National Payments Corporation of India (NPCI): Overview of Innovations and Growth

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Abstract

National Payments Corporation of India (NPCI) has been at the forefront of innovation in the Indian financial system. It has introduced numerous influential products like UPI, with the aim of cash-less economy and financial inclusion for the population. In this paper, we provide an overview of NPCI's most innovative products and their performance over the years. We discuss the impacts of these innovations on all kinds of stakeholders ranging from customers, merchants, banks and the overall economy. We discuss major developments towards internationalization of the products, the competitions they face and disruptions brought in the market. We analyse the growth of NPCI, with reference of data from official website and annual reports. We finally derive a deeper conclusion from the analysis, that a company's growth is assured to be humongous when it brings about innovations for the masses of the country. We support this finding with the help of literature present for Corporate Social Innovation (CSI) theoretical framework. The paper also contributes to this framework research with NPCI as a case study. The main focus of challenges and future research scope are discussed, being the assurance of NPCI's commercial viability when it comes out of the protection of government support.

***Keywords**:* Corporate Social Innovation (CSI), UPI, Digital Payments, Financial inclusion, FASTag

Introduction

NPCI (National Payments Corporation of India) is the umbrella organization for the operation of retail payments and settlement systems in India. The Reserve Bank of India (RBI) and the Indian Banks' Association (IBA) took the initiative to establish a strong Payment & Settlement infrastructure in India in accordance with the principles of the Payment and Settlement Systems Act, 2007. The organisation is backed by the Reserve Bank of India, the country's central bank, and is owned by a consortium of banks in the country.

NPCI is a non-govt company, incorporated on 19 Dec, 2008. It's a public unlisted company and is classified as a "company limited by shares". According to Section 25 of the Companies Act of 1956, NPCI has been established as a "Not for Profit" company in light of the nature of its objectives. Their main objective is to leverage technology to bring innovations into retail payment systems, increase operational efficiency, and extend the reach of the payment systems.

In this paper, we aim to understand the company's evolution with respect to the product launches and important milestones over the years. Next, we provide an overview of the most prominent products, their unique features and innovativeness. We also understand the impact of these products on various stakeholders in the subsequent section. The company's steps towards internationalization, and its role in the disruption in the ecosystem have been discussed briefly. The competition NPCI faces in regards to these have also been mentioned. Finally, we analyse the company's own growth and highlight the products which played major role in NPCI's success. A deeper, social understanding of the reasons for those successes will be tried to establish with the foundational support of the Corporate Social Innovation (CSI) theoretical framework. The paper concludes by providing challenges and opportunities faced along with recent developments and future outlook.

Literature Review

In this literature review we focus briefly on concepts like financial inclusion, innovations in payments, digital payments adoption, fintech and mobile, electronic payments. We also review certain papers related to the NPCI and its' products.

Innovations in payments are happening at a fast pace. However, two main challenges still persistent are cross-border payments and the access to transaction accounts. Cross-border payment remittances form a major portion of any developing countries' economy, but due to lack of a central policy or authority in the international market, the innovations are not fast-paced. Even with huge innovations for retail/wholesale domestic market, access to transaction accounts is a necessity and has not been able to grow with the same rate as growth in the payments infrastructure (Bech, M. L., & Hancock, J. 2020).

Rysman, M., & Schuh, S. (2017), shed light on how the innovations in payments are mostly emerging through fintech companies and other institutions. These innovations are not being developed in banks since facilities like mobile payments and digital currencies are seen as a threat to the current revenue generation methods for banks, and reduce the importance or dependency on these central authorities. They are eating away traditional payment ecosystems like credit and debit cards.

Alt, Beck and Smits (2018) researched on how the FinTech industry has the potential to revolutionize traditional banking activities. FinTech products are becoming disruptors in the industry by providing features such as convenience, trust, cost-effectiveness, transparency and more. The paper researches on how this emerging landscape is unfolding in the market and providing growth opportunities, even through certain challenges such as need for new regulations and compliance mechanisms. Shree et al. (2021) and Migozzi, Urban & Wójcik (2023) researched on the adoption of digital payments ecosystem in the Indian market. They found that people chose digital options for payments due to its benefits and awareness of negative impacts of cash payments. Government policies such as the Digital India initiative have provided infrastructure and connectivity to support digital finance.

Financial inclusion activities can be rapidly achieved with the help of new innovations in the digital space. The cash-digital divide in the developing countries can be bridged with the advent of digital financial services, focusing specifically on financial inclusion. Without this, these transactions will remain costly for the poor. Countries like Bangladesh, India, Indonesia, Nigeria, Pakistan etc. need to start with creating a basic connectivity of internet, mobile at the rural levels. Eventually when even the small in-store purchases by everyone are done digitally, one can say that the country has achieved true financial inclusion (Radcliffe, D., & Voorhies, R. 2012). Johnson et al. (2018) explores the factors that disrupt the widespread adoption of mobile payment services. The authors have presented a study based on the diffusion of innovation theory to investigate the impact of the factors influencing the adoption of m-payment services. To understand the reasons behind this slow adoption, the authors conducted a survey and found that consumers are hesitant to use M-payment services because they fear that their personal information may be compromised and are worried about potential fraud and identity theft.

The study adopted by (Ravikumar et al., 2019) claims real GDP as a proxy of economic growth and used RTGS, paper clearing, card payments, retail electronic payments, and prepaid payment devices to measure digital payments. The study demonstrates that among the independent factors, retail electronic payment is the only variable that effects the real GDP significantly and the other variables do not impact the real GDP significantly in the short-run.

Cook, W., & Raman, A. (2019), provide a detailed understanding of NPCI as an institution and its contributions to the Indian financial industry. The authors analyse the various innovative products like introduction of biometrics into the payments industry. It concludes key factors behind the success of NPCI. These include robust backing by the regulators, industry ownership, a range of stage-wise open-source products and development along with a start-up influenced culture.

Sharma, A. (2016) attempts to explain all aspects in regards to the Unified Payments Interface (UPI). The author describes value propositions mentioned for UPI in context of the national framework include – Simple and efficient 2Factor authentication with the help of Aadhar biometrics employed, flexibility across PSPs (Payment Service Players) like banks, PPIs etc., embracing the widespread adoption of mobiles and the interoperability the collection establishes. With the help of innovation resistance theory, major inhibitor factors in the continued usage growth of UPI can be discovered. Security and privacy concern discussions have also been rising in the market. These measures were inferenced by using a cross-sectional data of a subset of UPI users (Khanra et al., 2020).

Mahesh A., & Ganesh Bhat (2021) conducted a SWOT analysis on UPI. UPI's strengths include making payments easier, making transactions safe, and allowing people to pay energy bills on a single platform. Its flaws include transactions taking too long, transaction limits, and cooling-off times. Opportunities include the rise of digital retail payments, strategies for financial inclusion, building a cash-less economy, and the fact that UPI and RuPay-based payments have no Merchant Discount Rate. One of the threat includes the difficulties of getting people in rural areas to use UPI.

Theoretical framework - Corporate Social Innovation (CSI)

This section aims to discuss the theoretical model we assume for the case study of NPCI and provide literature support to the findings of this paper. Corporate Social Innovation (CSI) was first proposed by Kanter (1999) which defined the CSI model as “A new paradigm for innovation, a partnership between private enterprise and public interest that produces profitable and sustainable change for both sides. When companies approach social needs in this way, they have a stake in the problems, and they treat the effort the way they would treat any other project central to the company's operations. In simpler words, it emphasized that a company’s growth and own development is catalysed by the company’s efforts to solve a social problem and bring about an innovation for the society.

Jayakumar, T. (2017) studies this concept with respect to Indian firms and concludes that companies in an emerging economy like India, must combine their organizational and social outcomes to develop innovative products and services. This will not only benefit the society but also create a competitive advantage for the company. Hence, delving into the creation of shared value. The paper defined CSI as “CSI is when the company uses innovations to differentiate itself from competition to create competitive advantage (organizational outcomes) and shared value (societal outcomes).”

Dionisio, M., & de Vargas, E. R. (2020), provide a literature review on the model. They emphasize the lack of enough research work in this model along with the minute differences between CSI and Corporate Social Responsibility (CSR). CSR focuses on activities which are generalized for the society and are often done in order to fulfil regulatory compliances or improve the reputation of firm in the market. However, CSI follows a more strategic approach to bring about the most necessary innovations in the market which will also create a competitive advantage for the firm (Herrera, 2015; Kanter, 1999; Mirvis et al., 2016).

Methodology

Throughout the paper, primary sources of data for analysis have been official NPCI website and the product statistics available on it. Ten years' worth annual reports have been referenced for income and EPS data. All the analysis and plotting is done with the help of MS Excel.

Company Evolution

NPCI incorporated in 2008 with the following ten promoter banks - State Bank of India, Canara Bank, HSBC, Citibank, HDFC Bank, ICICI Bank, Union Bank of India, Punjab National Bank, Bank of India and Bank of Baroda. Dilution of shares took place in 2016 to include 46 other banks. One of the early products of NPCI includes National Financial Switch (NFS) which is the largest ATM network in India covering 2.61Lac ATMs. NPCI took over the network from Institute for Development and Research in Banking Technology (IDRBT) in December 2009, which at the time had 50,000 ATMs.

In November 2010, NPCI launched IMPS (Immediate Payment Service) which offers 24x7 real time facility for funds transfer. This was built to increase fund transfer options for the public which at the time consisted only of NEFT and RTGS.

Cheque Truncation System or CTS was introduced in 2011 to electronically allow settlement of instruments. CTS provides a mechanism for T+1 settlements as it needs only transfer of images of the instruments which also reduces transportation cost and operational risks.

In March 2012, NPCI launched one of its revolutionary products, RuPay. RuPay credit cards were introduced in 2017. In 2012, NPCI formed the National Automated Clearing House (NACH). This is aimed to process high volume, low value, repetitive transactions efficiently.

NPCI's Unified Payments Interface (UPI) was launched in April 2016 and revolutionized mobile and instant payments in India. FASTag is an electronic Toll Collection System developed by NPCI under the National Electronic Toll Collection program. Bharat Interface for Money (BHIM) was launched in December 2016 and has over 202 Mn installs on Android and 5 Mn iOS. In March 2017, a common QR code specification was introduced in the form of Bharat QR. Bharat BillPay was also introduced in 2017. A more detailed overview for these products is present in subsequent sections.

NPCI's initiatives in promoting innovation

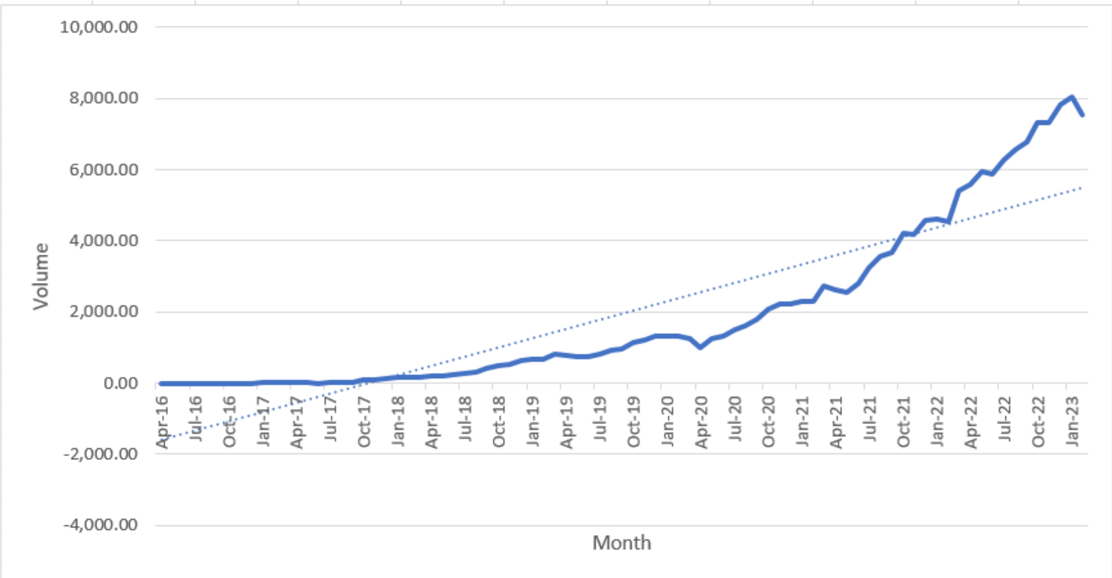
From the advent of additional programmes like RuPay, BBPS, and AePS to the introduction of UPI, which transformed how payments are done in India, NPCI has continually pushed the frontiers of innovation to make payments more available, practical, and inclusive for everyone. NPCI is a key factor in India's financial sector, thanks to its dedication to innovation and capacity to build a strong digital payments ecosystem. It also continues to spearhead the change of the country's payments landscape. In this section, we aim to discuss some of the innovations brought by NPCI, namely – UPI, BHIM and FASTag, including their features and growth over the years.

UPI

Prior to UPI (Unified Payments Interface), digital payments in India were sometimes laborious and needed consumers to enter numerous details like bank account numbers, IFSC codes, and OTPs (One-Time Passwords). It was also challenging for customers to transfer money between other banks or payment networks because many digital payment methods were tied to a certain bank or payment network. NPCI invented UPI, an instant real-time payment system. Users can immediately transfer money between bank accounts using a smartphone app without entering sensitive information like bank account numbers.

Gochhwal, R. (2017) provides detailed review of the UPI system. It identifies the improvements brought by UPI over existing methods like pull based mobile transactions (merchant can initiate the payment, which is not possible with other systems like card transactions), removing the need to preload money into mobile wallets since the payments through UPI are directly processed from bank accounts, abstraction of bank details with just unique virtual payment address (VPA), etc. Author also explains how NPCI acts as a central mapper, storing the repository for customer's mobile number, bank accounts, Aadhar number and VPA. This repository is also used by other NPCI products like APBS and IMPS. The use of smart phones and internet has increased significantly in rural services in recent years. This creates a significant opportunity for Indian consumers to adopt UPI (Kakadel, R. B., & Veshne, N. A., 2017). Figure 1 highlights the growth of UPI, with a steady increase in volume of transactions since its launch in Apr-16.

Figure 1 UPI Transaction Volume Growth



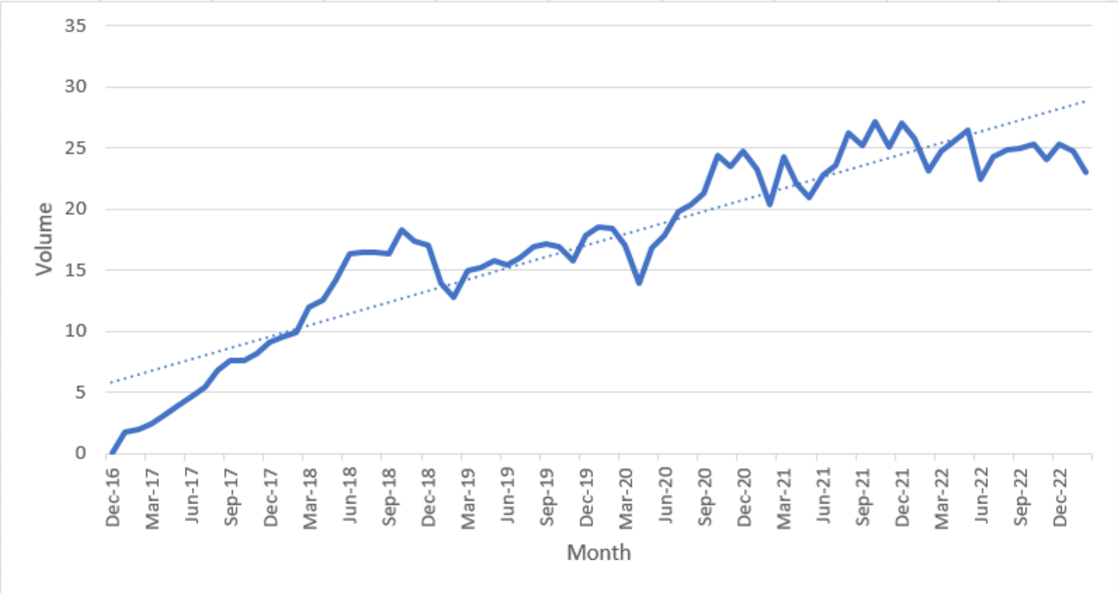
Source: Data from NPCI official website, UPI product statistics

BHIM

NPCI created the mobile payment software Bharat Interface for Money (BHIM). Prior to the launch of BHIM, consumers had to use a variety of payment options like cash, checks, and credit/debit cards. There were other mobile wallets available, but they were only supported by a select few retailers and required users to transfer funds into the wallet first. A unified UPI app called BHIM was released in 2016 to make it simpler for users to access and use UPI services.

Figure 2 shows a graph of number of transactions processed through BHIM per month since 2016. The monthly transaction volume is growing, which suggests that more people are using the BHIM platform over time. The availability of new services and features, and growing awareness and adoption of digital payment methods are some of the potential causes of this. Consumer satisfaction is positively correlated with features offered by BHIM such as security, perceived simplicity of use, customer service, and transaction speed (Anjali, R., & Suresh, A., 2019).

Figure 2 BHIM Transaction Volume Growth

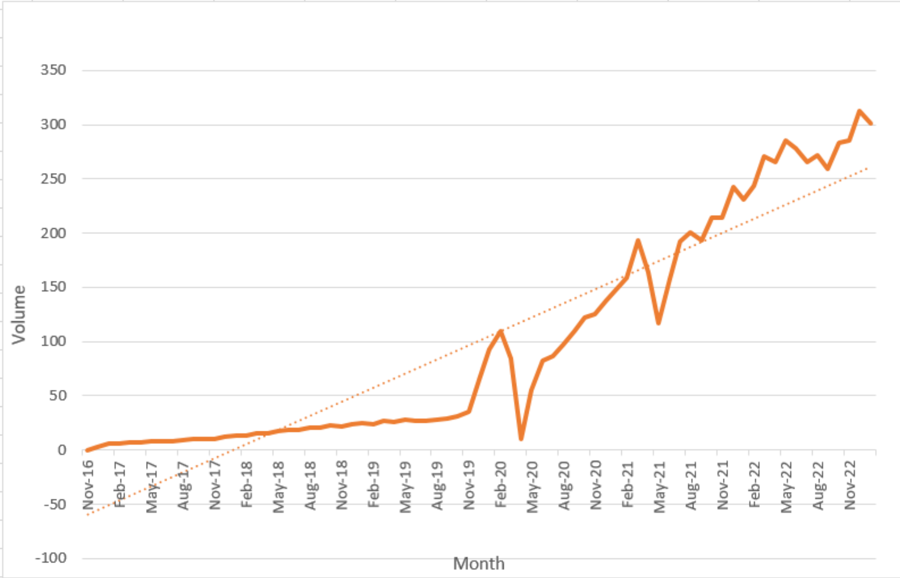


Source: Data from NPCI official website, BHIM product statistics

FASTag

On Indian national highways, a radio frequency identification (RFID)-based electronic toll collecting system called FASTag is in operation. It is special because it permits cashless transactions at toll plazas, which eases traffic and gives commuters more time. Figure 3 shows a graph of number of transactions processed through FASTag per month since 2016. According to a study (Bari, Kumawat, Dhamaniya 2021), using FASTag lanes reduces average service time by 77 percent. The throughput is finally shown to increase with a decrease in service time. Due to the adoption of FASTag, capacity has been shown to rise on average by 318 percent.

Figure 3 FASTag Transaction Volume Growth



Source: Data from NPCI official website, FASTag product statistics

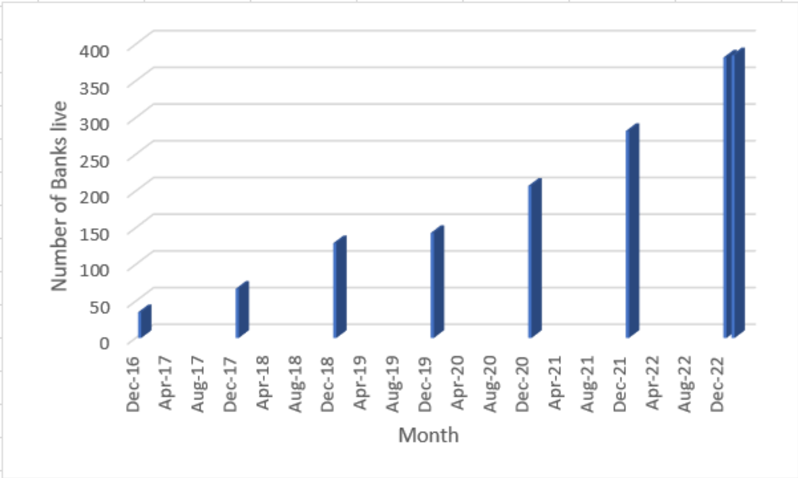
Other innovative products include RuPay Cards, Bharat Bill Payment System and many more such breakthroughs. The Indian public now finds it easier and easier to conduct digital transactions thanks to these cutting-edge technologies, and NPCI is still setting the bar for widespread financial inclusion.

Impact on stakeholders

The impact of NPCI's radical innovations can be seen on all kinds of stakeholders ranging from banks, fintech companies, merchants, consumers, and the economy at large. The ease of digital payments and its' widespread adoption, led to opening of new bank accounts for a humongous unbanked population in India. But the payment processing required for smaller amount transactions has also created a disruption in the banking sector. New regulations, guidelines for the existing wallets are introduced for uniformity, while the audit for these companies has also become stricter. Merchants, attributing to the network effect, need to now accommodate various types of payment acceptance options, from contactless card POS machines to the QRs for different digital payments. The fintech companies are focusing on newer technologies by leveraging this expansion of digital payments in India. Blockchain led secure settlements are gaining widespread attraction.

According to the study conducted by Rastogi et al., 2021, UPI has created the foundation of a digital ecosystem in India, combined with the forces of demonetization and the pandemic. UPI has sustained due to its convenience, access to technology, cost effectiveness and financial inclusion of the Indian population. This has in turn, led to an increase in financial literacy, which increases people's engagement with the financial services. This financial literacy, inclusion creates a more stable and trustworthy financial ecosystem in the country. This direct and indirect effect has been showcased with statistics in the author's presented study. Figure 4 shows the overall uptrend in the number of banks live on the UPI since it's inception. As of February 2023, a total of 390 banks are live on the platform. The graph shows how the banks have adopted to the system, and as a compound effect, the customers of all these banks are now live on the platform. This shows that UPI has become an industry standard, both due to its merits and of course the mandate by the government bodies.

Figure 4 Growth of number of banks live on UPI

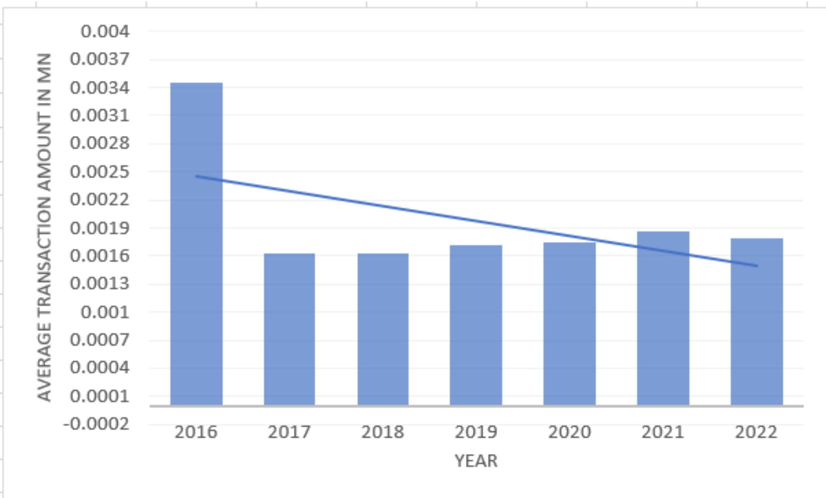


Source: Data from NPCI official website, UPI product statistics

In Vives, X. (2017), the author provides a detailed review of the impact that financial technology (FinTech) is having on the traditional banking industry. The paper emphasizes on the importance of traditional banks accepting and adopting the new offerings provided by innovative products in the emerging FinTech industry. The author describes this need in order for the banks to remain competitive in the evolving and disruptive financial market. The article suggests that regulatory agencies must work closely with FinTech firms to support innovation while ensuring the safety and soundness of the financial system.

The banks are also facing newer challenges in the processing of small amount transactions. The percentage of these types of transactions has grown significantly in the overall volume growth of such digital payments. The management and technological overhead increases a lot, with no explicit benefit to banks on the processing of these type of transactions. Figure 5, shows the downward sloping trendline of the average amount of a transaction done through UPI over the years. This also shows the customer's shift of mentality, going from cash to cashless, the convenience they receive to make smaller amount payments through the platform.

Figure 5 Downward slope of the average transaction amount trendline

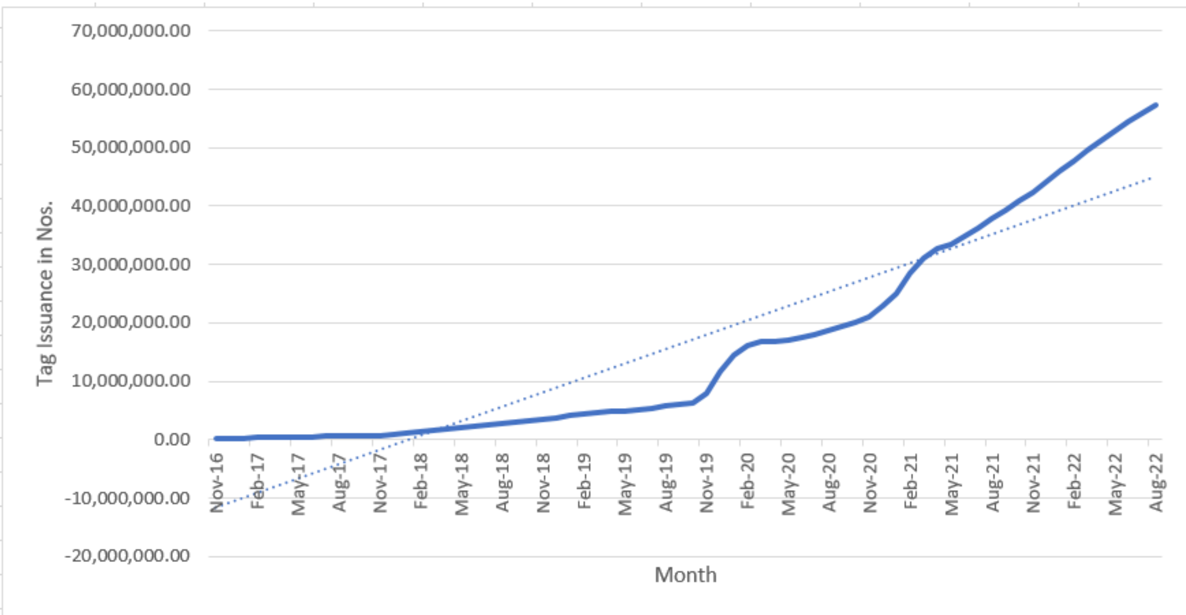


Source: Data from NPCI official website, UPI product statistics

The banks now need to come up with enhancements in their transaction processing power as the amount of an average transaction decreases with a significant growth in the volume of the transactions. Customers can wait a little longer for processing of larger amount transfers, but this is not the case with smaller amounts. As of February 2023, an average transaction amount is around 1640 Rupees. Another unique impact can be seen on the toll collection and payments system in India. FASTag by NPCI not only caters to the humongous reduction in waiting time at the toll plazas, but also improves the efficiency of fine collection, automatically processed at the highways now.

This leads to higher convenience for both, toll paying citizens and collectors. This has also become a mechanism to handle commercial transactions like tourism, road travel fees etc. The increasing trend of number of tags issued over the years can be seen from Figure 6.

Figure 6 Increasing trend of tag issuances in nos.



Source: Data from NPCI official website, FASTag product statistics

This can be attributed to again government mandate, and also a growth in the automobile sector. More are the vehicles bought, more are the tags issued. Since its foundation in 2008, NPCI has shown extravagant growth. The company has been able to grasp an influential position in the market and has managed to stay an interesting part of the conversations led by financial industry leaders. It has tie-ups with all the prominent banks, merchant segments, customer segments and payment wallets today.

Internationalization, Competition and Disruption

NPCI along with MasterCard and Visa, created a first of its kind Quick Response (QR) solution in the digital payments industry around the globe. BharatQR was a major disruptor in the industry due to its unique features of allowing interoperability, superior customer experience and higher security. With BharatQR, merchants only need to keep one, universal QR for accepting payments from all payment networks, which also is convenient for customers who do not need to scan different QRs according to their specific payment network or wallet. NPCI's BharatQR also faced quick competition in the market. Paytm and Paypal heavily invested in their QR solutions to achieve what NPCI had accomplished. It is estimated that there will global exchange of 2.7 Trillion USD, through QR payments by the end of 2025 (Mookerjee et al., 2022).

NPCI is aiming to take a major step towards internationalization by developing an alternative solution to one of the most widespread international payment system SWIFT. Society for Worldwide Interbank Financial Telecommunication (SWIFT) provides secure transactional message transfers between financial institutions and organizations around the globe. It is a leader in the cross-border payments. NPCI aims to develop a special UPI rail, as an alternative to SWIFT, specifically for Indians settled abroad, who remit large amounts of money in their bank accounts in India. It will be a major disruptor due to lower cross border remittance fees and faster processing for its users.

India is one of the very few countries in the world to have its own domestic card network, in the form of RuPay cards. These cards can be utilized at all the terminals and PoS where a regular MasterCard or Visa can operate. With this advent, Indian card customers data remains in the country and is more secure. Numerous economic benefits are present to the country due to processing of these transactions within the Indian boundary. This also provides lower transaction cost, more affordability and customized product offerings (Gupta, Dr. Dinesh Kumar 2017; Seetha, A. 2014). RuPay cards has captured 60% Indian market as of 2020. This is mostly due to the issuance of cards for lower income group in India, under scheme of Jan Dhan Yojana. RuPay global cards have been accepted at the Singapore and UAE payment mechanisms and they are already collaborating with more than 30 other countries. This is creating a major competition for MasterCard and Visa, and is a big achievement for NPCI in terms of internationalization. It is a threat for all those networks who have been overcharging the MDR till date.

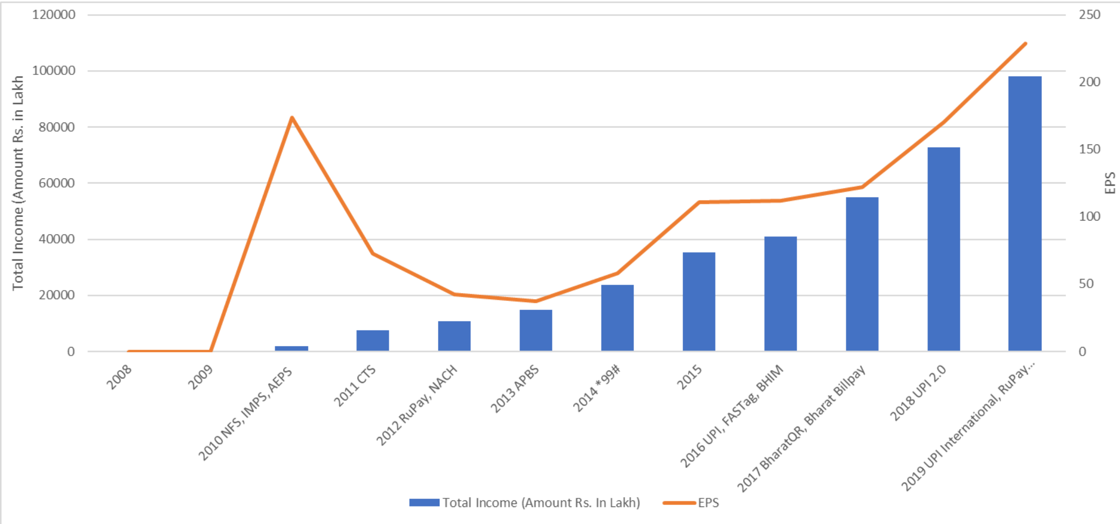
Results and Discussion

Figure 7 illustrates NPCI’s growth in with respect to total income and Earnings per share. EPS line graph is upward trending indicating increasing benefits to the company and its shareholders.

Graph shows drastic slope increase in 2017, on the launch of Bharat QR, which is the QR functionality in the UPI, BHIM products. Increasing height of the bars indicate growing total income. The continuous growth in the height of bars is a good mark of the company’s excellent and consistent performance. Table 1 provides the numbers referenced from the official annual reports.

When looking at the broad spectrum of the NPCI’s products, one can clearly understand the company’s mission to cater to Indian masses. Be it UPI, BHIM, FASTag, Bharat BillPay, IMPS, CTS or any other product, the objective has always been to serve and include the unbanked, rural, lower- and middle-class population. Though the products have also not excluded their effectiveness for the other segments like urban and upper-class population.

Figure 7 NPCI's growth



Source: Data gathered from NPCI official annual reports

Table 1 NPCI Total income, EPS values 2010-2019

Year ended	**2010**	**2011**	**2012**	**2013**	**2014**	**2015**	**2016**	**2017**	**2018**	**2019**
Total Income (Rs. In Lakh)	1773.18	7641.14	10778.15	14946.03	23,709.09	35,330.69	40,965.56	54,872.97	72,867.42	98,016.13
EPS	174	72.43	42.47	37.15	58.3	110.63	112.13	121.97	170.51	228.71

Source: Data gathered from NPCI official annual reports

Table 2 Growth rate comparison for products targeting different customer segments

Product	**Target Customer/Market**	**Average yearly growth rate**
UPI	Mass population	246%
IMPS	Middle/Upper middle class	45%
FASTag	Mass population	105%

Source: Data gathered from NPCI official annual reports

In a developing country like India, when a company brings products for the betterment of people, for financial inclusion, financial literacy and promoting digitization, it will always lead to the company's immense growth and success. This is the crux of our research we aim to convey. This finding is supported by the CSI theoretical model previously discussed. Hence, this case study of NPCI, contributing to the research in the model's field of study. Table 2 provides NPCI's prominent products, their target customer or market segment and their average yearly growth rate. One can easily identify that the growth rates for those products which are meant for mass population, are higher than other products. UPI has an average year on year growth rate of 246%, FASTag has 105% whereas IMPS has only 45%. Exhibit show the calculations.

Challenges and Opportunities

Adoption of digital payments vary greatly due to different socio-economic conditions in different types of economies. There have been various studies to understand the inhibitors or promoters of adoption for digital payments, and specifically mobile payments, for the developed countries. However, there is a lack of such research for developing economies like India. In India, the government, over the past few years, has focused heavily on the aspect of financial inclusion and has developed a variety of digital payment solutions for all classes of people in the country. It has not just stopped at the development of these innovations, but has also made sure to promote them with the help of incentives, awareness, trainings etc. Though there has been a tremendous success in such economies, research on the inhibitors to greater adoption is lacking (Patil, Dwivedi, Rana 2017).

A major challenge NPCI faces today is the question of its commercial viability in the industry. NPCI is backed by the Open Network for Digital Commerce (ONDC) and has gained stakes in the organization. Hence, it will be a major interest to look at how NPCI manages to bring the products in the commercial domain yet maintaining the tremendous benefits it provides to the country's population.

The widespread use of smartphones considerably aids in the country of India's banking industry's transition from outdated branch-based facilities to modern mobile/internet-based ones.

Recent developments and Future Outlook

The Government of India proposed the introduction of a digital currency, to be issued by the Reserve Bank of India (RBI) in FY 22–23. Recently RBI has launched Central Bank Digital Currency in this current year with the help of NPCI's successful model, UPI. This retail will contribute to cross border usage by introducing multi CBDC platform projects, improve monetary policy formulation and will increase the digital payments in India. Cost of International transactions will reduce and its efficiency will increase since current overseas payments require customer's identification, receipt of fund (takes almost a week) and currency conversion costs. But, CBDC could also cause transmission of monetary policy by changing demand for base money.

The National Payments Corporation of India (NPCI), State Bank of India (SBI), and the Department of e-Governance of the Government of Karnataka have come together to allow and execute e-RUPI, a cashless and contactless payment solution, as part of their scholarship programme. Very recently, NPCI announced its first interchange fee for merchants, targeted on the transactions done through PPIs including cards and digital wallets.

In future, we can expect NPCI to grow its market in the foreign financial industries. With the launch of RuPay cards for international transactions, this is seen as the first step of the company's internationalization mission. NPCI will also be focusing immensely on the use case of Blockchain technology in digital currencies and other fintech solution.

Implications and Conclusion

The National Payments Corporation of India (NPCI) has led the way in financial system innovation in India. With the goal of promoting financial inclusion and financial knowledge among the Indian populace, it has launched a number of noteworthy products, including UPI, FASTag, and IMPS. In this paper, we gave a summary of the most cutting-edge NPCI products, their marketing approaches, and their performance over time. We talked about how these advances affect a variety of stakeholders, including customers, retailers, banks, and the general economy. We analysed NPCI’s adventures towards internationalization, the competition it faces along with the disruptions it has brought into the ecosystem. Using information from the official website and annual reports, we examined NPCI's growth using EPS and total income growth along with establishing the causality due to its various product launches over the years. We ultimately got a more profound conclusion from the analysis, realising that a company's growth is guaranteed to be enormous when it introduces innovations for the general public and the majority of the nation. This result is also validated with the help of the Corporate Social Innovation (CSI) theoretical model. Hence, this paper also serves the secondary purpose of contributing to the literature of this model. In comparison to other similar products in the market, UPI's year over year average growth turns out to be 246%, which is incredibly high. We also gave a quick review of NPCI's possibilities, problems, recent developments, and predictions for the future. We can expect NPCI to spread its scope into the international transactions in the future. An interesting future research scope that can be considered is to understand how NPCI will continue to provide its products at minimal fees yet truly come out the support of government agencies, into the commercial field.

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