

An Internship Report  
On  
**“The business processes & operations of Payroll Business,  
Commercial Division, bKash Limited”**

An internship report submitted to the Department of Business and Technology  
Management in partial fulfillment of the requirements for the degree of  
BBA in Business and Technology Management

By  
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## **Student Declaration**

I, Muhtasim Ornob Maahi, hereby declare that the presented report of internship titled “**The business processes and operations of Payroll Business, Commercial Division, bKash Limited**” is uniquely prepared by me after the completion of three months’ work at Commercial Division in bKash Limited.

I also confirm that the report is only prepared for my academic requirement, not for any other purpose. It might not be used with the interest of the opposite party of the corporation.

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## Letter of Transmittal

6<sup>th</sup> April 2022

**Shobnom Munira**

Assistant Professor

Department of Business & Technology Management

Islamic University of Technology (IUT)-OIC

Board Bazar, Gazipur-1704, Bangladesh.

**Subject: Submission of Internship Report on “The business processes & operations of Payroll Business, Commercial Division, bKash Limited”.**

Dear Ma’am,

It is a pleasure for me to be able to submit my internship report for the completion of a three-month-long internship program in the Payroll Business, Commercial Division of bKash Limited. I have tried my best to ensure that the report becomes a meaningful and successful one by adding the experience I have gathered during my internship period. This report was a huge chance for me to reflect on the learnings I have gathered on corporate life, working environment, and organizational policy that is associated with the function I was assigned to. In the future, I am very hopeful that I will be able to use the gathered knowledge in my professional career. It was a great pleasure for me to complete this report under your guidance and I would like to share my gratitude for all the assistance and guidance you have provided me in the process. I hope that the mistakes I have made during the preparation of the report will be apologized and I am open to clarifying any part of the report if necessary.

With best regards,

**Muhtasim Ornob Maahi**

Student ID: 170061031

## **Acknowledgment**

All thanks to the Almighty Allah for providing me with the strength and opportunity to be able to complete the internship program and the report within the due timeline. Even though there have been some complications in producing the internship report, I have been able to overcome these challenges with the guidance of my supervisors and I am thankful to them for all the assistance they have provided me with. I would further like to expand my gratitude to many individuals who had supported me throughout the process both directly and indirectly.

In the beginning, I would like to thank my academic supervisor Shobnom Munira, Assistant Professor, Department of Business & Technology Management for always providing me with different feedback which has made it possible for me to complete the report with ease. Even though I was confused about all the requirements of the report, she had come forward and helped me to overcome this confusion. This report would not have become a meaningful one without the suggestions and feedback she had provided me from time to time. I have tried my best to make this report flawless with as few mistakes as possible.

In addition, I would like to convey my gratitude to my assigned supervisor of bKash Limited, S.M. Khaled Bin Halim, general Manager, Payroll Business, Commercial Division who took all the responsibilities of me and provided me with his precious time to share his experience with me. He furthermore assisted me with different suggestions which would be helpful for me to succeed in my career. As a business student, the learnings I have gathered from the internship program under his guidance have helped me to understand the working culture in a corporate environment and the norms of the organizations.

It was a great experience for me to work with the Payroll Business team and I am thankful to all the employees that have helped me during my work tenure and made the experience a valuable one for my future.

## **Executive Summary**

The report has been developed for portraying the overall experience gathered during the completion of the internship program in Payroll Business, Commercial Division, bKash Limited. The report has been divided into four major parts. Each part of the report adds value to the report and makes the whole report a meaningful one. The first part of the report is focused on analyzing the company where I have completed my internship program. Understanding the organization and how it works was the main goal of this section. In this section, different parts of the organization and the hierarchy of the organization are also discussed. The next part focuses on analyzing the industry where the business operates. This section is important to understand the overall environment of the organization and the different factors of the industry. The following chapter focuses on describing the tasks I had completed during the period and how each task was carried out. The last chapter has been developed by focusing on analyzing the internship tasks and understanding how each task has helped me to develop myself and gather different skills important for my future career. Lastly, the report aims at providing some brief recommendations which was a result of the practical experience gained during the internship period.

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## **Introduction**

The purpose of the internship report is to reflect on the learnings from the completed tasks during the internship period. The goal is to identify different skills that have been developed throughout the internship period along with developing the learning outcomes. I have completed my internship in the Payroll Business department of the Commercial Division in bKash Limited. Commercial works as the heart of a business organization as it builds the business and increases the customer base while earning revenues directly. If the commercial is divided into two basic groups according to the function, one wing is dedicated to developing B2C business and the other is dedicated to developing B2B business. The B2B business development wing tries to build a relationship with the corporate offices for increasing the client base. The payroll solution is one of the most promising services of bKash Limited as it has developed a digitalized solution for different organizations to disburse their salaries digitally. While working in this department I have developed different skills which would be helpful for my future career. Along with the skills developed, I have tried my best to apply my knowledge to create an impact in the organization. The activities that I have completed during my tenure in the Payroll Business have helped me to sharpen the skills I had and generate more skills that would prove to be important for both my personal and professional growth.



## Company Overview

### 1.1 Overview of bKash Limited

bKash Limited is the leading mobile financial service (MFS) provider in Bangladesh conducting its business operations under the license and approval granted by Bangladesh Bank. The organization has been conducting its business as a subsidiary of BRAC Bank Ltd. The focus area of bKash is serving the unbanked, banked & underbanked people of the country with a wide range of services that can enable them to become financially inclusive. The core services of bKash include easy and convenient money transfer and payment. The journey of bKash started back in 2010 as a joint venture between BRAC Bank and Money in Motion LLC. Two organizations from different parts of the world, one from Bangladesh and the other from the United States, started the organization for creating a financially inclusive ecosystem for all the people of the country. Throughout the years, other large organizations started to invest in bKash which created a pool of 6 investors who are currently equity holders of bKash. International Finance Corporation, Bill & Melinda Gates Foundation, and Ant Financial (Ali Pay) joined the group of investors in 2018. The most recent inclusion of the investors in the pool of equity holders of bKash is Softbank which invested a total of 200 million US dollars to make bKash Limited the first “*Unicorn Startup of the Country*”. bKash limited aims at providing a wide range of financial services to the people of Bangladesh and making financial transactions more accessible. The organization especially focuses on creating an ecosystem for the lower-income mass people who cannot access banks at all times. Offering convenient and accessible financial transaction opportunities to the population of the country is the goal of bKash Limited.

Formal financial services in the rural area of the country are comparatively inaccessible to most of the people living in the respective areas. When a large portion of the population resides in the rural areas of the country, it is a burden for the country to have formal financial services unavailable to the people. A research study found that 15% of rural people are having access to financial services but 68% of the people own a mobile phone. bKash Limited has developed a goal for making financial services available to the population through the mobile devices they own. Currently, bKash has more than 200,000 agents around the country that empowers the population to become financially independent. For the contribution of bKash limited, “*Fortune Magazine’s Change the World – 2017*” featured bKash as the 23<sup>rd</sup> company in Change the world. Bangladesh Brand Forum

has announced bKash limited as the best brand for two consecutive years in 2019 and 2020. From an employee’s point of view, bKash has been listed as the No. 1 employer of choice. The recent contribution of bKash in changing the financial scene of the country has led to the acquisition of the No.1 Mobile Financial Services Brand for the last four years.

**The vision of bKash Limited**

“bKash aspires to be a global trendsetter in financial inclusion, and a contributor in enriching people’s lives through alternative platforms.”

**The mission of bKash Limited**

“To be the most preferred financial service provider for all walks of life by providing affordable and innovative service for empowering lives.”

The organizational chart of bKash limited ensures a swift flow of communication from bottom to top. bKash follows an open culture that empowers the employees to communicate conveniently without any barriers. These grants access to the employees in the lower level of the organization to have direct communication with the upper management easily. bKash has several divisions conducting different operations. The list of the divisions in bKash limited is attached here:



*Figure 1: Divisions of bKash Limited*

The HR Hierarchy of bKash limited is listed below:



*Figure 2: Organizational Hierarchy of bKash Limited*

## **1.2 Overview of Commercial Division of bKash Limited**

bKash Commercial conducts its business operations as a separate division that is focused on developing the business of bKash limited. The division is solely dedicated to reaching out to a wider group of potential customers who can help bKash's business to grow. The commercial division has different departments and these departments have their dedicated field of operations. The commercial division includes the following departments,

- Distribution and Retail Business
- Payroll Business
- Merchant Business
- Business and Strategy Development
- Government Partnership & Business Sales
- Telecom & Online Payments
- Financial Services
- UBP & Education Payments
- Trade Marketing & Sales Operations

The commercial division plays a vital role in building the business of bKash with the combined efforts from all the above-mentioned departments. Each department work towards developing a sustainable footprint of bKash in different industries across the country.

### **1.3 Overview of Payroll Business of bKash Limited**

Payroll business offers redefined and convenient solutions to its clients for disbursing salaries, allowances, and other financial supports. bKash Payroll Business started its journey back in 2015 when Viyellatex Group started to disburse salary of around 300 workers from 1 factory. The business of payroll business has been ever increasing. At the current stage, the bKash payroll business has acquired more than 800 organizations that are actively disbursing the salary of more than 7 lac beneficiaries. Most of the organizations are conducting their business in the ready-made garments and the manufacturing industry. As part of its growth and expansion plan, Payroll Business has been identifying different fields. Payroll Business of bKash has been actively conducting its business in RMG, Corporate, and Manufacturing industries. Currently, bKash is one of the largest payroll solution providers in different industries.

Payroll Business conducts its business by dividing the whole team into three different sections. All three sections are headed by the same Head of the Department. The three sub-pillars of bKash Payroll Business are,

1. RMG Emerging,
2. RMG Prime Accounts and
3. Corporate and Manufacturing Payroll.

The RMG payroll conducts its business completely in the RMG sector where bKash has been the leading payroll solution for the RMG factories around the country. And, the corporate and manufacturing payroll is a comparatively newer wing that has been conducting its business operations to provide payroll solutions to the corporate employees and manufacturing workers.

- **RMG Emerging:** The RMG emerging team is liable for generating leads and onboarding new clients under the sub-pillar of RMG Payroll Business. The team members of the acquisition team actively seek new scopes in different RMG factories to expand the business of bKash Payroll Solution. The goal of this team is to nurture new clients for

continuous disbursement in the initial phase. Once the new clients start disbursing their salaries regularly, the accounts are handed over to the RMG Prime Accounts.

- **RMG Prime Accounts:** The RMG Prime Accounts consist of KAMs who is liable for maintaining the relationship with the existing clients. The KAMs regularly visit the existing clients and resolve any problem that these factories might face while receiving the services of bKash Payroll Solution. Clients might face different types of challenges while disbursing the salaries of the workers and the KAMs proved a solution to all challenges of the clients. The Key Account Managers in this team try their best to develop the clients for using other services of bKash other than only the cash-out service.
- **Corporate & Manufacturing Payroll:** The corporate and manufacturing payroll business team consists of smaller but more versatile people as they are liable for both acquiring new clients and managing the existing clients. The job of the corporate and manufacturing payroll business is to provide solutions for the problems of the existing clients and ensure a steady growth in the business by acquiring new clients. This team conducts its business in two different folds. One of the folds is focused on developing the business in the corporate industry. The beneficiaries of the corporate clients are mostly based on the usage of the bKash Mobile Application. The other fold focuses on the manufacturing industry. The manufacturing industry consists of all the industries other than RMG. The notable industries that are the target of this sub-pillar include ceramics manufacturers, cement manufacturers, steel re-rolling mills, etc.

#### **1.4 Offered Service of Payroll Business**

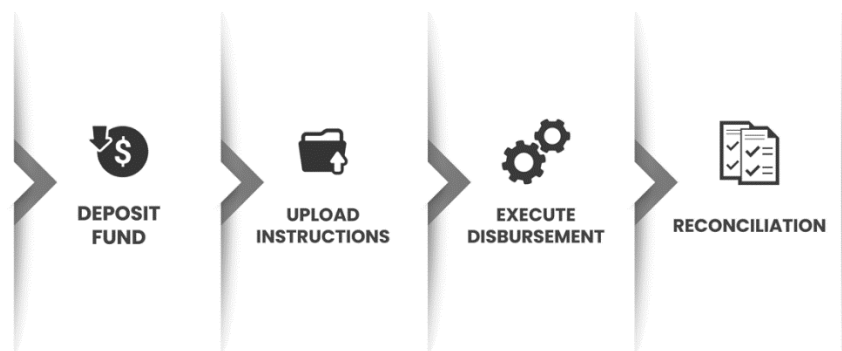
bKash Payroll Service works for providing the disbursement solution to its clients. Salaries are disbursed to each of the employees of the clients through the portal provided by bKash. The whole process of disbursement takes place in four different stages.

**Deposit Fund:** The first step in disbursing the salaries is depositing the fund by the client. The clients deposit the required amount of money in the bank account of bKash Limited. Currently, bKash has bank accounts in 13 different banks for making the lives of the clients convenient. The fund deposited in the bank account must be equivalent to the amount of money the clients are looking to disburse.

**Upload Instructions:** The clients are given login credentials to a portal developed only for disbursing salaries to the employees. The portal was designed and developed by the in-house engineers of bKash which makes it easier to control the features and update accordingly. The clients upload an excel sheet containing the bKash numbers and the corresponding amount to be disbursed to this number.

**Execute Disbursement:** The clients are then able to disburse the uploaded amount of money to the corresponding bKash wallets with one click.

**Reconciliation:** bKash Payroll Business offers the clients to collect their reconciliation report from the portal which can be used for taxation purposes and keeping the financial data up to date easily.



*Figure 3: Disbursement Procedure of bKash Payroll Business*

## **1.5 Company Analysis Frameworks**

In this section, different frameworks have been used to understand the position of bKash Limited in the market. The frameworks used in this section are SWOT and PESTEL analysis.

### **SWOT Analysis of bKash Limited**

The SWOT analysis focuses on understanding the strengths, weaknesses, opportunities, and threats of an organization. In this section, SWOT analysis has been done for bKash Limited.

#### **Strengths**

- The use of high-end technology makes it easier for bKash to offer easily accessible banking transactions to its customers.
- The customer service of bKash has been designed to offer a 24/7 service to the customers regardless of weekends or any other government holidays.

- bKash has been able to capitalize on the early entrant factor effectively and has enabled them to create increased value for their brand.
- The increasing number of agents around the country for bKash has helped the organization to increase its customer base effectively.
- bKash has credibility and brand image which helps the business to operate its business effectively by mitigating the risk factors.

### **Weaknesses**

- The protection against fraudulent activities involving the customers and the agents is low.
- bKash has capped the number and count of transactions that one individual customer can complete each day which sometimes becomes a problem for the customers.
- bKash has a large investment which has helped the business to expand but the return on investment is yet to see a huge spike.
- The workforce of bKash is not diversified which is limiting its chances to expand its business globally.

### **Opportunities**

- bKash has a great opportunity to expand its business into the international market.
- E-commerce is another industry that can be potentially targeted by bKash Limited to expand its customer size.
- The growing market size of bKash can help the business to identify different potential markets for introducing new and improved offerings to the market.

### **Threats**

- The environmental regulations revolving around the industry were comparatively lower when the business was introduced. But the increasing regulations can become a threat to the growing business.
- The bargaining power of the customers of bKash Limited has increased in recent times which can work as a threat to the business.

- The increased competition in the market can force the organization to change its prices and hence drop the premium service it offers in the market.

### **PESTEL Analysis of bKash Limited**

PESTEL focuses on analyzing different environmental factors of a business organization. The environmental factors that PESTEL analyses are political, economic, social, technological, environmental, and legal environment.

#### **Political Factors**

- Political unrest within the country,
- Role of the government in the business,
- Transition in the government, and
- Changes in policies.

#### **Economic Factors**

- Changes in the gross income of the country,
- Structure of the financial market,
- Fluctuation in the price of different products and services, and
- The economic growth rate of the country.

#### **Social Factors**

- Level of education of the society,
- Trends in the demographic changes, and
- Expenditure trend of the people.

#### **Technological Factors**

- Integration of different improved technologies,
- Increased penetration rate of the internet, and
- E-commerce growth trend.

#### **Environmental Factors**

- Changes in the environmental regulations, and
- Influence of climate change.



## **Legal Factors**

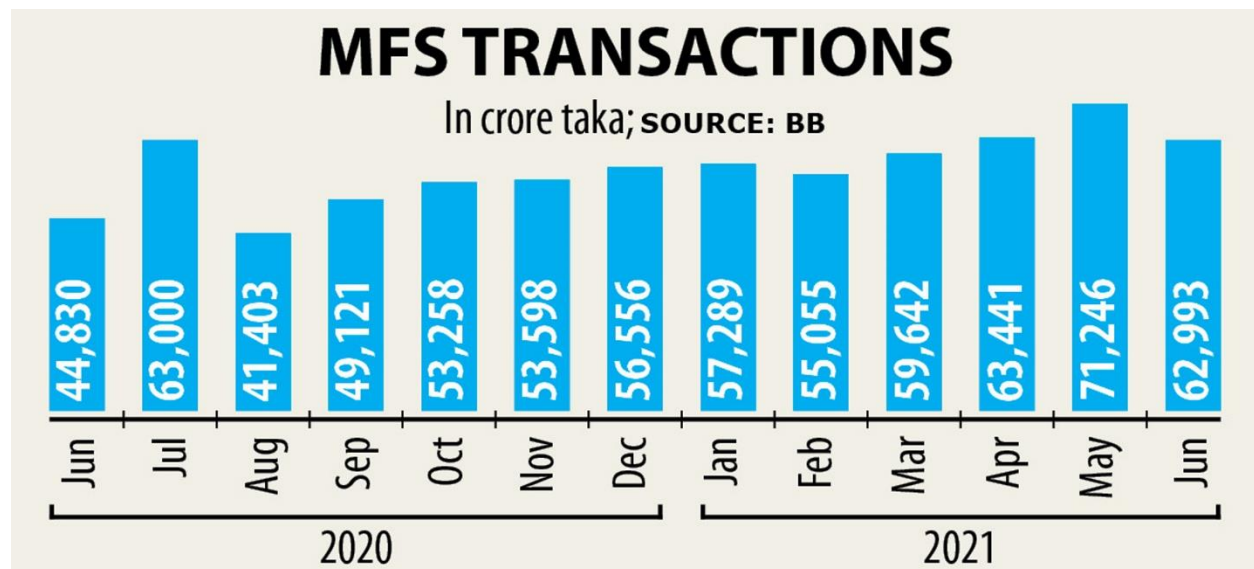
- Changes in the business laws,
- Changes in the consumer laws, and
- Changes in the employment laws.

## **Industry Analysis**

The mobile financial services (MFS) in Bangladesh started its journey to develop different sectors. The MFS businesses have contributed largely to shaping the financial condition of the people of the country. Financial inclusion has become convenient and efficient as it is easier to set up agents in all the 68,000 villages rather than setting up branches of different banks. Moreover, a handful amount of money sits around idle in the household of rural areas. It has become possible to bring this money into the banking channel which helps in better utilization of the money. Setting up agent-based banking channels in different areas of the country saves up to 90% expense compared to other banking channels. As mobile financial services are both time and cost-saving, people are more inclined toward receiving the services from these business organizations. One of the most crucial roles played by MFS is in eradicating different layers of corruption and maximizing transparency in all financial transactions.

### **2.1 Size and Growth of the Industry**

Mobile financial service (MFS) is one of the fastest-growing industries in the country. Currently, 13 different banks are associated with providing mobile-led financial services in Bangladesh. According to the data of Bangladesh Bank collected in September 2021, more than 106.45 million clients are registered under different MFS organizations. Among these registered clients, 40.6 million accounts are considered to be active. Accounts that had at least one transaction completed in the last three months are defined as active according to Bangladesh Bank. The number of active clients in the industry has fallen by 0.1% within one month. But, the total volume of transactions increased from BDT 0.62 billion to BDT 0.65 billion with a month-to-month growth of 4.7%. The average daily transaction is recorded to be 21,710 million increasing from 20,070 million. From August'21 to September'21, the daily transaction amount has grown by 8.2%. Even though the number of active clients has fallen for the MFS industry, the volume of transactions is increasing due to the convenience it provides to the customers. The MFS industry of Bangladesh is growing at a fast pace which has helped the industry to reach the growth phase within a few years. The industry is expected to stay in the growth phase for some more years as the organizations in the industry are trying to work out new scopes available to them.



*Figure 4: Transaction Using MFS Services*

## 2.2 Legal Bindings of the Industry

As mobile financial services are growing rapidly in the country, Bangladesh Bank had issued a set of different principles as instruction for the banks. The first instruction was issued under the title ‘Guidelines on Mobile Financial Services for the Banks’. This guideline was issued on 22 September 2011 when the MFS industry started to grow. The focus of this guideline was to outline a criterion for the MFS providers in the market. Only bank-led MFS was allowed to conduct its business in the market. The MFS accounts would be activated without issuing any cheque against these accounts. This would differentiate the MFS accounts from the bank accounts. The first legislative document for establishing the rules and regulations in the MFS industry was published in 2018. The MFS Regulation 2018 was issued outlining the framework for integrating different rules and principles of the MFS businesses. The products, services, and models used by the MFS businesses are all outlined in the 2018 regulation. Another guideline was issued to outline the anti-money laundering and counterfeit terrorism (AML&CFT) compliance, data security, and KYC (Know Your Customer) protocols. This guideline was titled BFIU Circular 2020. To reduce the fraudulent activities conducted through the MFS platforms, a circular was issued. Bangladesh Bank is the issuer of these MFS platforms and holds the right to issue any guidelines, rules, or regulations for the platforms. Bangladesh Bank has set a limit on the number of transactions that can be done from one MFS account in a single day.

### 2.3 Competitive Environment

The MFS industry is still growing and a limited number of organizations are conducting their business in this industry. The industry is rapidly growing and is expected to bring in new business entities in the industry. According to different researchers and specialists in the field, the MFS industry will rapidly grow over the next decade and the dependency of the people on MFS-led services will also rise. Currently, the following business organizations are conducting their business in Mobile Financial Services:

- bKash Limited,
- Nagad,
- Rocket,
- Upay and
- Trust Axiata Pay (TAP).



*Figure 5: MFS Market Share in Bangladesh*

Among the mentioned competitors in the market, bKash holds the largest market share followed by Nagad and Rocket respectively. Upay has rebranded itself and is looking to expand its business for gaining market share. On the other hand, Trust Axiata Pay or TAP is the latest entrant in the MFS industry. Some other MFS businesses are also existing in the market but the market share of these businesses and their presence in the market is comparatively lower.

Different commercial banks are actively trying to get into the payroll solution providing business in the RMG sector as they have identified the scope of business in this segment. After the success of bKash in the RMG sector, commercial banks are also trying to develop their market. Similarly, bKash has identified the scope of providing payroll solution to the corporate offices as the success of commercial banks are high. The goal of bKash in the corporate field is to develop the market and offer the beneficiaries with services that can add value to their daily lives.

#### **2.4 Offered Services**

The mobile financial service industry has made the lives of the people of the country more convenient through the services offered. The services provided to the customers in the MFS industry include the following:

- Sending money from one place to the other using the mobile phones
- Converting the e-money into cash through different modes including agent points and ATMs
- Paying at different merchant points for a quick and easy checkout procedure
- Paying bills of different public and private organizations
- Remittance through the MFS providers

These services are offered to the people of the country and due to the lockdown protocol initiated for minimizing the spread of Covid-19, the use of mobile financial services in the country has greatly increased.

## **Overview of Main Activities**

As part of the academic requirement, I had completed my internship for 3 months working for the Payroll Business department of the Commercial Division in bKash. During the 3 months, I had to carry out different tasks and activities in different sectors of the department. My duty was not limited to only one function within the department, rather I was liable for conducting different tasks at different times.

### **3.1 Recurring Tasks**

Recurring tasks were completed as part of the internship program. Most of the time, the activities and tasks that were handed over from the supervisor were new and exclusive. But, some of the activities were recurring which were needed to be completed effectively. Throughout the 3 months of my internship program, I was able to develop skills that helped me to understand and complete these tasks efficiently.

#### **KYC Management and Quality Check**

‘Know Your Customer forms are one of the most important factors for the disbursement account opening. The KYC form is the only form that contains all the information about the company and the signatory of the opened disbursement account. The front page (as attached in the appendix) contains all the information about the organization that is opening a bKash disbursement account and the second page (as attached in the appendix) contains the information about the signatory who is liable for taking decisions on the matter and the contact person from the organization’s end.

The main duty was to collect necessary information from the clients for filling out the KYC form and checking the relevant documents. Once the documents were collected and checked thoroughly, the KYC was submitted to the Corporate Support (CS) team for opening the accounts and creating portals accordingly. If any mistakes were found in the KYC form, CS would notify the corresponding Key Account Managers, and the corrections were made. The documents that are required for opening an institutional account with bKash include the following:

- Trade License of the Institution
- Memorandum and Article of Association
- Certificate of Incorporation
- Board Resolution

- TIN Certificate of Institution
- National ID card of the applicant
- Photo of the Applicant
- Declaration of Personal Details of the Applicant

The necessary documents were checked and after the KYC passed the initial QC test, it was passed on to the corresponding departments for further scrutiny and procedures.

### **Development of Weekly Operational Reports**

At the end of each week, it is important to submit the operational reports which would contain all the operational activities of Payroll Business. This helped to keep the management updated about the activities of the departments across the Commercial Division of bKash. The duty focused on collecting information from co-workers about the operational activities conducted around the week. A typical report would contain the following information:

- Numbers of newly onboarded clients in the past week,
- Number of letters of Interest (LOI) received from clients in the past week,
- Different promotional activities conducted in different factories and other sites of the clients,
- Updated progress on the running projects (if any).

All this information was collected from the co-workers and compiled in one PowerPoint presentation file following the preset. The PowerPoint file is submitted to the management for further evaluation of the operational activities of Payroll Business.

### **Development of Presentations**

Throughout my internship period, I had to develop different PowerPoint presentations which would be presented in front of different personnel. These presentations were created for both external and internal use. Some of the presentation topics that were assigned to me for creating PowerPoint presentation includes the following:

- **COCB Launch:** The payroll business was looking to relaunch the payroll digitization solution with new offerings. The initial product was called “COCB: Cash Out Cash Back”. This product would help both the clients and bKash to be benefitted from the offering. The presentation was developed for analyzing the features and the process of this new product.

The presentation was presented by the Chief Commercial Officer in front of the existing clients of payroll business in the largest gathering of RMG Owners in Hotel Sheraton on 4<sup>th</sup> November 2021.

- **Payroll Business Proposal:** Revamped the presentation for proposing to the clients the offerings of the payroll solution of bKash. The presentation consisted of a brief history of bKash along with the current market condition of digital payroll solutions and bKash Payroll Business's position in the market. The presentation further incorporated the offerings and the procedure of disbursement of payroll solutions offered by bKash Limited.
- **New Market Identification and Analysis for Business Expansion:** The corporate and manufacturing payroll business of bKash Limited has set a strategy for the year 2022 which includes targeting different regions and improving the manpower. The presentation was designed to portray the requirements and the benefits that these strategies will provide. The presentation further consisted of the scopes in different regions which can help the bKash Payroll Business to grow markets steadily.

### **Gift Inventory Management**

One of the earliest duties that I was responsible for was managing the gift inventory available for distribution to the clients. A database was developed in the first week to keep track of the gift items. Every time a KAM would take any gift item from the inventory, it would be listed in the database and the database would calculate the remaining number of gifts available in the inventory.

### **Database Design**

During my internship tenure, I was given the responsibility of developing a database that would contain the names of all the members of BGAPMEA (Bangladesh Garments Accessories & Packaging Manufacturers & Exporters Association). The database consisted of 1,111 companies listed on the website. I was liable for continuously updating the database throughout my tenure and was able to keep the database up-to-date. In addition to that, I had to prepare the database for all the investors in 8 different EPZs of Bangladesh. The database will be used for implementing the strategies set for 2022.

### **Prospecting**

Prospecting is the first step of the selling cycle. During my internship period, I was liable for developing different lists of prospects which could be approached by the bKash Payroll Business



for onboarding as clients. Two different prospects' lists for RMG Payroll and Corporate and Manufacturing Payroll were created.

### **Lead Generation**

An assignment was assigned by the Supervisor to generate two different leads in both RMG and Non-RMG industries. The generated leads would then be contacted by the KAMs for onboarding as a client of Payroll Business. I was able to generate two leads. The two leads included Express One Limited and Jihan Footwear Limited. Both of these two companies were onboarded as the clients of Payroll Business of bKash Limited.

### **3.2 Atypical Duties**

The uncommon duties were bestowed upon me as challenges. This section is dedicated to briefly explaining the unusual working activities that I had to complete during my tenure as an intern in the Payroll Business Department of bKash Commercial Division.

#### **Client Visits**

As part of my internship in the Commercial Division, it was one of the most important tasks to visit clients and onboard them as the clients of bKash Payroll Business. According to my supervisor's instructor, I had to visit potential clients specifically the ones whom I had generated the leads for. During my internship period, I had visited three different organizations and successfully onboarded all of these organizations. The first client that I had visited onboarded was Express One Limited. Express One Limited conducts its business in the courier industry of Bangladesh. The salaries of the conveyors are disbursed through the payroll solution of bKash Limited. Express One Limited was onboarded as a client for the Corporate Payroll sub-pillar. The second company that I had visited was Jihan Footwear Limited which produces shoes for exporting. The salaries of the manufacturing workers and the line supervisors are disbursed through the bKash Payroll Solution. The total number of employees in the factory is around 1500 and a new operational factory is under construction with the capacity of additional 1000 workers. The company was onboarded as the client for starting the process initially with 550 workers with the scope to increase the number in the future. The most recent company that I had communicated with and visited was Daraaz. Daraaz had agreed to start disbursing the salaries of the delivery personnel of HungryNaki through bKash Payroll Solution.

### **Contribution Modality and Calculator**

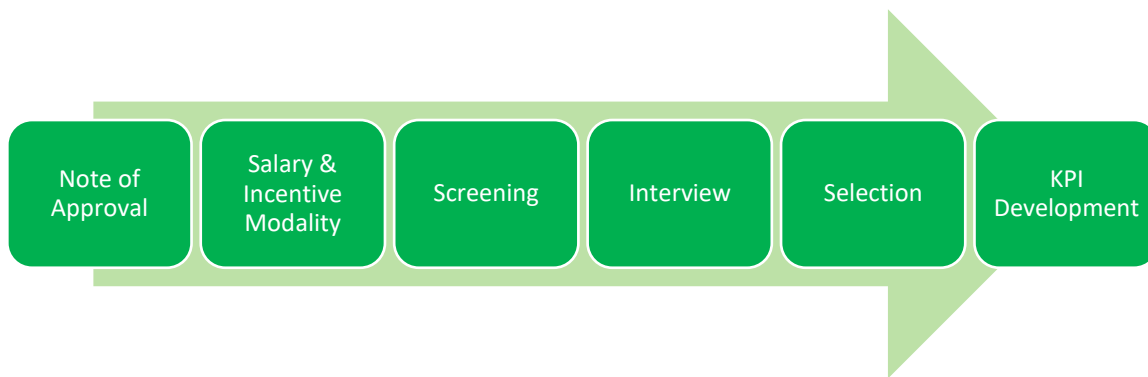
bKash Payroll Business contributes an amount for the cash-out charge. The rate of contribution was determined without following any fixed modality in the past. As per the instruction of my supervisor, I developed a new modality that will be used for determining the contribution rate used by bKash Payroll Business. The modality was then converted into a calculator which could be conveniently used by the KAMs for determining the contribution rate. The contribution rate was dependent on different factors including the number of beneficiaries, the volume of the disbursed amount, the number of prospective clients, and the status of the brand. Combining the contribution rate for each of these criteria, the final modality and calculator was developed.

### **Third-Party HR Agency Recruitment**

One of the many projects that I had handled during my internship period was recruiting new HR personnel for the business expansion of Payroll Business in different regions. The business scope for Payroll Business has been increasing greatly in the last years and to keep up with the growing pace of the business, Payroll Business has decided to hire a new third party agency for arranging training sessions in different factories and generating new leads for the business. The following tasks were completed for the successful completion of the project.

- **Note of approval development:** The initial requirement for hiring any new third-party agency is to develop a note of approval. This note includes the explanation of the required agency and the activities the agency will be a part of. The note was developed and authorized by the relevant personnel for further procedures. The note of approval is required to be approved by the Head of the Department, Chief Commercial Officer (CCO), and the Chief Executive Officer (CEO).
- **Salary and incentive modality design:** The next step was to design the salary and incentive modality that will be offered to the third-party human resources. Along with the modality, it was required to develop a job description explaining the roles of this HR personnel in the whole ecosystem. The salary module was designed effectively and the incentive module was more focused on motivating the recruits through monetary rewards for their success.
- **CV Screening:** As part of the recruitment process, it was necessary to screen the submitted CVs. A total of 60 CVs were submitted for different roles as third-party HR personnel. Out of the 60 CVs, 25 were selected for further consideration.

- **Interview:** The interview session was conducted in the office premise of the bKash Commercial Division at SKS Tower. The screened candidates were called for an interview and the interview was conducted by the senior management of Payroll Business. The interview was coordinated to complete the whole process within the scheduled timeframe.
- **Selection:** After the interview, the candidates were ranked according to their ability and the score they had achieved on the interview board. The selected candidates were communicated over the phone and the further process was conveyed to them.
- **KPI development:** One of the key factors in the sales function is to meet the given target within a fixed timeframe. The Key Performance Indicators for the newly recruited personnel were fixed to help them work effectively. The incentive of the third-party human resources depended on the completion of these KPIs effectively. The success of the employees would be measured using these indicators.



*Figure 6: Third Party HR Recruitment Procedure*

### **3.3 Working Environment & Condition**

Typically, bKash Limited follows a policy where a week consists of five (5) days starting from Sunday to Thursday. The working hour is from 9:00 AM to 5:00 PM with a provision of one extra hour which is flexible for the employees. The employees are not expected to work after 5:00 PM but if an employee is unable to finish their task, they can complete the task from within the office premises without any issue. During my internship tenure, I mostly had to attend the office for a fixed 8 hours, and in some rare cases, I had to stay at the office later than the provisioned period to complete the assigned tasks. As part of the sales team in bKash Limited, client visits were a part of my assigned tasks and I had to ensure that I am making these visits as efficient as possible. The client visits were completed within the working hours and neither the clients nor the organization had any expectation to visit clients after the working hour.

bKash Limited practices an accessible culture that promotes the employees to easily communicate and interact with anyone in the HR hierarchy regardless of their position in the organization. During my internship tenure, I had no difficulties communicating with the employees of bKash Limited. The employees were really friendly and helped me throughout my journey with any kind of difficulties I had faced during my tenure in bKash Limited. Moreover, the employees had also provided me with different suggestions from their professional experience which can greatly help me to prosper in my professional life.

The most common mode of formal communication in bKash Limited was e-mail communication. All the necessary notices and information was transmitted from one end to the other through e-mails and it had helped the organization document all the formal communications. Further, all the individual departments maintain WhatsApp Groups to ensure that they can communicate with each other easily. The requirements of an individual employee can be easily shared with other employees and cooperation becomes easier through the informal mode of communication.

## Analysis of Internship Activities

This section of the report is dedicated to analyzing the internship activities and relating the completed activities with the learning outcomes and the skills developed and improved throughout the internship period.

### 4.1 Learning Outcomes of the Internship Program

Throughout my internship period, I was able to work alongside different individuals from the organization and it has given me a chance to gain a holistic view of the activities conducted by the Payroll Business department. The learnings that I have gathered from my internship period are discussed here briefly.

- **Understanding the requirement of background check:** For a financial institution, the organization must be well-informed about the background of the customers. As a result, bKash Limited gathers different documents which can be used to legally check the background of the clients. While working for managing the KYC Forms, I was able to understand the importance of these documents and relate the requirement.
- **Gaining insight knowledge of the industry:** While prospecting for different potential companies in both RMG and Non-RMG industries, I came across different organizations and studied the size of the organization and the role of these organizations in the industry. This has developed a sense of understanding of the industries effectively. I will be able to use the knowledge gathered in the future regardless of the industry I choose my profession to start from.
- **Digitalizing a process:** With the development of the contribution calculator, I was able to digitalize the whole process of determining the contribution. This has helped the Payroll Business operations to run smoother and eliminated the time required for determining the contribution rate through conducting meetings with the senior management of Payroll Business.
- **Understanding the recruitment process:** One of the key factors to the success of Payroll Business in the coming years is the third-party agencies that are recruited for completing the onboarding of clients. Participating and coordinating the whole third-party HR agency

recruitment has allowed me to learn about different aspects that are needed to be considered.

- **Shaping ideas into visuals:** Through the development of presentations during my internship tenure, I was able to convert the ideas into a visual format. Learning how to visualize the ideas and strategies to present in front of the top management has provided me with a chance to develop my skills.

#### **4.2 Company Level Analysis**

bKash Limited has been trying its level best to incorporate processes that will give them increased leverage over the competition in the market. As a result, the organization has effectively arranged its business processes. The communication process of bKash Limited has struck me as a very effective process as everyone in the hierarchy of the organization is easily accessible and the information flows effectively. Within the individual departments, bKash Limited tries its best to develop healthy relationships and different events are organized regularly to improve the relationship of the employees.

In addition to that, the disbursement process of Payroll Business in bKash Limited gives the control of disbursement to the clients rather than holding all the power. This decreases the time required for the clients to disburse their salaries for their employees. A portal is used to make the whole process digitalized and ensures increased efficiency. The portal has been designed by the famous Chinese company, Huawei to increase the credibility of the process in the market. As a leading organization in the payroll solution providing service, bKash has tried its level best to incorporate different efficient processes and to incorporate the digital processes as much as possible.

#### **4.3 Market Level Analysis**

bKash Limited is the leading payroll solution provider in the market and has a vast client base of over 800 organizations. The organization has been offering efficient solutions to its clients while adopting different processes. These processes help the business to grow and increase its credibility among the clients. While working on generating leads for bKash Payroll Solution and going to client visits, I have been able to witness the frustration among the clients which has been greatly mitigated by the solution offered by bKash. Cash handling risk has been mitigated greatly by providing a digital platform for the clients to disburse the salaries of the employees. The competitors in the market are also providing similar services but the touch of digital platforms is

missing in their offerings. As a result, bKash has been able to outstand from the competition and increase the number of clients receiving the services from bKash Limited.

#### **4.4 Professional Level Analysis**

As I was assigned to complete different tasks, I had developed many skills which will be useful for me in my future endeavors. In this section, the gathered skills and the relevant experiences that had led to me gaining these skills will be discussed.

- **Business communication:** Throughout my internship tenure, I had to communicate with many individuals both internal and external to bKash Limited. The communication process has given me a chance to increase my communication skill. Along with the communication skill, I was able to communicate with the stakeholders by following different rules and standards. This has enabled me to develop communication in an organizational setting which would not have been possible without the intervention from the organization.
- **Networking:** As a business graduate and in the modern time, it is important to have a connection with people. The internship program has provided me with an opportunity to increase my network with different individuals from different industries. I had communicated with people from different industries as I was representing bKash Limited in closing the deals. This has increased my networks and made it possible for me to learn new ways to stay connected with the people I have established a network with.
- **Pitching:** Pitching is a must-have skill for any business graduate. While developing different presentations, I was able to learn the proper way of pitching and forming pitches formally. Moreover, working in the commercial division has helped me to make sure that I can sell the product to clients. Using different pitching processes learned from the experts in the industry, I was able to land clients and increase my pitching ability greatly.
- **Time management:** All the work that I had completed during my internship tenure had some sort of deadlines attached to them. As an employee of bKash Limited, it was expected that I would meet the deadlines and I tried my best to do so. For ensuring meeting deadlines, I had to manage my time effectively and it developed my time management skills within me.

All the mentioned skills will help me greatly to progress through my professional career. Learning these skills would not have been possible without completing the internship program. I was further

able to develop other skills which include adaptability, problem-solving, decision making, etc. I intend to use all the skills and knowledge gathered through my internship program in my future career path effectively.

Furthermore, the internship experience has helped me to furnish the knowledge I have gathered during the completion of my BBA program. I had learned about different theories as a student and the internship opportunity has helped to apply these theories in an organizational setting. For instance, Kaizen is one of the most popular improvement theories in management. While working at bKash Limited, I had completed different tasks where feedback was provided for me to improve the outcome of these activities. Through proper intervention from the employees of the same department, I was able to continuously improve the outcome and complete the tasks by maintaining the proper standard. Moreover, I got to experience and apply the whole selling process following the seven steps cycle. A selling cycle is an effective tool for the individuals working in a certain function. As a part of the commercial division at bKash Limited, I was able to implement the seven steps effectively and increase the client base effectively.



## **Conclusion**

After the successful completion of my internship period under Payroll Business in the Commercial Division of bKash Limited, I have successfully learned how the processes of the department are completed. The activities of this department vary from conducting activation campaigns to onboarding clients. I have been able to gain knowledge of all the processes through participating in the activities. I had different theoretical knowledge about the activities conducted in an organizational setting, but after the completion of the internship program I have successfully understood the practical knowledge, I required and have been able to align the theories with the real-world scenario. bKash Limited has been trying its best to create a sustainable ecosystem for its customers. A cashless society is the vision of bKash Limited and the organization has been trying its best to create one from the very beginning. I have tried my best to reflect upon the activities that I have completed in my three months tenure and the learnings I have gathered in the timeframe. The working environment of bKash Limited was extraordinary which helped me to focus on the assigned tasks and complete them effectively. The employees of bKash Limited were extremely friendly and assisted me in every way possible. I have completed my three-month internship with the learnings of a lifetime which will help me both personally and professionally throughout my career.

## **Recommendations**

bKash has been portraying itself to help the employees grow from within the house. Many of the CXO that are in charge of different divisions have started their professional career here in bKash and has been able to climb to the top while working for the business. But I have noticed that bKash lacks in ensuring that the employees are constantly gathering knowledge. bKash intends that the employees will be learning while they are working with their assigned task. But as an employer, bKash needs to develop a platform that will help the employees to learn from others in the organization. For this purpose, an academy can be developed which will be actively liable for ensuring that the employees are constantly learning from this platform.

In addition to that, the interns that are joining bKash in different teams are not provided with internet access. This makes the completion of the tasks more complicated for the new joiners. Even though bKash provides a laptop for the interns to complete their assigned tasks, these laptops do not have any internet access. As a result, I had to carry my own laptop for the completion of the assigned tasks. Internet access is not provided due to security issues of the organization. But for the completion of the tasks, at least limited access internet should have been provided to the interns.

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