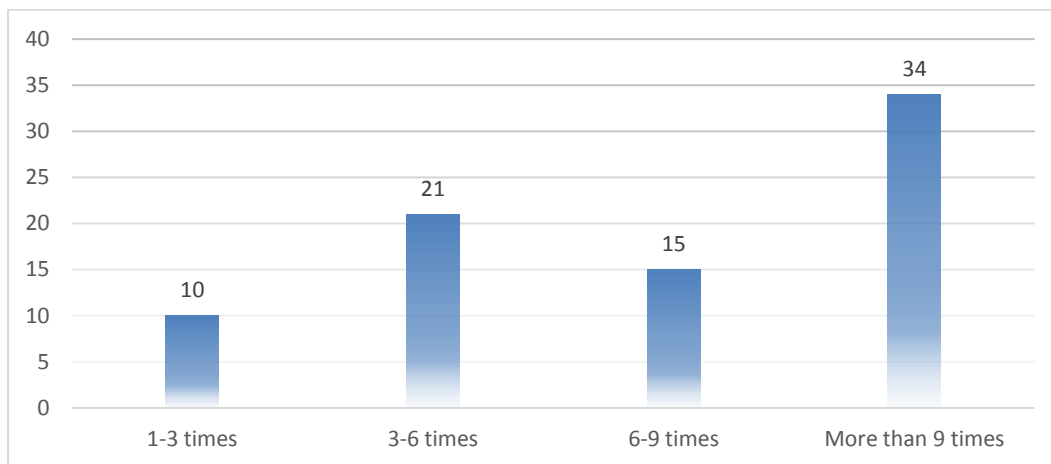
Question #1- How long you have been using bKash



Question #16-Which of the following words will you use to describe bKash



Question #18- How many times you use bKash in a month



Conclusion of the chapter

The main purpose of our survey was to identify the satisfaction level of the consumers of the bKash. This chapter generally focuses on the result of the survey we did. From the chapter we can easily say that the overall satisfaction of the bKash account holders are pretty good since all of the questions asked had a positive review by the users. In this sense we can say that the users of bKash are satisfied with its products and services.

CHAPTER 5

PERFORMANCE OF bKash

This chapter generally focuses on the performance of the bKash in the market since its starting in 2011. We will discuss its growth in users, agent, profit, value of the company and other aspects rather than typical ratio analysis of the company. This chapter will focus on the growth of the company and compare with the other close competitors in the market. This chapter will also help to identify the relation between the performance of the company and its consumer satisfaction

5.1. Number of consumers

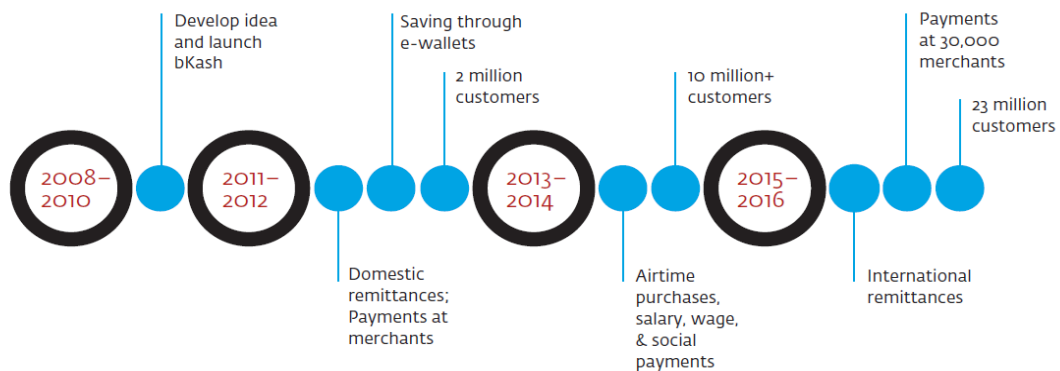


Figure 5.1A – Number of consumer

Since its starting in 2011 the number of consumers of bKash has increased in high rate. Currently bKash has more the 30 million registered accounts which is 15 times more than the consumer it had in the first year of its starting.

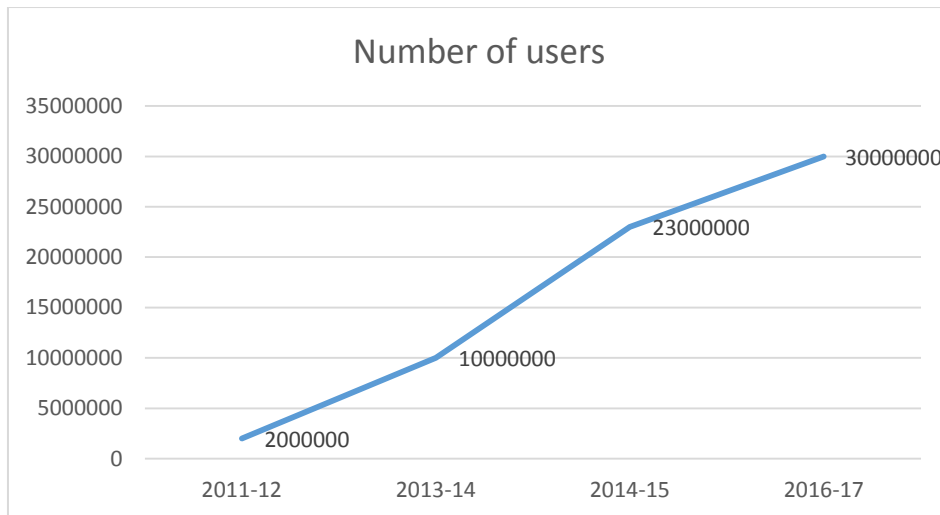


Figure 5.1B – Number of user increased

5.2. Market share

After DBBL mobile banking bKash started its journey in 2011 a second MFS company of Bangladesh. Although it was second to launch it has always led the market when it's come to market share in Bangladesh. The graphs below shows the condition of the market share since its starting.

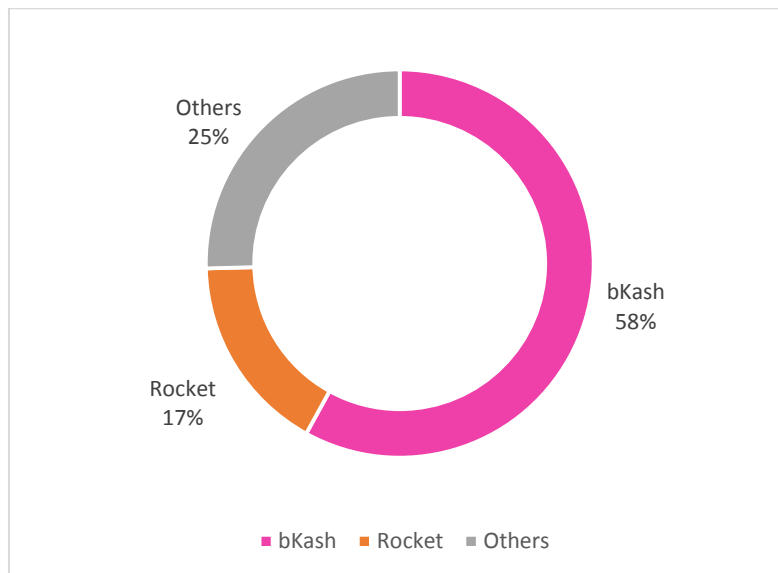


Figure 5.2A - Market share of MFS companies in 2015

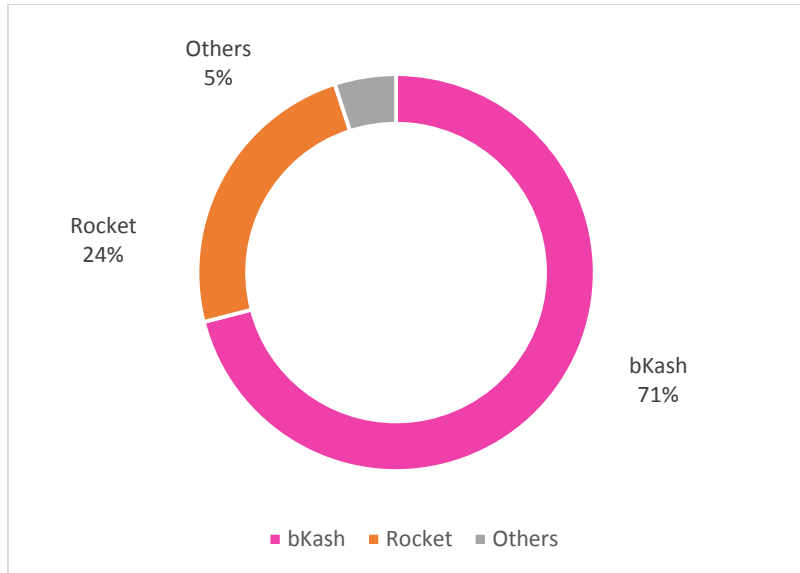


Figure 5.2B - Market share of MFS companies in 2017

Above two pie represents the performance of bKash based on market share. In 2015 it had 58% market share which is more the twice to its closest competitor DBBL. In 2017 the percentage increased to 71%. Within two years bKash is able achieve additional 13% more market shares which shows the performance of bKash as the leading MFS Company of the nation.

5.3. Profit wise performance

The profit wise performance of bKash is represented below. The below chart shows us the Net revenue of bKash for the last 2 years, from 2015 to 2016 since only 2 years balance sheet of bKash was found.

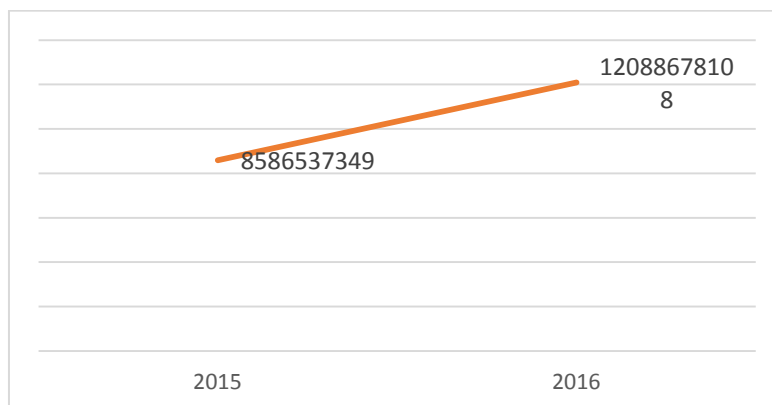


Figure 5.3 - Net Revenue of 2015 and 2016

Percentage increase in profit is 40.78% from the previous year. Which shows a favorable performance of bKash.

5.4. Number of Agents

The number of agents of bKash in 2011 was just 30000. Since then the number has increased gradually. Currently bKash has 6,82,278 bKash agents throughout the nation. A comparison on growth of agent number with DBBL is shown below with a chart.

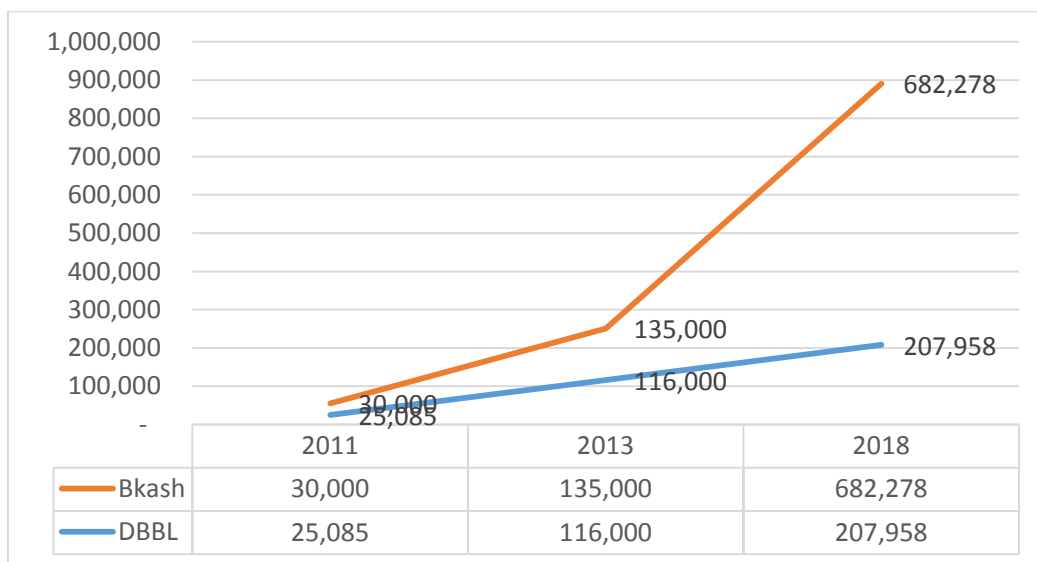


Figure 5.4 – Number of agents

5.5. Achievement of bKash

5.5.1. Largest MFS company in Bangladesh

bKash is currently the leading mobile banking company of Bangladesh. With 71% market share it is leading from the front. Around 22% of Bangladeshi adults use bKash, and more than 4.5 million transactions is made every day, making it the country’s most popular mobile financial service provider of the nation.

5.5.2. 23rd in Fortune’s top 50

bKash Limited, the largest mobile financial service provider in Bangladesh has been ranked #23 on Fortune’s third annual ‘Change the World’ list which recognizes top 50 companies that are changing the world through solving a multitude of societal

problems. Based on three factors: social impact, business results and degree of innovation the respected American business magazine's ranked bKash in 2017.

15	Tencent	Internet Services & Retailing
16	Vodafone	Telecommunications
17	Go-Jek	Logistics
18	Cemex	Building Materials
19	Centene	Health Care: Insurance & Managed Care
20	Enel	Utilities
21	Unilever	Household & Personal Product
22	CH2M	Construction, Engineering
23	bKash	Financial Data Services
24	Accenture	Information Technology Services
25	Microsoft	Computer Software

Figure 5.5.2 – 23rd in Fortune's Top 50

CHAPTER 6

SUMMERY

6.1. Conclusion

bKash Limited is one of the leading mobile financing services of Bangladesh who were the pioneer in this sector. They have been serving their wide range of users great quality products and services since 2010. At present they are now serving more than three crore of its regular users through a number of 6, 82,278 agents as service points. The ultimate objective of bKash is to ensure access to a broader range of financial services for the people of Bangladesh. Moreover, it has a special focus to serve the low income population of the country in order to acquire broader financial inclusion by providing services that are affordable, reliable and convenient.

Within my three months of job in bKash I had a wonderful experience and got to know a lot about the company as well as the corporate sector of Bangladesh. I have also experience the great company culture of bKash Limited and have acquired much insight about the organization. I have also gained much knowledge on the work process as well as the organizational policies of the bKash Limited. Moreover, I have also acquired some major information on the partners of the company as well as its stakeholders. Furthermore, I had to maintain strict punctuality while working as an intern in the company. On the other hand, within this period, the job opportunity has helped me greatly in developing my personal, technical as well as corporate skills.

After completing the consumer satisfaction survey on bKash Limited it is much clear through the findings of the specific survey that the consumers of the bKash are much satisfied on the products and services of the company as a mobile financial service provider. On the other hand, through the survey I have also learned that though the consumers are satisfied but bKash Limited need to upgrade and improve on some specific areas such as skills of the customer service representatives, security of the transaction, pin setting issues etc. It is very necessary in this competitive industry for bKash Limited to retain their topmost position as a mobile financial service provider in the country.

6.2. Recommendations

1. bKash Limited should work on customer service representatives skills and also on their problem solving skills. Because they are the one from whom consumers take information and help. Sufficient training and guidance is necessary how to solve the consumer's problem effectively and efficiently. As consumers want immediate solution for their problems, CSR should be also very fast otherwise consumer's dissatisfaction level can be very high in future. Thus, it can decrease the loyalty level of consumers for bKash Limited.

2. 47.5% respondents said that they have faced or heard problems while paying through bKash. bKash Limited should do an extensive survey in order to know what types of problems consumers are facing while payment and find out the ways to solve them.

3. Sometimes the existing users of bKash Limited face some difficulties while requesting for a new pin after they had forgotten the old one or somehow blocked it. This problem occurs as bKash Limited only allows 1 hour portal to reset the pin. It is very short time because anyone can busy with another work and for that reason they could not check the message. So, the organization should extend the time to reset the pin.

4. The respondents of the survey think that the service charge of bKash Limited is not affordable for all general people. bKash Limited should work on it as consumers are the key to success and achieving their satisfaction level is more important than anything.

5. A number of times some fraudulent individuals try to trick people through bKash and harms them financially. Moreover, these types of people often steal the money of other by unfair means. bKash Limited should upgrade their security policy or introduce a completely new security system that will be hard for the law breakers to con the users as well as much easy for the general people.

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APPENDIX

Age:

Gender: Male
 Female

Dear bKash User,

The main purpose of this survey is to know about the consumer satisfaction level on bKash Limited as a mobile financial service provider in order to provide the best quality products and services. We appreciate you for giving us your precious time in filling up this survey.

- 1) How long you have been using bKash?
 - a) Less than six month
 - b) Within six month – One year
 - c) Within one – Two years
 - d) More than Two years
- 2) Which bKash System do you prefer?
 - a) bKash manual mobile system
 - b) bKash mobile app
- 3) How will you describe bKash manual mobile system in terms of usage?
 - a) Very easy
 - b) Easy
 - c) Difficult
 - d) Very Difficult
 - e) Moderate
- 4) Rate the functionality of bKash manual mobile system.
 - a) Very fast
 - b) Fast
 - c) Slow
 - d) Very Slow
 - e) Moderate
- 5) How will you describe bKash mobile app system in terms of usage?
 - a) Very easy
 - b) Easy
 - c) Difficult
 - d) Very Difficult
 - e) Moderate
- 6) Rate the functionality of bKash manual mobile system.
 - a) Very fast
 - b) Fast
 - c) Slow
 - d) Very Slow
 - e) Moderate
- 7) Rate the service charge of bKash based on your affordability (1.85% of the total transaction).
 - a) Very low
 - b) Low
 - c) High
 - d) Very High
 - e) Average

18) Rate your satisfaction level with bKash.

- a) Excellent
- b) Good
- c) Bad
- d) Worst
- e) Average

19) How many times you use bKash in a month?

- a) 1-3 times
- b) 6-9 times
- c) 3-6 times
- d) More than 9 times

20) Have you ever faced any kind of fraudulent activity while using bKash?

- a) Yes
- b) No

21) Mark which is the most negative side of bKash.

- a) Cost point
- b) Security
- c) Lack of functionality
- d) Poor customer care
- e) lack of bKash

22) Which bKash service do you use most?

- a) Send Money
- b) Cash out
- c) Buy airtime
- d) Make payment

23) Place the best Mobile financial service company based on your experience.

- a) bKash
- b) Rocket
- c) Upay

First place	
Second place	
Third place	

24) Would you recommend bKash to your friends and family?

- a) Yes
- b) No