

Internship Report
on
Functions of Digital Marketing Department at bKash Limited



Submitted to:

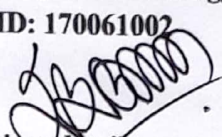
Islamic University of Technology
in partial fulfillment of the requirements for the degree of
BBA in Business and Technology Management (BTM)

Submitted by:

I understand that my final report will become part of the permanent collection of the Islamic University of Technology BBA in Business and Technology Management Program. My signature below authorizes release of my final report to any reader upon request.

Student details:

Saad Mahmud
Department of Business and Technology Management (BTM)
Islamic University of Technology
Student ID: 170061002


Supervisor details:

Dr. Md. Abul Kalam Azad
Associate Professor, Department of Business and Technology Management (BTM)
Islamic University of Technology



Letter of Transmittal

April 22, 2022

Dr. Md. Abul Kalam Azad

Associate Professor, Department of Business and Technology Management (BTM)

Islamic University of Technology

Subject: Submission of Internship Report at bKash Limited

Respected Sir,

It is my honor to submit my report of my internship for your approval.

The title of my report is "Functions of Digital Marketing Department at bKash Limited". This report is primarily focused on my daily tasks and activities during my internship period in the Digital Marketing department of bKash Limited. The study also portrays an in-depth analysis of my responsibilities which provides an overview of how the said department functions. This 3-month program was filled with learning opportunities and experiences that will work as a stepping stone in the professional world.

I would be delighted to hear your feedback about this report anytime in the future.

Kind regards,

Saad Mahmud

Student, Department of Business and Technology Management (BTM)

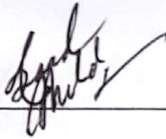
Islamic University of Technology

Student ID: 170061002

Declaration

I, Saad Mahmud, Student of Business and Technology Management (BTM) department at Islamic University of Technology, hereby declare that the report titled "Functions of Digital Marketing Department at bKash Limited" is an original piece of article composed by myself under the supervision of Dr. Md. Abul Kalam Azad, Associate Professor of Business and Technology Management (BTM) department at Islamic University of Technology. This report was not submitted to any other institution (school/college/university) for any academic qualification and it fully satisfies the rules and regulations of Islamic University of Technology regarding plagiarism and collusion.

Kind regards,



Saad Mahmud

Student, Department of Business and Technology Management (BTM)

Islamic University of Technology

Student ID: 170061002

Acknowledgement

Being an intern at bKash Limited provided me a platform to develop my professional skills and growth. I am eternally grateful to the Almighty for giving me this opportunity at such an early stage of my career. I am also grateful for the chance to meet so many talented individuals who led me during my internship period.

Secondly, I would like to convey my heartfelt appreciation to my academic supervisor, Dr. Md. Abul Kalam Azad, who guided me throughout my journey with expert advice and support. He was nothing short of counsellor to me for completion of this academic report.

I would also like to use this opportunity to express my deepest gratitude to my corporate supervisor and mentor, Md. Ashiqul Islam, who helped me in every step of the way during my time in Digital Marketing team, in spite of being extremely busy with his day-to-day tasks.

Last but not the least, I would like to mention my family. Without their constant support, care and affection, I would never become the person that I am at this moment. They are my safety net in every step of the way, and I would like to make them proud by being a good person, both in personal and professional world.

Executive Summary

The following internship report details my experience and set of tasks that I have completed during my time as a bNext Intern – Digital Marketing at bKash Limited. The internship started from October 27, 2021 and continued until January 31, 2022.

After its inception in 2011, bKash’s vision is to create a nation where everyone can enjoy the benefits of digital finance. Currently, bKash has around 2.2 million registered users, making it the #1 MFS service provider of the country.

bKash has a very dynamic corporate structure with scope of alterations. The company provides a wide range of services like paying utility bills, sending money, paying shopping bills, etc. The SWOT analysis and the PESTEL analysis of bKash helps us to get a better understanding of the current position of the company among national competitors.

Current MFS industry in the world is experiencing significant growth, which has been further boosted due to the COVID pandemic. Along with the world, Bangladesh is also adopting the digital financial services, like bKash. As a result, bKash currently holds 75% of the whole MFS industry of the country making it the market leader. Its current competitors include Nagad, Rocket, Upay, etc.

My internship period was packed with tasks like attending learning sessions held both by my supervisor and by bKash, completing certifications, attending meetings, participating in market research and preparing reports.

The Digital Marketing team of bKash Limited consists of a robust group of individuals who are knowledgeable about all the latest tools and technologies required to conduct effective marketing activities in the digital world. My academic knowledge about Marketing, Business Communication was the perfect catalyst to my introduction in the Digital Marketing world.

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Introduction

This internship report is the final part of the course – Internship 4800 of the 8th semester. The document contains the details of my experience, duties and responsibilities that I have completed during my time as an intern of bKash’s flagship internship program – bNext. The internship is a vital part of my current semester, which helped me to get a practical experience of the learnings that I have gathered during my time as a student of Business and Technology Management at Islamic University of Technology. I am delighted that I had the opportunity to be part of such a growth-focused organization like bKash Limited.

Mobile Financial Service (or MFS) is one of the most vital innovations offered by the 4th Industrial Revolution. The idea of transferring money from one geolocation to another without any necessity of physical presence at any financial organization has paved the way for facilitation of financial inclusion. Businesses of all categories are actively using such services to accomplish various operational tasks with high level of efficiency and precision, and bKash has been setting the standard of this MFS industry since its inception in 2011.

As an intern, I was assigned with the Digital Marketing department of bKash Limited. At present, Digital Marketing is arguably the most effective form of B2C communication compared to traditional marketing activities. As the digital presence of people is increasing day-by-day, the form of Digital Marketing is proving to be more efficient in reaching a huge population while spending less time and other resources. Moreover, with the use of various digital tools and cloud services, it is now possible to keep track of all the marketing activities in the digital ecosystem from anywhere in the world.

Company Overview

bKash Limited (or simply “bKash”) is Bangladesh’s leading Mobile Financial Service provider that is led by a bank, which has been in operation under the license and supervision of Bangladesh Bank. With daily transactions crossing 4.5 Million, bKash is currently holding the top position in the FinTech industry of Bangladesh.

History

During the 2000s, MFS or “mobile financial services” companies started their operations in several countries including Kenya, Philippines and so on. At that time, the two brothers, Kamal Quadir and Iqbal Quadir started to visualize something similar, which would allow the mass people of Bangladesh to transfer money from anywhere within the national border.

Now the Quadir brothers began to look for a local partner who would provide essential support required to start this venture. So, they approached Sir Fazle Hasan Abed, the Founder of BRAC Bank. After extensive planning and discussion, bKash started its journey on July, 2011. Initially, bKash only offered 3 services – Send Money, Cash Out and Cash In. Now, after 10 years of operation, bKash now has 2.2 Million registered customers, with 98% of mobile users having access to bKash.

Objective

The primary objective of bKash is **achieving broader financial inclusion by ensuring financial services for every citizen of Bangladesh.**

Mission & Vision

Mission

To broaden the net of financial inclusion by delivering financial services that are accessible, inexpensive, and dependable.

Vision

To provide financial services to low-income communities that are not served by traditional services, hence reaching a larger number of individuals in Bangladesh.

bKash VALUES

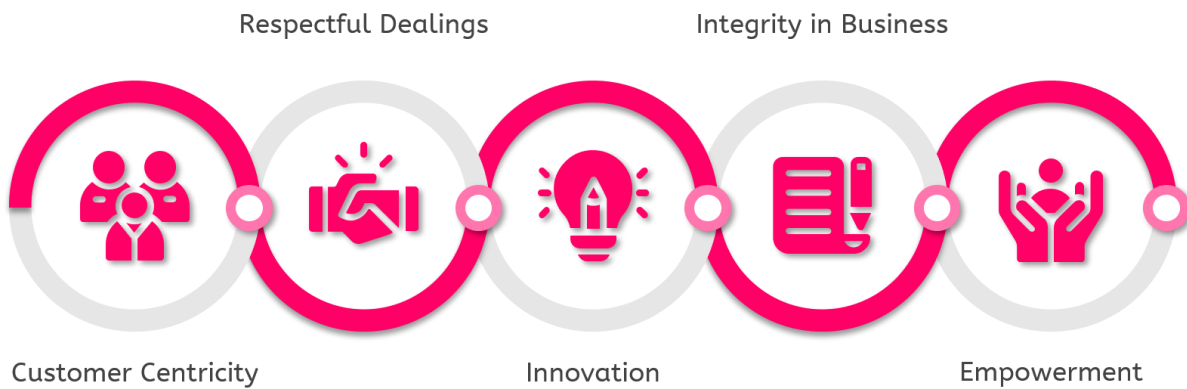


Fig: Values of bKash

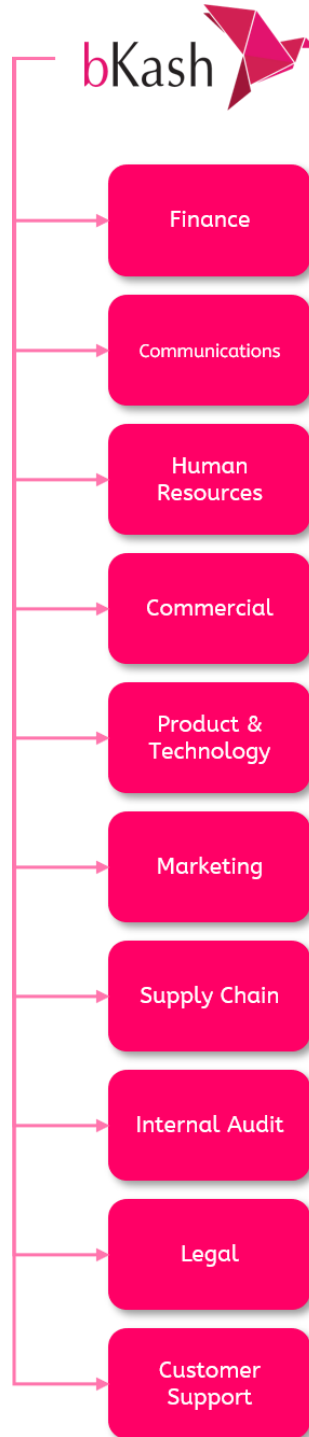
Organizational Structure

bKash Limited conducts all of its operational activities from the Corporate Office located at Shadhinata Tower near Jahangir gate in Dhaka. The address is:

4th Floor, House No. 6, Block- SW (H, বীর উত্তম মীর শওকত সড়ক, Dhaka-1212

bKash Limited also has an official website: www.bkash.com

The organizational structure of bKash Limited is as follows:



Products/Services:

bKash offers a substantial range of services. They are listed below:

- Add Money
- Transfer Money
- Pay Bill
- Cash In
- Cash Out
- Send Money
- Payment
- Mobile Recharge
- Remittance
- Interest on Savings
- Donation
- Govt. Services

Company Analysis:

The SWOT Analysis of bKash is as follows:



These are the findings after running a PESTEL Analysis on bKash:

Political Factors:

- Transition of government may have a significant impact on bKash, because this might result in formulation of new policies for MFS industry, or amendments of existing laws or regulations. There is a high chance that this will cause notable shifts in the overall FinTech ecosystem of the country.
- The budget allocation of government for development of the FinTech industry in Bangladesh will have major impact on the company's development and processes to achieve its own goals and objectives.
- Local governments will play a major role in the widespread of bKash in root levels by assisting in facilitation of the service and educating local people about the product and its features.

Economic Factors:

- Shifts in demand from goods towards services will create new scopes and opportunities to expand the overall MFS industry, which in turn will facilitate exponential growth of a unicorn startup like bKash.
- The inequality index of a nation determines the extent to which inequality exists in the society. A higher index will result in imbalance, consequently a higher rate of crimes. Bangladesh has a relatively ideal inequality (or Gini) value (39.50%), which allows a relatively easier penetration of bKash's offerings.
- A higher rate of employment means more scope for general people to use digital financial services. As a result of which bKash will need to hire more skilled people to come up with optimized solutions to cater to the increasing demand of the country.

Social Factors:

- Gender composition of workforce of a country indicates the ratio between male and female job-holders/workers that exists in a nation. According to a report of 2019, around 64% of the workforce of Bangladesh are male, and the rest 36% are female. This ratio will help bKash to determine the approach to offer its wide-range of services to mass people in order to reach maximum number of people.

- Bangladesh earned a record \$22.07 billion in remittance during the year of 2021, in spite of a general downtrend of the overall country's economy for COVID pandemic. bKash has already capitalized in this sector by introducing a feature that allows a user to send money from abroad, but it can further look into more opportunities to contribute in the country's earnings from remittance.
- In recent times, Bangladesh has shown remarkable change in the overall social development. People are becoming more aware about their lifestyle and how to be more consistent about it. So, complete integration of digital finance in people's lives is only a matter of time.

Technological Factors:

- Every country in the world, including Bangladesh, is preparing themselves to implement the 5G infrastructure at different levels of operations. bKash should assess the level of implementation of this new technology and how prepared the current local market is to adapt to these new changes.
- E-commerce industry was already a growing economy in Bangladesh, which received a huge boost in the wake of COVID pandemic. Proper integration with different new and old online shopping platforms will open new roads to facilitate growth of bKash.
- Smart phones are nowadays becoming a daily essential for almost all working-class people of Bangladesh. So, there is a huge potential here by making investments towards app development for making bKash easily available.

Environmental Factors:

- The general standards and regulations associated with the environment of Bangladesh can significantly impact how bKash operates and formulates its strategies. This might assist bKash in making decisions like pricing strategies, development of product/app, etc.
- CSR, or Corporate Social Responsibilities, should also be a primary concern for a market leader like bKash.
- Renewable technologies allow not only to reduce non-biodegradable waste, but also greatly improve the overall climate of a nation. bKash can contribute in this factor by reducing the carbon footprint associated with offline money transactions.

Legal Factors:

- The Consumer Protection Laws of the country is a vital factor related to how bKash offers its services to general people. Any kind of shift in these regulations will force bKash to revise its existing policies.
- bKash should also be concerned about the Health and Safety Laws prevalent in Bangladesh. The company should make sure that none of clauses in this set of policy is violated in any way.
- Most importantly, bKash must abide by the Data Protection Laws strictly as this is directly associated with the security of Bangladeshi citizens as well as that of the nation.

Industry Analysis

Industry Size, Maturity & Growth Trends

Amid the COVID-19 pandemic, people started to rely more on digital money compared to physical cash. From 2020 to 2021, The global MFS market was expected to undergo a substantial growth from \$20.4 trillion to \$22.5 trillion with a compound annual growth rate (CAGR) of 9.9%. Furthermore, the amount is forecasted to reach \$28.5 trillion by 2025, with the CAGR being 6%. The main factor behind this rise is fast recovery of world economy from the impact of coronavirus.

Bangladesh has also seen positive growth trends along with the rest of the world. Currently, 13 banks of the nation are providing digital financial services. According to the Bangladesh Bank report, the average daily transaction of the country was Tk. 2,171.17 crore in September, 2021, which rose to Tk. 2,180.07 crore in October of 2021. During the same timeframe, the Government Payments via MFS had the highest percentage of growth, a staggering 132.1%. All these trends indicate that in the upcoming years, Bangladesh will see a significant growth in this industry.

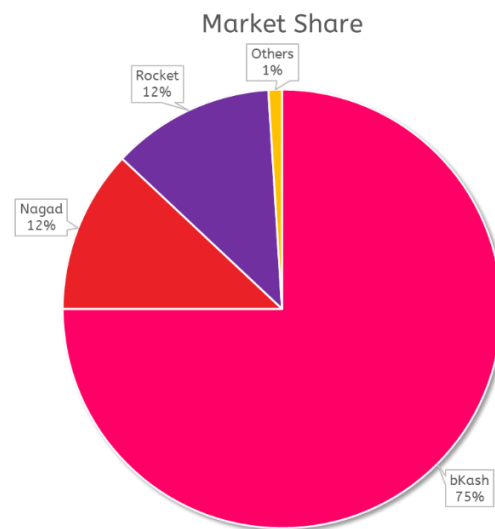


Fig: Market Share (%) of MFS Industry Players

Securing 75% of market share, bKash is currently sitting at the top in the country's MFS market. The next position is held jointly by Nagad and Rocket, with a share of 12% each. These 3 players hold around 99% of the whole digital finance industry of Bangladesh.

Effect of MFS on External Economic Factors

At present times, the effect of the coronavirus epidemic on world economy is clearly visible. But during these times, the world of digital finance was crucial to facilitate movement of cash. The influences of digital financial services on different economic factors are as follows:

Tax Rate: In 2021, the government of Bangladesh decided to cut corporate taxes of the MFS service providers from 32.5% to 30% for the fiscal year of 2021-22. This initiative resulted in significant upward growth of the overall industry. Following the tax cut, the costs for using the service also reduced significantly, which resulted in a surge of MFS users in the country. For example, bKash cut down its cost for Cash Out from 1.85% to 1.49% for amount up to Tk. 25,000.

Remittance: MFS services play a crucial role in the growth of Inward Remittance of Bangladesh. According to Bangladesh Bank's report of October 2021, the country received a total of Tk. 201.93 crore in Inward Remittance via digital financial services. This has accelerated the growth of nation's economy, even during the lockdown.

Recession: With the whole country under lockdown, almost all the commercial organization had to shut down their on-site operation to prevent virus spread. So, at the beginning of the pandemic, the worldwide economy faced a drastic decline in trend. At that time, it was the digital financial services which enabled the citizens to perform monetary activities without going outside the house.

Seasonality

The growth of MFS industry in Bangladesh is significantly visible, with the number of registered users of this service reaching 10.27 crore in the month of July, 2021. At the same time, the financial inclusion rate increased from 20% to 55% between 2013 and 2019.



Fig: Partners of bKash

According to Investopedia, the banking industry is open to the effect of seasonality. But this effect is mostly associated with agricultural products and retail businesses. Now the digital financial services of the country offer various solutions for online/digital payments in retail shops. For example, e-commerce marketplace like Daraz accepts payment from customers via bKash. So, whatever seasonality trends Daraz is subject to, is also applicable for bKash. The list of notable partners of bKash includes Robi, GP, BRAC, Banglalink, Airtel, TeleTalk, and many more.

Industry Competitors

Below is a brief overview of the key players of MFS industry in Bangladesh other than bKash:



Nagad: After the agreement between Third Wave Technology Limited and Bangladesh Post Office (BPO), Nagad was launched in the March of 2019. It is the 2nd largest Digital

Financial Service (DFS) provider of the country, with 12% market share. 51% of Nagad is owned by BPO, while the rest of the share (49%) is with Third Wave Technology Limited, which was later renamed as Nagad Limited. The company started its journey with services such as Cash In, Cash Out, Mobile Recharge and Send Money, but quickly adding more options like Bill Payment, E-commerce Payment Gateway (PGW), and so on.



Rocket: Rocket was introduced by Dutch-Bangla Bank Limited on March 31, 2011, making it the pioneer of mobile banking services in Bangladesh. Although the parent bank introduced internet payment service for its bank account holders in 2010, Rocket enabled the unbanked communities to receive financial services at an affordable cost. Services like Cash In, Cash Out, Merchant Payment, Salary Disbursement, etc. are some of the core services offered by Rocket. Currently Rocket is at par with Nagad, holding 12% of the total MFS industry share of the country.



Upay: After its inception in 2021, Upay, the DFS brand of UCB Fintech Company Limited, is quickly becoming one of the most promising competitors in Bangladesh's DFS ecosystem. The products and services offered by them include Mobile Transactions, Airtime Recharge, Inward Remittance, Utility Bill Payment, etc.

Description of Main Duties

At bKash, I was assigned to carry out a wide-range of responsibilities of the Digital Marketing department. From monitoring online activities, all the way to conducting research and analysis, my internship at bKash was full of learning opportunities which had a significant impact at the starting line of my professional journey.

Job Position

I was selected as one of the very first intern of bKash's flagship internship program, **bNext**. After completing a rigorous assessment which lasted for around 20 days, I got selected as a **bNext Intern – Digital Marketing** under the Marketing division. After the selection, I was assigned with the **Media and Analytics** team

Working Hours

Work Days: Sunday to Thursday (5 days).

Time: 10:00 AM to 6:00 PM (but the ending hour mostly depended on daily tasks).

Meals and Refreshments: Free lunch along with tea/coffee.

Key Responsibilities

➤ **Attending Learning Sessions:** bKash was one of the key clients of many different business solution providers, like Facebook, Google, YouTube, and so on. As a result, our team is regularly invited to attend a wide range of learning sessions and seminars focused on teaching the attendees about various new marketing tools and solutions. The webinars that I attended were organized by HTTPPOOL, one of the key Authorized Sales Partners of Meta. The program included the following sessions:

- ✓ Measurement School - Crash course #1: What is Facebook Measurement and why planning ahead is important for better performance

- ✓ Measurement School - Crash course #2 Facebook Measurement Tools and how to effectively use them for launches & key events
- ✓ Measurement School - Crash course #3 in Preparing for measurement with Brilliant Basics
- ✓ Measurement School - Crash course #4 Why is AB testing important and how shifting strategies can improve outcomes
- ✓ Measurement School - Crash course #5 in Anchoring on true values with lift studies and introduction to Conversions API

Furthermore, I was also part of another program arranged by the same organization, where I was invited to attend the following learning sessions:

- ✓ Creative Webseries 2.0 - SMB CREATIVE CAMP
- ✓ Creative Webseries 2.0: Conversation Starter - Discover how to add more to your messaging
- ✓ Creative Webseries 2.0 - RSVP To Interactivity
- ✓ Creative Webseries 2.0 - All About Creators

bKash also arranged 3 training sessions specially designed for the bNext interns. The topics of the trainings were:

- ✓ Business Communications & Corporate Grooming
- ✓ Ways to Excel in Interviews
- ✓ Foundations on MFS

➤ **Completing Certification Courses:** Along with the learning sessions, I was also instructed by my Line Manager to complete a list of courses from Google Skillshop and Meta Blueprint to learn about the different Marketing Tools of Google and Meta. The list of courses is:

- ✓ Google Ads Display Certification
- ✓ Google Ads Video Certification
- ✓ Google Ads Search Certification
- ✓ Meta Blueprint – Digital Marketing Associate (learning modules completed)

➤ **Attending Meetings:** I attended different meetings, both with my team and my manager, during my time as an intern. The meetings were focused on the following topics:

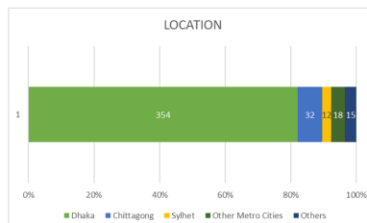
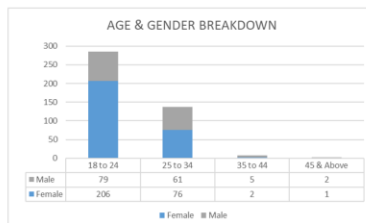
- ✓ Updates on ads placed in various digital news portals

- ✓ Fundamental structure of Digital Marketing
- ✓ General organizational structure of bKash
- ✓ General structure of budget allocation for Marketing activities
- ✓ Breakdown of digital campaigns
- ✓ Fundamentals of Monthly Active User (MAU)
- ✓ Process of launching new campaigns
- ✓ Process of budget approval for launching digital campaigns
- ✓ Documentation of works during internship
- ✓ Media buying negotiation tactics
- ✓ YouTube plan for 2022
- ✓ Process of onboarding local publishers
- ✓ Process of creative analysis (single cell vs. multi-cell BLS)

➤ **Performing Market Research:** During my time as an intern, I was instructed to perform a number of researches to better understand the overall ecosystem and market situation of the MFS industry in Bangladesh. The topics of those researches were as follows:

- ✓ Digital Lifestyle of Bangladesh
- ✓ Social media post engagement rate of bKash’s competitors
- ✓ Facebook audience analysis (based on demography, interests and behaviors of Facebook users in Bangladesh)

Overall Results



- Majority (66.3%) respondents are Female
 - 66% respondents are aged between 18 to 24 & 31.7% respondents are aged between 25 to 34
 - 82.13% respondents are from Dhaka Metro City
 - 64.75% respondents are Students
- To have a deeper understanding against different demographics, we will be looking into the details separately for Students & Professionals
- These groups fall under most common personas of bKash’s communication target group

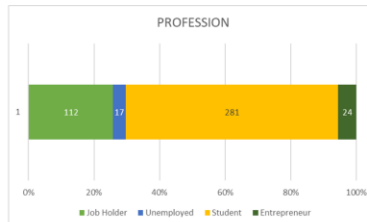


Fig: Report on Digital Lifestyle of Bangladesh

- ✓ Ad placement behavior of competitors in different online news portals of Bangladesh
- ✓ Ways to improve bKash's YouTube Channel health
- ✓ Ways to integrate email marketing tools with bKash
- ✓ Potential digital marketing trends for 2022

➤ **Preparing Reports and Documents:** This was one of the primary tasks as an intern at bKash. I prepared a number of reports and documents during different marketing activities like new campaign launch, post-campaign, and many more. Below is a list of reports that I've completed during my occupation:

- ✓ Digital ad placements of competitors in different online news portals
- ✓ Status of social media pages of popular online news portals
- ✓ Media buying process

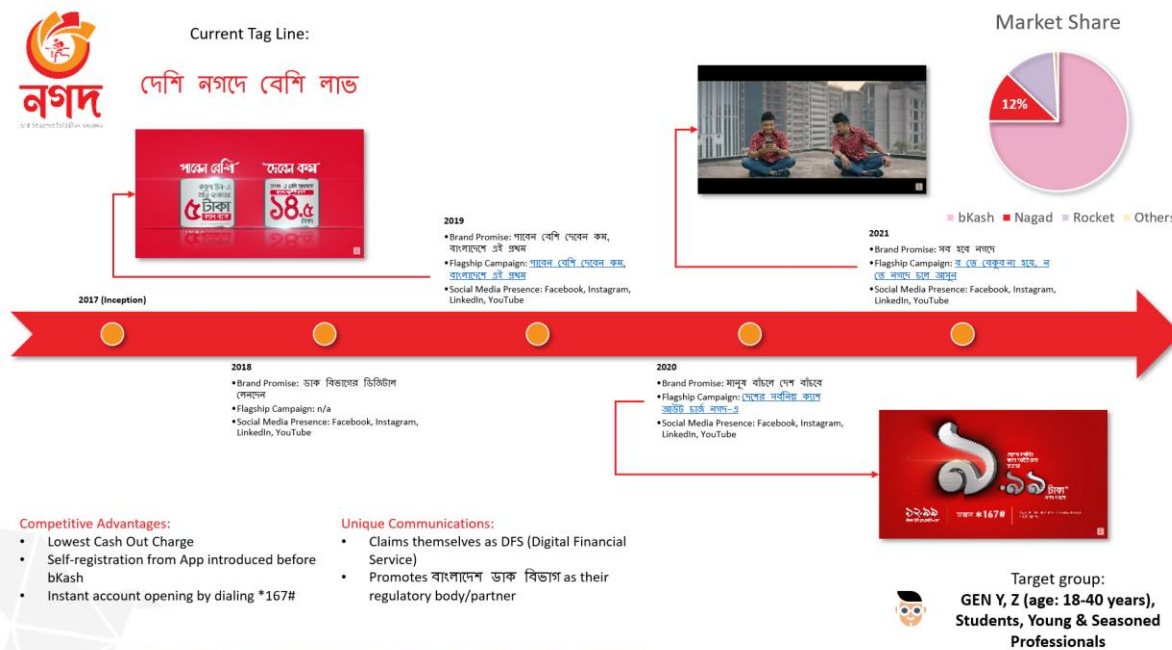


Fig: Competitor Analysis of MFS Industry

- ✓ Analysis of Facebook audience of Bangladesh
- ✓ Banner placements of bKash for the Victory Day campaign
- ✓ Status of bKash's YouTube channel until 2021
- ✓ Top Sheet summarizing the payment to the media partners of bKash

- Writing blogs for the new official website of bKash which is scheduled for launch in 2022
- Learning the function of different digital marketing tools online to find out the scope of those tools to improve productivity of the Digital Marketing team of bKash

Findings of Research Studies

During my internship period, I have conducted 3 major researches on different topics. Those topics are as follows:

- Digital Lifestyle of Bangladesh
- Facebook Audience of Bangladesh
- Competitor Analysis of bKash

Digital Lifestyle of Bangladesh

This was a survey to find out about the behavioral pattern of Bangladeshi people in different digital platforms. This task was assigned to me by my company supervisor and after completion, it was reviewed and approved by the Vice President of Digital Marketing department.

Objective

The main objectives of the study were:

- To get an understanding of the digital media behavior of people of Bangladesh (primarily the urban area)
- To find actionable insights
- To find out the ways the insights can be incorporated in various Digital Marketing activities and campaigns at bKash Limited

Total Number of Respondents

438 people participated in this survey

Timeline

The survey started at January 12, and continued until January 20.

Methodology



Plan of Circulation

The survey form was circulated using the following channels:

- Digital Marketing team
 - ✓ Friend circles
 - ✓ Family members
 - ✓ Friends of family members
- Top Universities (IUT, DU, NSU, EWU, etc.)
- Digital Communications team
 - ✓ Friend circles
 - ✓ Family members
 - ✓ Friends of family members
- Facebook Groups
 - ✓ Groups based on locations
 - ✓ Groups based on professions, etc.

Target Group

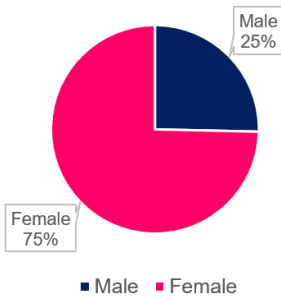
After circulation of the survey form, the respondents were categorized into 2 primary groups:

- Students
- Professionals



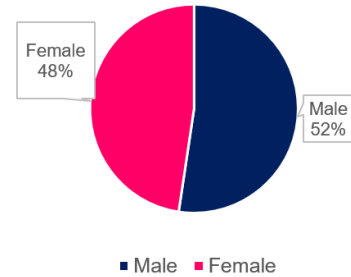
Students

General age group: 18-24



Professionals

General age group: 25-34



Target Group

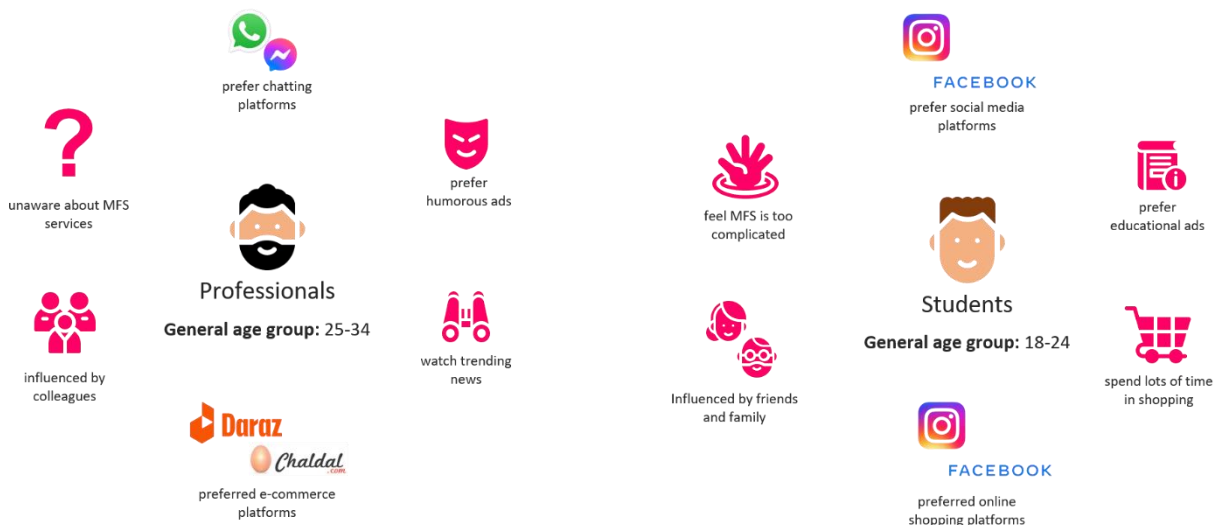
Primary Location
Dhaka

Summary of Findings

The overall findings were categorized based on the primary two groups of respondents – students and professionals.

Students

- ✓ Preferred Social Media Platforms: Facebook, Instagram
- ✓ Preferred Ad Genre: Educational
- ✓ Maximum time spent in shopping
- ✓ Preferred Online Shopping Platforms: Facebook, Instagram
- ✓ Most Influential Group: Friends and family



- Professionals
 - ✓ Preferred Social Media Platforms: WhatsApp, Messenger
 - ✓ Preferred Ad Genre: Humorous
 - ✓ Maximum time spent in watching trending news
 - ✓ Preferred Online Shopping Platforms: Daraz, Chaldal.com
 - ✓ Most Influential Group: Colleagues

Implications

- bKash can create **a channel/group in WhatsApp** to communicate, reply to queries and convey promotional offers with **professionals**
- bKash can **create separate ad sets** based on **genre preference of target groups** (e.g. an ad set with educational creatives for students, another ad set with humorous creatives for professionals)
- bKash can start **a series of educational videos** on popular video watching platforms (YouTube, Facebook Watch) to teach students about the process of availing various bKash services
- bKash can **place ads on Facebook Marketplace** to increase awareness among students
- bKash can **focus more on improving existing customer experience** to generate more word-of-mouth

Facebook Audience of Bangladesh

The research study was conducted using the audience data collected from Facebook Ads Manager. The whole process was supervised by my company supervisor at bKash Limited.

Objective

- To understand the interests and behaviors of Facebook users of Bangladesh
- To create segments of Facebook users of Bangladesh for assisting in Digital Marketing activities
- To find actionable insights for the Digital Marketing team

Methodology

The whole process was divided into 3 primary steps:

- Collection of Facebook audience data based on interests, behaviors, location, age group and gender
- Data cleaning on MS Excel
- Preparation of Findings report

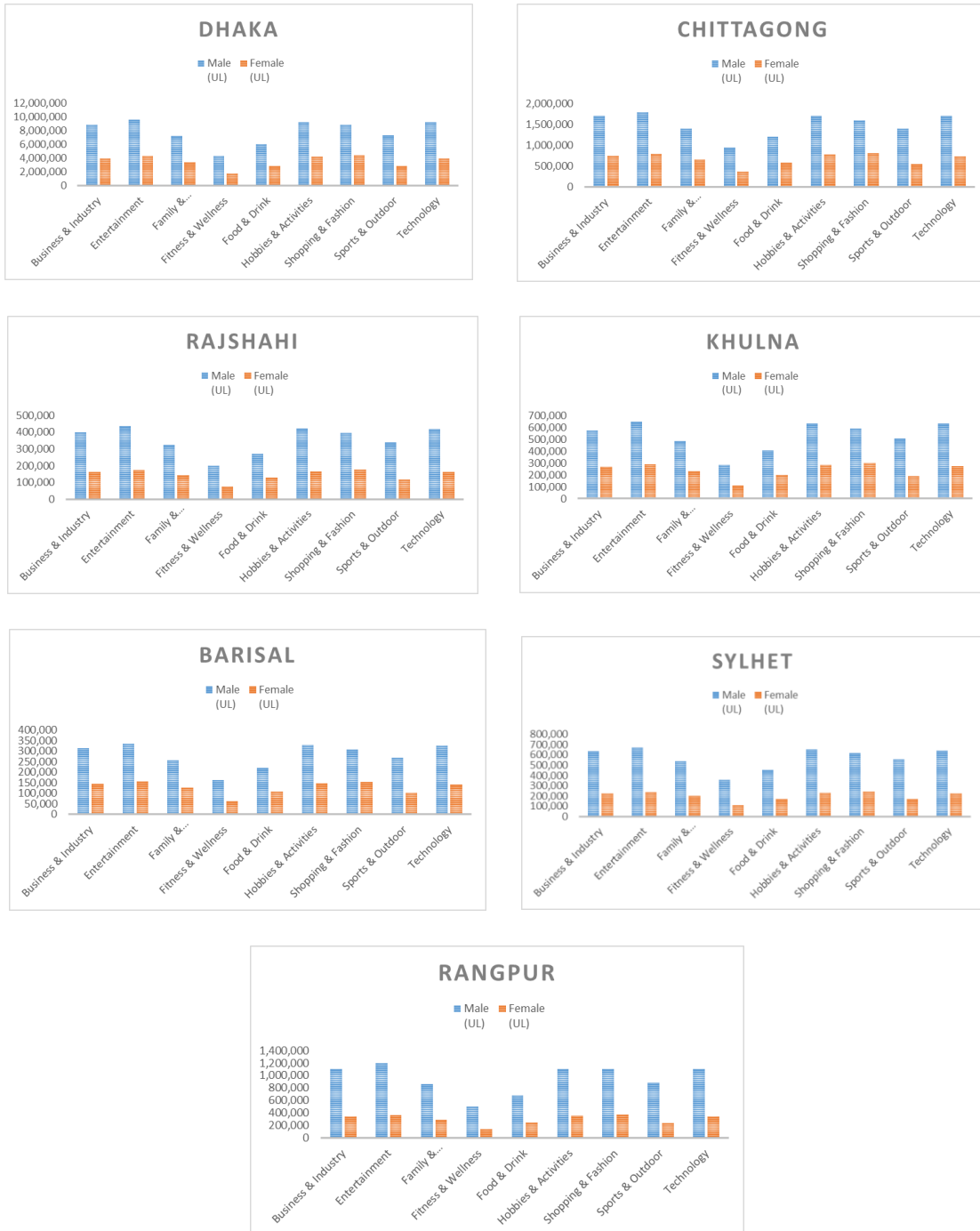


Fig: Analysis based on location

Summary of Findings

The overall findings of the research are summarized below:

- Highest number of people have interest in Entertainment (34,700,000), followed by Hobbies & Activities, Technology, Shopping & Fashion and Business & Industry (Range: 35-32 million)
- For all types of Interests groups, people of 18-24 years (male) are in the lead
- Among females, most of them are interested in Shopping & Fashion, followed by Business & Industry, Entertainment and Hobbies & Activities
- People of all age groups are mostly interested in Entertainment, followed by Hobbies & Activities and Technology
- Most of the males are interested in Entertainment, followed by Technology and Hobbies & Activities
- Most of the females are interested in Shopping & Fashion, followed by Entertainment, Hobbies & Activities, Business & Industry and Technology (Range: 10-8 million)
- A big jump from age group 25-34 to 35-44 (this indicates the technology gap between people of age group 18-34 and 35-44)
- Age groups according to no. of people present in digital world:
 - ✓ Tier 1: 18-34 (highest concentration)
 - ✓ Tier 2: 35-44 (good concentration)
 - ✓ Tier 3: 45-54 (poor concentration)
 - ✓ Tier 4: 55+ (lowest concentration)
- Overview of device users based on age group:

Age Group	18-24	25-34	35-44	45-54	55-64	65+
Smartphone User	17,600,000	12,800,000	3,900,000	1,500,000	515,000	578,600
3G User	1,900,000	1,200,000	322,600	100,900	29,500	88,800
4G User	8,800,000	6,000,000	1,700,000	515,200	144,400	236,700
WiFi User	5,800,000	4,700,000	1,700,000	790,300	318,500	220,600
Apple User	201,800	212,000	96,900	43,400	19,300	11,100
Overall	34,301,800	24,912,000	7,719,500	2,949,800	1,026,700	1,135,800

Competitor Analysis of bKash

The analytical study was focused on the primary competitors of bKash in the MFS industry of Bangladesh. The study was part of my bNext internship program which was supervised by my company supervisor.

Objective

The main objectives of the analysis are:

- To find out the digital media activities of competitors of bKash
- To identify the gaps in digital campaigns of the competitors

Methodology

The study was composed of the following steps:

- Selection of competitors for analysis
- Analysis of Social Media pages of selected competitors
- Compilations of findings

Selected Competitors

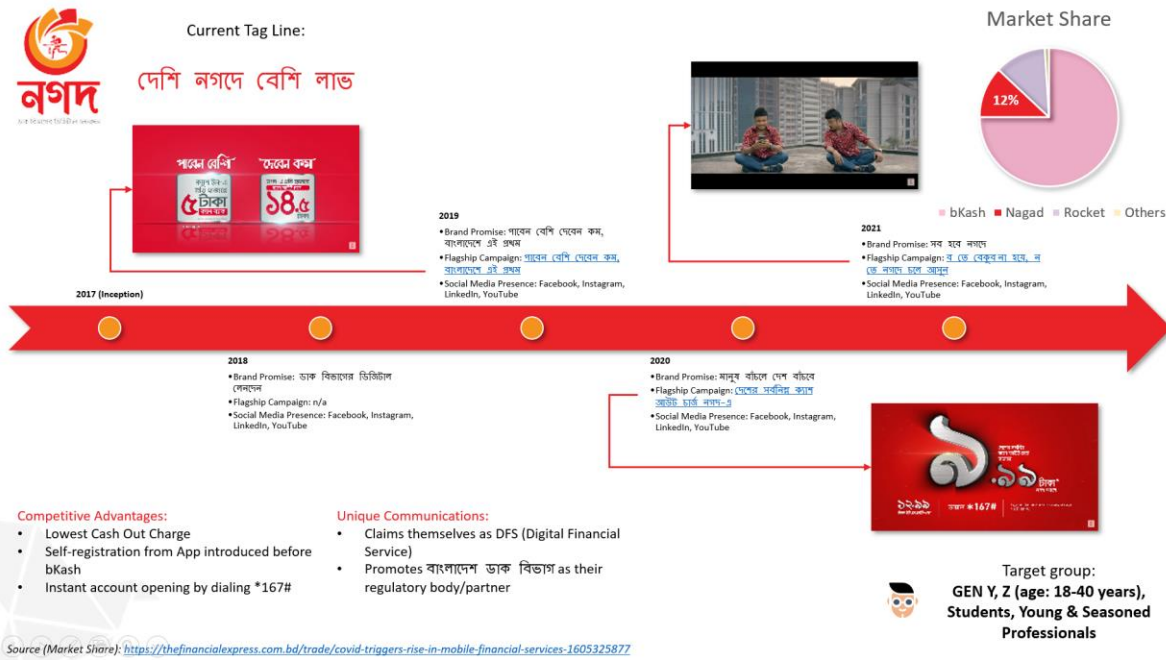
- ✓ Nagad
- ✓ Rocket
- ✓ Upay

Summary of Findings



Nagad

- ✓ Current Tagline: দেশি নগদে বেশি লাভ
- ✓ Market Share: 12%
- ✓ Target Group: GEN Y, Z (age: 18-40 years), Students, Young & Seasoned Professionals

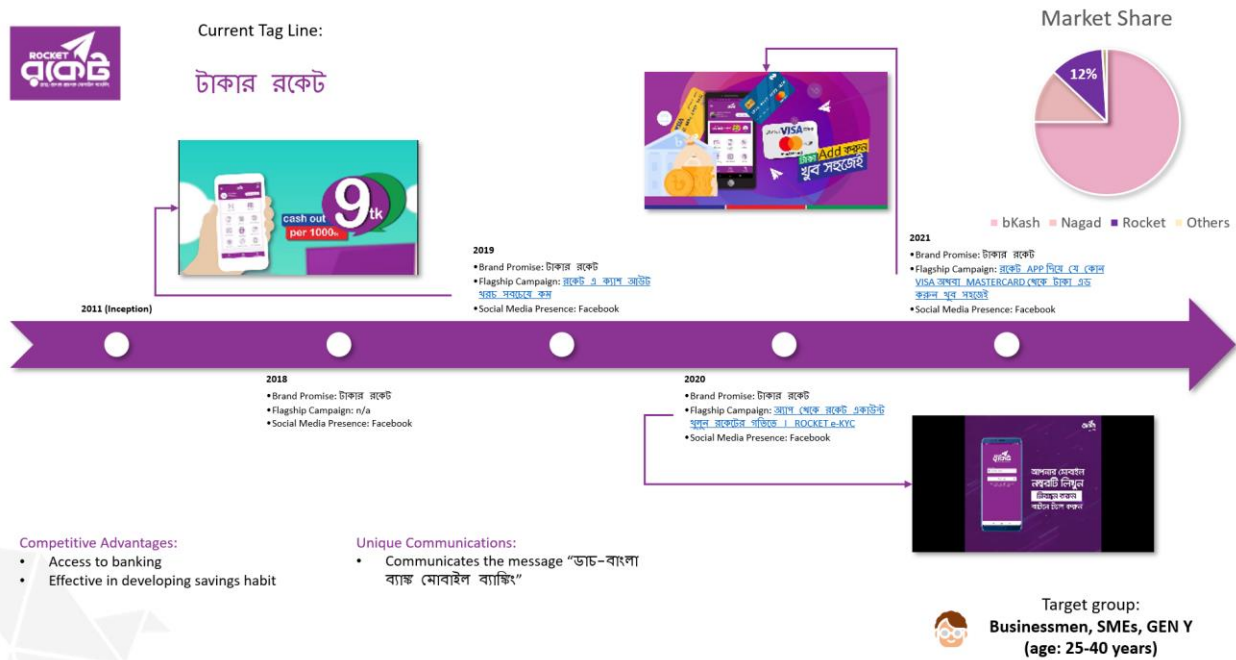


- ✓ Competitive Advantages:
 - Lowest Cash Out Charge
 - Self-registration from App introduced before bKash
 - Instant account creation by dialing *167#
- ✓ Unique Communications:
 - Claims themselves as DFS (Digital Financial Service)
 - Promotes বাংলাদেশ ডাক বিভাগ as their regulatory body



Rocket

- ✓ Current Tagline: টাকার রকেট
- ✓ Market Share: 12%
- ✓ Target Group: Businessmen, SMEs, GEN Y (age: 25-40 years)



Source (Market Share): <https://thefinancialexpress.com.bd/trade/covid-triggers-rise-in-mobile-financial-services-1605325877>

- ✓ Competitive Advantages:
 - Access to banking
 - Effective in developing savings habit
- ✓ Unique Communications:
 - Communicates the message “ডাচ-বাংলা ব্যাঙ্ক মোবাইল ব্যাংকিং”



Upay

- ✓ Current Tagline: এখন উপায় আছে
- ✓ Market Share: >1%
- ✓ Target Group: GEN Z, Students, Young Professionals, Entrepreneurs



- ✓ Competitive Advantages
 - App usage without internet data

Key Points

- ✓ Digital communications are primarily focused towards engaging tech savvy young people
- ✓ Competitors are mainly targeting existing bKash users (mainly the students, young professionals) using key USPs like Low Cash Out Charge, Free Send Money, Data-free app usage, etc.

Analysis

From an intern's point of view, I believe that bKash offers an excellent environment for learning and sharing ideas. Each and every employee of the organization is well-knowledgeable about their respective duties and has high level of work efficiency. However, there were some constraints that I witnessed as an intern which I think slows down the work flow.

Academic Learning and Workplace Experience

As a student of the department of Business and Technology Management, I had the privilege to get work-level knowledge about the general function of a corporate environment. Since I was an intern for the Marketing division at bKash, my academic courses like Marketing, Business Communication, Finance, along with a few Engineering courses, assisted me in my day-to-day activities. I was able to contribute to the team by sharing my ideas and opinions about Marketing which I've learned from my mentioned courses. My supervisor shared positive feedback frequently for sharing my views which aided in improving the overall workflow of my team.

Company-Level Analysis

The Digital Marketing team of bKash is comprised of a team of highly-skilled individuals, who are industry leaders in their respective roles. The pros of this team include:

- Effective use of all the latest digital tools and technologies for performing marketing activities
- Scheduled meetings held regularly with each individual and as a team to follow-up on tasks at hand
- Co-existence of teams in a single Marketing ecosystem, that eradicates the possibility of formation of silos



- Friendly environment that encourages sharing of ideas for overall growth of the whole division and to create meaningful impact

However, there were some issues that should be improved for filling the gaps in the division:

- Shortage of space in the office
- Lack of communication among different functional divisions
- Long hours in the office (even after 6:00 PM)

Market-Level Analysis

bKash is currently #1 Employer of Choice in Bangladesh, according to a survey conducted by Nielsen, one of the leading organizations that conducts accurate, data-driven surveys. bKash was the winner of this prestigious title last year as well.



This strengthens the position of bKash in the market as one of the best, if not, the best place to work as an employee. The collaborative environment offered by the organization has turned bKash into a hub of innovation and creativity.

The competitive advantages of bKash include:

- **In-House Marketing Team:** The competitors of bKash generally conduct their market activities (both ATL and BTL) through different marketing partners, like Asiatic Mindshare Bangladesh, Magnito Digital, and so on. On the other hand, bKash has a robust team of talented individuals in the Marketing division, for which the company can properly communicate its offerings while maintaining the brand essence and guidelines.
- **Data Security:** bKash is very strict about maintaining data privacy of its user base. One of the perks of conducting in-house Marketing activities is that it allows bKash to preserve all the marketing data within the organization, which would not be possible if the organization partnered up with a marketing agency.

Professional-Level Analysis

In terms of my career path, this internship paved the way towards my professional goals. As a Digital Marketing aficionado, being an intern at bKash helped me to get a professional-level understanding of the Digital Marketing sector, along with the tools necessary to jumpstart my career in that function. My supervisor along with my team mates showed me how a market leader conducts its marketing activities, the tricks to get things done efficiently and how to navigate through the corporate environment while maintaining professional attitude.

Recommendations

Being the industry leader, the processes followed by bKash is already being considered as the market standard to operate as an MFS provider in Bangladesh. However, I believe that there are some shortcomings in the overall corporate environment of bKash that should be mitigated for overall improvement of the organization. Here are some of my recommendations which might help in this regard:

- **Adjustments in Working Hours:** bKash should follow a strict working hour (9:00 AM – 5:00 PM or 10:00 AM – 6:00 PM) which should be followed by all the employees. This will help the employees to maintain a sound work-life balance.
- **Corporate Transportation Facilities:** After the advent of COVID, it has become risky to travel by public transportation. bKash should take necessary initiatives to arrange transportation service for its employees to ensure their safety.
- **Space Allocation:** The Marketing division has a shortage of space for the employees, especially the interns. The company should look into this matter so that interns get a proper seating arrangement.
- **Efficient Recruitment Process:** At bKash, it takes quite a while to complete the recruitment process of a new employee. Sometimes, it even takes around 5-6 months to onboard a new team member for a department. bKash should look into various digital tools like technical quizzes, aptitude tests, etc. to shorten the whole procedure
- **Arrangements for Extra-Curricular Activities:** Different indoor games like table tennis, carrom, chess, etc. will help the employees to reduce stress and monotony, which in turn should boost their overall work efficiency

Conclusion

After completing my 3-month-long internship at bKash, I can confidently say that bKash is arguably one of the best places to learn and grow as a professional. The bNext program is the flagship internship program of bKash, and I am honored to be one of the graduates from the first batch. The whole project was packed with various learning modules that assisted me to learn about the core corporate etiquettes and the best practices of MFS industry in Bangladesh.

Each and every function of bKash is full of friendly and cooperative people who helped me throughout my journey. Overall, this internship worked as a platform that helped me to create and strengthen my base as a professional before entering the corporate world.

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