



Inspiring Excellence

Internship Report
On
**“Importance of effective Business to Business communication and
Relationship in Prospect of bkash Limited”**



Inspiring Excellence

Course code: Bus400

Submitted to
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Letter of transmittal

April 12, 2018

To,

Mrs Mahreen Mamoon

Assistant professor

BRAC Business School, BRAC University

Subject: Submission of Internship Report

Dear Madam,

I am hereby submitting my Internship Report, which is a part of the BBA Program curriculum. It is great achievement to work under your active supervision.

This report is based on the topic “Importance of effective Business to Business communication and Relationship in Prospect of bkash Limited”. I have got the opportunity to work for twelve weeks, under the supervision of Mrs Farah Khanom, Manager, Channel management; Sales operations in bkash limited.

This project gave me both academic and practical exposures. First of all I learned about the organizational culture of a prominent organization of the country. Secondly, the project gave me the opportunity to develop a network with the mobile banking environment.

I shall be highly obliged if you are kind enough to receive this report and provide your valuable judgment. It would be my immense pleasure if you find this report useful and informative to have an apparent perspective on the issue.

Sincerely Yours

Tasmeem Rahman

ID # 14104095

Acknowledgement

At the very beginning I would like to recall the existence of merciful, supreme powerful, almighty Allah to enable me to complete this report on time. Thanks to all the people who helped me to accomplish the entire task in making this report. Thanks to all the people who give broad insight of the Mobile financial Service (MFS) Industry, who taught me different technique, to meet the goal and to match the theory with the practice of the current phenomena.

I want to pay my best gratitude to my honorable supervisor and my beloved teacher Ms. Mahreen Mamoon for her sincere cooperation. My honorable supervisor approached me very positively every time when I had wanted her guidelines and suggestion for the report preparation. I feel my utter sorry for disturbing my supervisor every moment when I need. My sincerest gratitude to my supervisor at bkash Limited Ms. Farah Khanom, Manager (channel management, Sales Operations) for her continuous guidance and support. My superior team members who taught me a lot about work procedure, helped me whenever I faced difficulties to complete any task and supported all the time. I heartily grateful to my team members Ms. Ishrak Jahan (Senior Officer), Ms. Nafisa Haider (Officer) and Ms. Farhana Jerin, without their support and contribution it will not be possible for me to complete this paper. I would also like to give thanks to Mr. Rudra Proshad Samaddar who helped to understand the operation process of bkash.

And I would also like to convey my gratitude to Allah whose invisible guidance helped me to complete this report. Although the time was very limited for getting the sufficient information to prepare my internship report; the short experience that I gathered very early, in Bkash limited (Head Office, Shadhinote Tower) , I have used to put in order to my Internship report.

I am greatly appreciative to all of the Superiors and colleagues of Bkash office for their support. All of them were very forthright and helpful throughout my internship period.

Executive summery

Technology is helping to make the banking service available for those who are unable to access the traditional banking system. Mobile banking refers to the idea of allowing customers of a financial institution to conduct a number of financial transactions over mobile or by using other digital devices. With the introduction of mobile banking the rate of bank account holder has been amplified drastically. Starting from become a registered customer of bkaash to avail cash out, Cash in services, customers need to interact with bkaash agents to have proper guideline.

However, in the value chain of bkaash this B2B partners plays the most important role and create a bridge of communication between customer and bkaash. As a result it is foremost important task of bkaash to make sure that they have selected the right distribution house and agents who are potential, legally eligible, and have the proper education to carry out the cycle of value providing process. As the major communication with customers of bkaash is done by its appointed agents, agents plays a vital role to retain and maintain a good relation with the bkaash customers. They are the one who directly educate people about bkaash account opening to transaction process, provide customer care service, help customers to do a risk free transaction, help them in terms of service recovery situations and create a consumer communication bridge with bkaash. On the other hand in order to widespread the bkaash payment service bkaash is working to accelerate the number of Regular Merchant and small merchant Account so that consumers can make their payment through bkaash. So the main task for bkaash is to create a win win situation for both the parties so that merchants can agree to accept customer's payment on their bkaash account. The purpose of writing this paper is to provide a brief idea about how bkaash actually works to provide value to its customers and the importance of maintaining effective communication and relationship with different parties those are placed in their value chain.

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Part 1

Organization Overview

“Banking is necessary, banks are not”

Bill gates

In this era of technology the idea of traditional banking system is changing day by day. Technology is helping to make the banking service available for those who are unable to access the traditional banking system. However, mobile banking is the most updated feature that banks are now offering. Mobile banking refers to the idea of allowing customers of a financial institution to conduct a number of financial transactions over mobile or by using other digital devices. The idea of mobile banking has changed the overall banking procedure and takes it to one step ahead. Especially in countries like Bangladesh, it not only accelerating financial transactions via authentic media but also help to bring social change. With the introduction of mobile banking the rate of bank account holder has been amplified drastically. According to Bangladesh Bank, as of January 2017, there were more than 16.5 million active MFS accounts and approximately 42 million registered mobile financial services (MFS) accounts. (Financial Inclusion Insights Bangladesh 2016 Annual Report, 2016). Where in 2011 the rate of bank account holder was only 13% of the total population. The company which actually initiated the change was bKash limited, A BRAC Bank subsidiary. The company helped people from remote areas to avail the financial service. However it makes the way easier to the people for whom access to finance was a challenge. Due to lack of education, awareness the underprivileged people used to send money to their home via middlemen, or use other informal ways. The way was unsafe and they used to be cheated by the middlemen's. Cost was another main reason for which this people were unwilling to go for traditional banking solutions. Bkash initially targeted this segment of working class people as they were huge in numbers and were badly in need of convenient banking solutions. Within 30 months of its introduction the company reached around 11 million accounts and lot more beneficiaries. It was one the fastest growing mobile financial service provider globally in 2013 (Chen, bKash Bangladesh: What Explains its Fast Start?, 2014). The growth is still on the peak and the company is now conducting its activities for the betterment of greater population. Now, the word bKash has become a synonym of send and receive money for people in Bangladesh.

Industry overview

Mobile Financial Services (MFS) is an approach to offering financial services that combines banking with mobile wireless networks which enables users to execute banking transactions (Md. Golzare Nabi, 2012). In this era of technology where majority of the people have access to portable devices, it became easy to reach the unbanked people by providing financial service through mobile phone. Because of the time, cost and formal instruction related with the traditional banking system the lower income and underprivileged people were deprived from accessing financial service and taking part in the economic activities. With a vision to reach the unbanked people and to promote financial inclusion in the country, Bangladesh Bank (BB) the central bank of the country introduced a bank-led MFS model with supported guidelines in the year 2011 (Kretschun & Goldstein, 2013). However, there are two major objectives that BB wanted to achieve by introducing the MFS model in the country:-

- To allow the women and poor population avail the financial service in the most convenient way
- And to formalize financial service by promoting registered transactions.

Right after the finalization of the guidelines, constructive responses have been shown by the providers with five banks establishing active deployments. Three of them were launched in 2011 and the early 2012. Mobile financial service industry has started its journey in Bangladesh in 2011. Dutch-Bangla Bank Limited was the first company to start its activities as an MFS provider on 31st March, 2011. Though the concept of mobile financial service was really new, people actually started to accept them very quickly. The idea of sending and receiving virtual money through mobile phone has facilitated financial inclusion in the country significantly. Recent studies on financial inclusion in Bangladesh represent that technology-based banking is able to reach the remotest whom traditional banks were not able to obtain. However, the acceleration of MFS in Bangladesh started with the introduction of BRAC Bank, bKash and Dutch-Bangla Bank mobile banking under the name of two major traditional banks of Bangladesh. This two-company specialty, bKash, has changed the scenario and became one of the biggest MFS service providers around the world within a very short time. Now in Bangladesh around 18 organizations are providing MFS services and the industry is growing rapidly and BRAC

Bank Bkash is holding the market position by conquering around 68% of the total market share. A consecutive scenario of the current MFS industry of the country is provided below.

Serial no.	Description	Amount in February, 2018
1	No. of Banks currently providing the Services	18
2	No. of agents	796,734
3	No. of registered clients in Lac	596.45
4	No. of active accounts in Lac	208.31
5	No. of total transaction	162,081,932
6	Total transaction in taka(in crore BDT)	28,445.33
7	No. of daily average transaction	5,788,640
8	Average daily transaction (in crore BDT)	1,015.90
9	Additional information	Amount (in crore BDT)
a.	Inward Remittance	5.48
b.	Cash In transaction	11,965.51
c.	Cash Out Transaction	10,842.17
d.	P2P transaction	4,428.14
e.	Salary Disbursement (B2P)	457.90
f.	Utility Bill Payment (P2B)	186.64
g.	Merchant Payment	115.43
h.	Government Payment	78.85
i.	Others	365.22

F 1: Mobile Financial Services (MFS) summary statement of February, 2018 (Mobile Financial Service, 2018)

*[1 lac = 0.10 million and 1 crore = 10 million]

History of bKash

BKash limited has started its journey as a BRAC Bank subsidiary in 2010. However In 2011, the company initiated officially as a joint venture between BRAC Bank Bangladesh and Money in motion LLC USA. Basically the company was introduced by Kamal Quader and Iqbal Quader, Founder of money in motions a USA based mobile financial service provider. The two brother wanted to introduce their service in their native country and was looking for an reliable name to go for collaboration. As BRAC is one of the biggest NGO who are working for the betterment of poor people and have acceptance around the country, in 2008 the siblings started a negotiation with Sir Fazle Hasan Abed founder of BRAC and finally after 2 years the two company initiated a joint venture and introduced bKash (bKash built for change, 2017).

Organizational overview

Initially the company started its journey by targeting the underprivileged people of the country. The people living in the rural areas are huge in numbers but accessing the traditional financial service is very difficult for them. At the same time, this people are in need of such service the most. bKash's main objective was to serve this people by giving them the access to financial service in the most convenient, safe and cost effective way. The ultimate mission of the company is –

“By providing financial services that are convenient, affordable and reliable, bKash aims to widen the net of financial inclusion. bKash wants to provide a solution for Mobile Financial Services, built on a highly scalable Mobile Money platform, allowing the people of Bangladesh to safely send and receive money via mobile devices” (Mission, 2017).

In 2014, Bill & Malinda Gates foundation has become the investor of bKash. After starting its journey the company never needed to look behind. The growth rate was so high that right after the introduction they overtook the market position from DBBL Mobile bank service. Through partnership with all the major mobile operators in Bangladesh bKash with its user friendly technology allows 98% of the mobile users of Bangladesh to avail bKash service through very basic handsets (Company Profile, 2017).

BKash is not only changing the idea of traditional banking system but also bringing change in the society by providing opportunities to the poor to save their money on their own way. It is also contributing to eradicate poverty from the society by allowing underprivileged people to access

the banking facilities. Specially, the rural farmers and the family of NRB peoples face severe complications for not having any bank account. They also being cheated by the middle mans and was deprived from their actual receiving's. Bkash became a friend for such kind of people. In 2017 , For contributing in bringing social change bkaash ranked 23rd in the Fortunes 3rd Annual "Change the world" List which recognizes top 50 companies which are fetching social change by solving multitude of societal problem.

[An overview of bkaash's products and services](#)

The company is working hard to give the people best solution for their daily money transactions. Bkash is allowing its customers to send, receive and pay money in the most convenient and fastest way through their mobile phone. They are providing services with some major beneficial criteria's which are making bkaash unique from others

First of all bkaash focuses on giving service in the *fastest* way so that whenever customers need to transact on emergency first name that should come to their mind is bkaash. However, the company is working to make peoples life easy by providing the opportunity to send, receive and pay money from their home.

Moreover it is letting customers to avail the formal financial system of the economy in the most *affordable* way. The cost of transact money is lower than any other traditional banks and it also saves time and effort of customers at the same time.

Another important benefits that the company is providing to its customers is *safety*. The process of transaction through bkaash is completely based on technology. The money on ones bkaash wallet will always remain safe even if your device has been lost. The money on bkaash is protected by one's own personal identification number. Each and every type of transaction via bkaash needs to verify by users PIN number which ensures secured Transaction.

Customer's convenience is another important concern of bkaash. The company is ensuring customer's accessibility of bkaash service through 1, 00,000 bkaash agent point. From rural to urban areas bkaash has its agent point available for people. So whenever customers are searching for send and receive money to or from their friends and family they can easily do that as far as they have bkaash account on their phone .you need not to wait on in any queues for hours. Customers can make their transaction from anywhere, any time through their bkaash Account.

To reach the most remote customer zone bKash divided the country in 10 different regions. Around 218 distributor houses are covering the 10 regions with 100,000 agents all over the country. However, the company is still working to make each and every person who is in need of financial service as one of bKash's stakeholder. They are providing their service *nationwide* and working to give the best service to its stakeholders.

Offered Products and services

The company has seven different types of products and services with different features on its service line. A bKash account holder can access all those services by dialing *247#. A brief overview of bKash's services and products is stated below:

1. **Cash out:** customers can withdraw money from their bKash wallet from any bKash agent point or BRAC Bank ATM. They just need to follow a few steps to complete their cash withdrawal process. To withdraw cash, customers need to pay 2% as a service charge.
2. **Cash in:** To deposit money in a bKash account, customers need to visit a bKash agent point. Provide the account number and money to the agent, and the agent will deposit money through his Agent Account.
3. **Send money:** To send money from one bKash account to another, customers need to dial *247# and just need to follow the instructions.
4. **Payment Bkash:** bKash now allows its customers to pay for their purchases in more than 47,000 different shop outlets. However, this includes super shops, fashion houses, restaurants, online shops, hotels, and so on.
5. **Buy Airtime:** bKash account holders can recharge their phones. All the big telephone operators are working in partnership with bKash.
6. **Remittance:** In April 2016, bKash went on a collaboration with MasterCard and Western Union (Kader, n.d.). The purpose of the collaboration was to allow bKash customers to receive remittance directly on their bKash account. Now the wallet holders of bKash can directly get money from abroad on their mobile phone.
7. **Interest on savings:** bKash also provides interest on the savings in the wallet. They have different interest schemes. However, customers can enjoy up to 4% interest on savings on their bKash wallet.

Balance/Slab	Rate p. a
BDT 1,000 – BDT 5,000.99	1.5%
BDT 5,001 – BDT 15,000.99	2%
BDT 15,001 – BDT 50,000.99	3%
BDT 50,001 and more	4%

F 2: Interest Rate of bkaash (Interest on Savings, 2017)

To avail the interest the customers have to maintain certain criteria's. They are as follows

- Have to maintain an account balance of BDT 1000 throughout a month.
- Have to do minimum 2 transactions in a month
- Have to maintain a day end balance of BDT 1000 etc

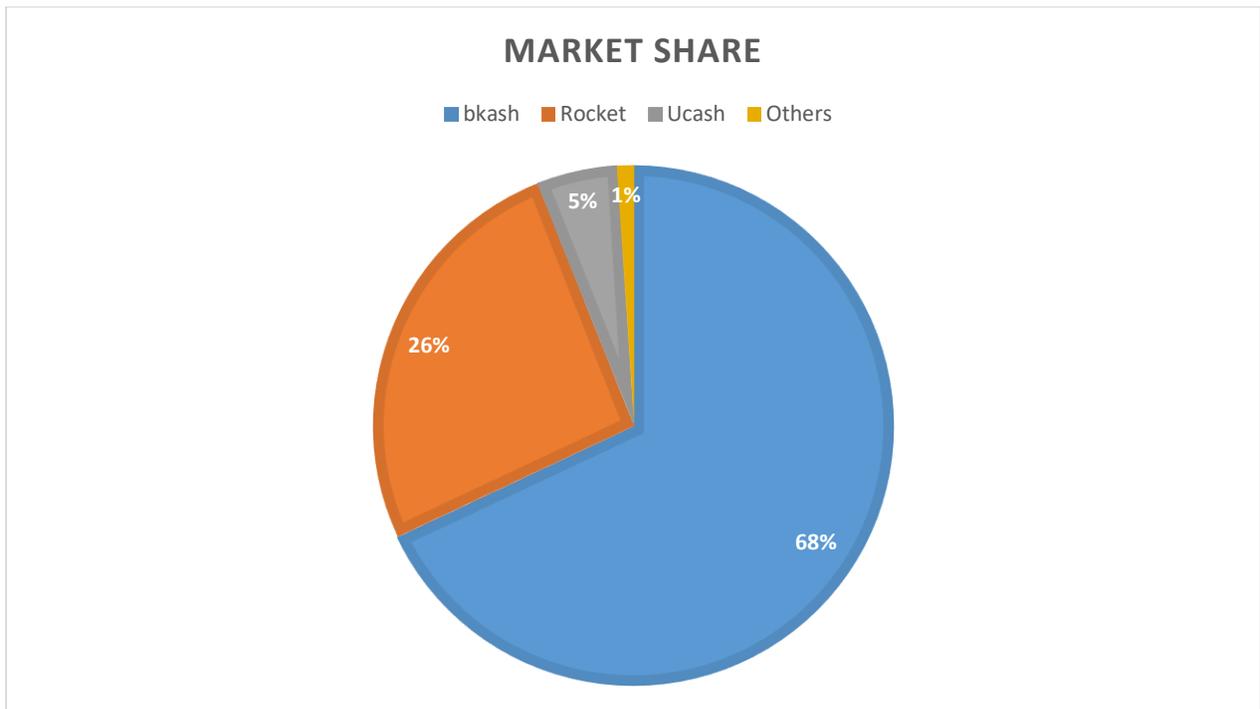
After full filling all this criteria's customers will get interest based on the average day end balance of particular month.

Growth status of bkaash:

From 2011 to 2018 bkaash has seen a tremendous growth in digital financing sector. Within 7 years of operation bkaash became the world's second largest mobile money giant in the world (Kader, n.d.).It is considered as one of the fastest growing mobile financial organization in Bangladesh that no other organization around the world was able to achieve. Right after the starting of its operation within one year they captured the market leader position which was a huge success for the company. However at the initial time the competition was not that much strong .Accruing the market leader position was easy but it was a huge challenge for the company to grow and withstand the position. Identically, bkaash was able to attach themselves with the market in a way that people remember and recognized themselves in times of need.

Additionally, in 2012 around 5,383 agents provided the service of bkaash around the country and the yearly transaction amount in million was \$14.8 (Chen, The Growth of Mobile Financial Services in Bangladesh, 2012). In 2013 almost 80% of total money transaction was operated through bkaash where other 19 mobile financial operators filled up the rest. The year 2017 was

the target achieving year for the company. Around 1 lac agents are now providing the service of bkash to its customers all over the country and nearly 30,000 merchants has accepted bkash as a way of their payment receiving. At the same time , the monthly transaction amount is increased up to 7.5 million USD (BKASH IN BANGLADESH: 24 MILLION CUSTOMERS USING MOBILE MONEY, 2017).The company is now acquiring half of the market share and working to provide the best experience to its customers.



F 3: Market Share of bkash

Part 1

Introduction

Origin of the study

As an undergrad student of BRAC Business School having a practical Knowledge of traditional learning by undertaking an internship program is a pre-condition to achieve the undergraduate degree. However, my task is to reflect the learnings of my 3 months internship program in this paper. It was a matter of prestige to have the opportunity to work as an intern of sales operation team in the world's second largest Mobile financial organization, bKash Limited. I have selected the topic "Importance of B2B Communication and Relationship in prospect of bKash limited".

Rationale of the study

In my 3 months of internship period, I was assigned to work under the sales operations team under Commercial Division and have fulfill several types of responsibilities that were given to me by my team members. During the whole period, I got the opportunity to observe the overall value allocating process of bKash limited which made me interested to choose this topic.

Business to business communication plays a vital role on the overall performance of bKash. As a Digital financial service provider bKash has minimum direct communication with its customers in terms of purchase interactions. Starting from become a registered customer of bKash to avail cash out, Cash in services, customers need to interact with bKash agents to have proper guideline. However, in the value chain of bKash this B2B partners plays the most important role and create a bridge of communication between customer and bKash. Maintaining a healthy relation with the intermediate business partners is a pre-condition to carry out an inordinate consumer relationship. At the same time it is also very crucial to select intermediaries in a way who can carry out the responsibility without affecting the brand image of the company. Moreover, the liquidity assurance which is one of the major element of bKash service is also ensured by this assigned Business intermediaries. Therefore, any kind of service failure in service encounter point will directly affect the whole business process of bKash. As a result it is foremost important task of bKash to make sure that they have selected the right distribution house and agents who are potential, legally eligible, and have the proper education to carry out the cycle of value providing process.

Background of the study

BKash carry out Business to Business relationship with several types of organizations. But the major type of business organizations that helps to complete their value chain process are the

distribution houses and the agents. These parties are not bKash owned organizations rather they work for bKash on contracts. The distribution houses are the one who supervise the agents that are operating under their designated areas, ensure the cash liquidity and follow up the agent activities. However, the distributor and agent commissions are directly given by bKash Limited on their bank Account or Bkash wallet. On the basis of the daily transactions, Account opening, Cash out cash in this B2B partners get their billed Commission. As the major communication with customers of bKash is done by its appointed agents, agents play a vital role to retain and maintain a good relation with the bKash customers. However without Agents the process of doing business of bKash is actually impossible. They are the one who directly educate people about bKash account opening to transaction process, provide customer care service, help customers to do a risk free transaction, help them in terms of service recovery situations and create a consumer communication bridge with bKash. So it is very important for bKash to maintain a healthy relationship with its Agents. On the other hand in order to widespread the bKash payment service bKash is working to accelerate the number of Regular Merchant and small merchant Account so that consumers can make their payment through bKash. These merchants are needed to encourage by bKash making people interested to do their payment over bKash. So the main task for bKash is to create a win win situation for both the parties so that merchants can agree to accept customer's payment on their bKash account.

Objectives of the Study:

The purpose of writing this paper is to provide a brief idea about how bKash actually works to provide value to its customers and the importance of maintaining effective communication and relationship with different parties those are placed in their value chain. However, the following issues have focused on the paper

- Focus on the activities of different intermediaries
- Emphasize on the Importance of effective B2B communication
- Provide a clear idea of bKash transaction process
- Focus on the importance of selecting and appointing right distributors and agents.
- Give a brief idea of distributors and agent selection process
- Provide a brief idea of B2B commission giving process
- Focus on the importance of agent training and retention

Part 3

Review of Related Literature

“Mobile banking usually involves the connection between a mobile phone and a personal or business bank account. Mobile banking allows customers to use their mobile phones as another channel for their banking services such as deposits, withdrawals, account transfer bill payment and balance inquiry” (Lake, 2014). However, the mobile financial service provider bKash is slightly different from the definition given by Lake. Where Lake emphasized on having a business or bank account is necessary for mobile banking, bKash is allowing people to access mobile banking service without any bank account.

To avail bKash service customers only need to open a bKash wallet or account. The bKash wallet itself act as a bank account of the customer. Though the company is a subsidiary of BRAC Bank, it has an identical operation. Moreover, the retail agents are the one who act as a bank counter for the customers. For mobile financial service providers it is very important to create a strong flexible, scalable retail networks of point to achieve universal access. “Technology can enable banks and their customers to interact remotely in a trusted way through existing local retail outlets” (Mas & Siedek, 2008).

Though digital financing is technology based service still it needs some manual interactions at point of Sales (POS) where retail agents are the main representative of the bank. However, a retail agent is actually a fundamental technology play for banks (Mas & Siedek, 2008). Mas and Siedek also focused on the economic role of a retail agent were they figured out that agents are the one who offers front line customer service, they intermediates bank transactions through its balance sheet, transforming cash in-the-till into money-in-the-bank and vice versa In the agent mechanism described, the store also ties up working capital, but in the form of cash-in the-till and balance-in-its-account rather than in the form of physical inventory. At the same agents needs to go to bank time to time to rebalance its cash in the till versus its money in the bank where they perform as representative of both bank and the customers which helps to increase economic efficiency. From the finding of Mas and Siedek it can be visualize that how importance the agents are for any kind of mobile banking service.

Furthermore in terms of bKash limited there is another important party who work in between the agents and bKash to increase the service efficiency and they are the distribution houses. This distributor houses are working as distribution channels for bKash. “A distribution channel is a route to the market for a supplier” (Nicolae, 2010).The distribution houses actually act as

wholesalers to the agent points. They are not only the suppliers but also follow up the agent activities and transaction. To some extent the distribution house maintains the communication between bKash and the agents. They are also known as master agents or aggregator of the company who are responsible to expand bKash agent network as they potentially search for eligible agents for bKash (IFC INCLUSIVE BUSINESS CASE STUDY | bKash , 2016).

“The retail agent network constitutes a critical part of the mobile banking ecosystem and providers must develop a reasonable set of selection criteria that can achieve scale yet exclude potentially fraudulent agents” (Ghosh, 2013). As agents are the direct representative of bKash the image of the company is also related with them. Any type of fraudulent activities performed by any of the agent will indicate the inefficacy of bKash over selecting and controlling the agent activities. At the same time if the agents remain inefficient in terms of providing service the company can face drawbacks in the long run. Therefore it can be understood that the agents are placed in a very crucial place.

At the same time retail agents play a very important role in terms of generating customer satisfaction in mobile banking. According to Thompson, “satisfaction maybe achieved through encouraging face to face dealings, being friendly and approachable, having a clearly defined customer service policy, anticipating clients' needs, keeping customers informed and honoring your promises” (Kitali, Chepkulei , & M Shibairo , 2015) .For mobile financial service the POS is actually operated by the agents. When you have potential agents who can facilitate your business and able to attract customers at the same time you can actually ensure the durability of your service. So selecting the right retail agents, distributors and facilitating them with needed education can help MFS providers to carry forward their business to the next level.

On the other hand, In order to achieve the financial inclusion in Bangladesh bKash is working very hard and the main weapon of them to achieve that is their strong retail agent network. “Financial inclusion refers to the policy goal of reaching both banked and unbanked households with a full range of responsibly delivered, affordably priced and reasonably convenient formal financial services” (Afande, 2015).

Part 4

Activities undertaken and a brief discussion on the
B2B communication and Relationship of bkaash

Under the commercial division, sales operation is a distinguished department. The department is responsible for various major activities. The agent and distributors commission is prepared and sanctioned from this department and send for signatory approval. However, the lifting and refund process is also performed by this respective department. At the same time the distributor and merchant account activation is also processed by the sales operations team.

Along with the account activation process it is the responsibility of sales operations to create several database by recording the information of the different business parties and update them on regular basis. However, the format of the database is shared by the legal department. The updated database is shared by sales operation to the internal stakeholders.

As an intern I got the opportunity to have a close observation over the activities performed by the team and have fulfilled various types of responsibilities that are assigned to me by my team members. It gave me the opportunity to understand how Mobile financial organizations actually works and what are the key important factors that influence their activities the most. Some of the major task that I was responsible to perform is mentioned below:

- Update the database:

I worked as a helping hand for my team member by recording the information of newly registered merchants on the merchant database. Furthermore, it was important to do a quality check of the merchant KYC form and the supporting documents before storing the information's.

- Distributors File Auditing:

Bkash maintain traditional file recording process for distributors as distributors need to provide bulk of documents time to time to maintain a transparent relationship with the company. Bangladesh bank time to time audit the distributors information for which it was important to do an internal review of all the documents of distributors.it took me around a week to review all the 218 distributors files, validating their documents, listing down and share feedback with my team members. On the basis of the feedback the team member communicated with the designated regional managers and asked for the re-submission of missing and faulty documents.

- Courier receiving:

It was my responsibility to receive the daily courier on behalf of my team members and keep a track of them on the database.

- Fund Transfer Process:

Agents ask for Fund transfer from one account to another in terms of agent discontinuation, Sim lost or damage issue, account discontinued issue and so on. My responsibility was to help my team members by receiving fund transfer application, do a QC of their application and supporting documents, preparing a data base by inputting the entering the wallet numbers, amount that they want to transfer and account type. After preparing the database, I need to handover the file to my team member for further action.

These are some of the major activities that I was responsible to fulfill during my internship. However, time to time I was assigned for some other tasks as well. Overall it was a journey of experience and learning which helped to enrich my capabilities.

At the same time, bKash maintain a very wonderful corporate culture and working environment. Throughout the whole internship period this fact amazed me the most. I was lucky enough to experience and working under such wonderful working environment at the very beginning of my professional life. The practice of transparency at its best in the company and the accountability is ensured in every level. Furthermore, the environment is also very much supportive for the female members. The learning of corporate etiquette, communication and accountably will going help me throughout my professional carrier.

Transaction circular of bKash

BKash transaction process is a two way route where cash out and cash inn market are the major elements. Depending on the demographic criteria and comparative ration of cash inn and cash out of a specific market the type of market has been decided.

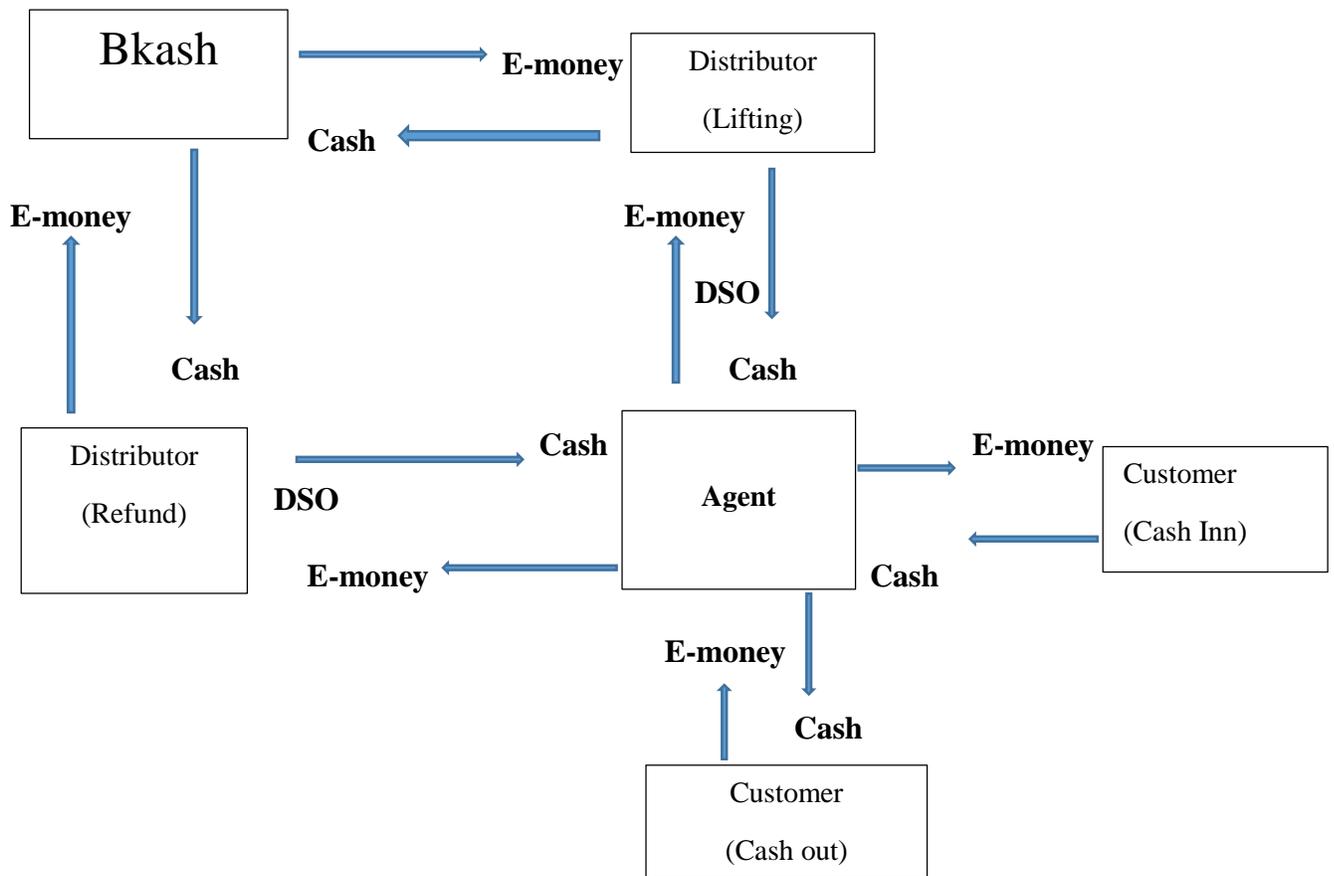
Cash out market:

The market were the ratio of cash out is greater than the cash inn amount is known as a cash out market. Fundamentally, the place where the gathering of non-working class and dependent individuals are huge in number is primarily selected as a cash out market as this people generally are the cash receiver.

Cash out market is where customers withdraw money from their bKash wallet by transferring their bKash money to the agent's wallet. However, in a cash buying process where the transaction element is the bKash money, the agent's bKash wallet increases while the amount of cash on his hand gets decreased.

Cash in market:

Cash in market is just the opposite of a cash out market. In a cash in market, customers buy bKash money on their wallet through a physical money transaction. Agents transfer e-money to the customer's wallet and receive physical money from the customer. The major parties related in this whole process are as follows:



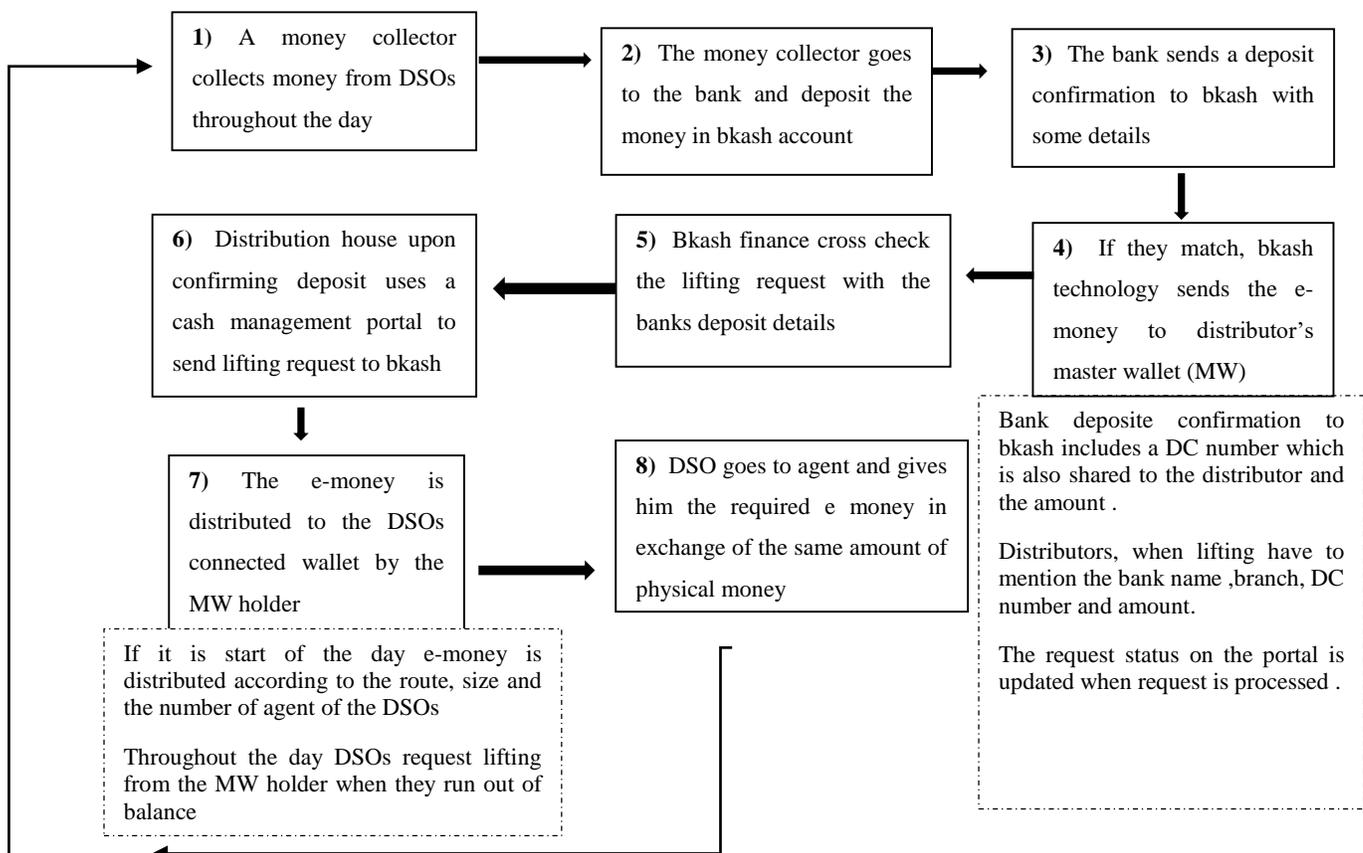
F 4: bKash transaction circular

Bkash:

The main stakeholder of the overall process. Through lifting and refund process bkaash take and provide e-money and physical money to its distributors. The bkaash money is deposited in the distributor's master wallet and the physical money is provided by bkaash through the distributor's bank account.

Lifting process:

In lifting process the distributor receives e-money from bkaash on their Master wallet in exchange of depositing physical money in the bank account of bkaash. Lifting process is a way to gather physical money discharge e-money in the market. However, lifting process ensures the liquidity of e-money at distributors end. The target of sales manager is to push for more lift in's as it have some hidden positive impact for the company. The lifting process of bkaash is provided below

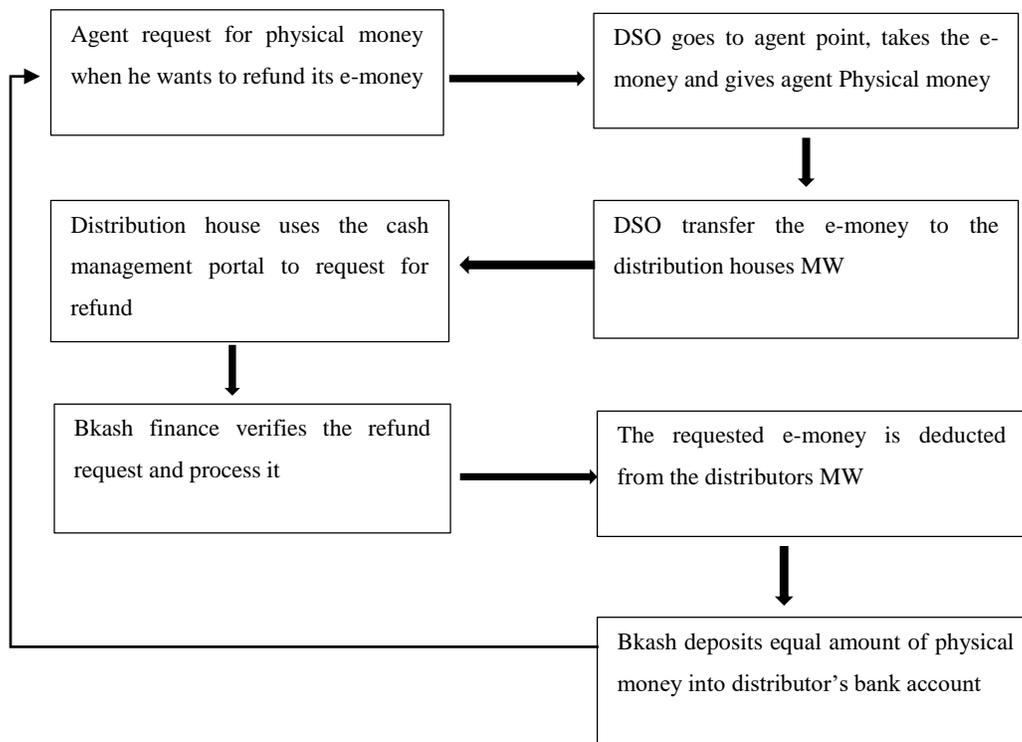


F 5: Lifting process

Distributors by depositing physical money to bKash bank account can request for e-money during the general banking time. However, there is no specific limit and amount of lifting for the distributors.

Refund process:

In refund process distributor sends their bKash money to bKash in exchange of physical money deposited to their bank account by bKash. Generally, distributors can avail refund two times in a day. In terms of special occasions bKash provide refund three times in a day. There are two slots for refund process that bKash maintain. However, two of the refund process should be completed before 12pm.



F 6: Refund Process

Distributors

Distribution is the “make-or-break” function during the growth stage of a company and the one that will consume the majority of available resources (Levin, 2012). In Mobile Financial service industry Distributors are recognized as the one who follow up the agent activities and keep the flow of both e-money and physical money steady. However, they not only act as traditional distributor rather works as a strategic partner for the company.

In the distribution channel of bkaash, Around 219 active distribution houses are working all over the country who are forwarding the service of bkaash to the customers. This 219 distribution houses are geographically dispersed in 10 different regions including urban , semi urban, and rural areas. However, the commercial distribution houses of bkaash are such companies who supplies consumer goods, airtime, and house-hold products to thousands of small shops who have the potentiality to become a bkaash agent.

Responsibilities of bkaash distributors

The distribution houses actually works as suppliers of bkaash. They are the one who maintain direct communication with bkaash agents. Though agents are also able to communicate with bkaash directly but the distribution houses helps to ensure the service efficiency. The distribution houses perform the following responsibilities on behalf of bkaash

- Follow up Agent Activities
- Ensure liquidity in Point of Sales
- Expand the agent network by potentially searching for new prospective Agents in their designated territory.
- Solve general agent related issues
- Deposit cash received from agents into bkaash bank account
- Buy and sell e-money and cash.
- Achieve APL target

This are the major responsibilities that distribution houses performs. Furthermore, distribution houses sometimes conducts agent meetings were they invite the agent who works under their distribution area and have an interactive session with them. Though it is a very rare occasion but a very productive one. Moreover, distribution houses track agent activities and communicate the

report with bKash. On the basis of that bKash finds out where they need to improve their agent activities and set target for the particular agents accordingly.

Apart from all this, Distribution houses assign Distribution Sells officer who are one of the major factor of MFS supply activity. Bkash need to ensure two type of money supply in the market. One is Electronic Money and the other one is Physical Money. The requisition of the amount of both type of money that needed to be supplied is decided by the DSOs. Each and every morning DSOs gets a report of agent e and Physical money balance. The task of the DSOs is to go to their designated Agent points and transfer E/Physical Money to agent in Exchange of Physical/E-Money. The type of the exchanged money is completely depends on the need of the agent. Whether the agent need liquidity of E-money or physical money. It is more like a Buy and Sell Process. After collecting the money DSO transfer them to the distributor. The e-money is transfer on the Distributors Master Account. On the basis of that the distributors request lifting and Refund.

Requirements to become a bKash Distributor

Any type of large medium or small organizations can listed as distributors of bKash. However, they need to fulfill some criteria's such as

- They need to be financially solvent
- Associated with any kind of legal business
- Should have social acceptance
- Tax payer
- Should have registered trade license

It is very important to appoint the right organization as a distributor otherwise it can hamper the overall business process of bKash. They should be accountable to bKash for whatever they do on behalf of bKash. However, bKash also need to keep a close eye on the business activity of their distribution houses. Any kind of unauthorized, illegal and unfair activities performed by the distributor houses will directly going to hamper the image and business process of bKash. As a result bKash carry on distributor's internal document auditing process on regular basis and try to have each and every updated information about their distributors.

Moreover, bKash maintains both digital and manual file for their distributors where documents of every single communication with the distributors are stored so that they can avoid any type of misunderstanding and fraudulent activities. Any kind of intentional or unintentional action to hide several types of information can result termination of distributor agreement by bKash.

Distributor selection process

Initially bKash need to search for distributor houses by releasing distributor appointing circular or by taking promotional activities. But now as bKash became a brand name and achieved the top position in the mobile financial industry around the world, interested organizations by themselves come to bKash for doing business with. However, bKash follows a very systematic method to select their distribution house. A brief overview on how bKash selects their distributors is discussed below.

The process starts by finalizing the requirements of being a distributor of bKash where several parties are associated with. Regional sales will place the requirement to head of sales (HOS) for review with supporting information & documents. Head of sales (HOS) will review the proposal with Head of Distribution Sales (HODS) & finalize the requirement. Head of Sales (HOS) will send the proposal to Geo analytics. Geo analytics will collect approval from Chief Commercial Office (CCO). Geo analytics will send the proposal to Regional Sales Manager (RSM) with a CC to HOS and HODS.

RSM will collect proposals from interested candidates with necessary documents & forward the proposal to HODS for review. HODS will ask for interview date from coordination team. The following documents need to be submitted

- Application for distributorship in own Letterhead pad
- Filled-up distribution application form (bKash format)
- Duly signed assessment sheet
- Update Trade license of existing business
- In case of limited company, certificate of incorporation with joint stock registrar and the Articles of association
- In case of limited company, a board resolution will be required identifying the signatory and official bank account information of the company

- In case of partnership, deed of partnership. (if the trade license belong to one partner, the deed should also reflect that)
- In case of partnership, there should be an authorization on behalf of working partner from all other partners
- National ID photocopy (for partnership and limiter company, NID of authorized person)
- 2 copies passport size photograph (for partnership and limited company, NID of authorized person)
- Tax Identification Certificate (TIN); has to be in company name in case of limited company; for partnership TIN of all the partners will be required
- Bank solvency certificate with last 3 months Bank statements; has to be in company name for limited company and partnership, the bank account has to be in business name
- Applicant's Existing business profile
- DSO tracking No Objection Certificate (NOC) will be filled in official letter head page of the distributor

Coordination team will fix the interview date with Chief Commercial Officer (CCO) & Chief Executive Officer (CEO) and inform RSM by HOS and HODS. RSM will inform the potential candidates regarding the interview and updates HODS. After taking the interview. Interview result. HODS to submit the proposal of selected candidates to sales operation for document verification. HODS will submit the proposal (not selected) to coordination team for future reference. Coordination team will keep the proposal for future references. Sales operation will cross check all the submitted documents with the list of required documents & will submit it to the legal team.

Sales operation will place the requirement to RSM if documents are not OK with CC to HODS & HOS within 3 days. RSM will collect the required documents within 7 days & send to Sales Operation (SO). (Process starts from step 11). Legal will cross check all the submitted documents & give feedback by 2 working days. Legal will ask for the required set of documents from sales ops.

- A. So will update RSM as soon as possible for further steps like office set, manning etc. So will issue welcome letter to new distributors within 7 days & send the copy to RSM with a CC to HOS and HODS.
- B. So will prepare the agreement & send the softcopy to legal for vetting & print out.

After receiving well come letter, RSM will collect security deposit (SD) & send the pay order of SD to SO along with Master wallet & SWAP request with RRF within 7 days. Following documents would require at the time of SWAP.

- Duly signed discontinuation (full/partial) application form existing distributors, or
- Received copy of area demarcation notification from distributor who is /are going to be affected by the demarcation

Legal will vet the soft copy & hand over the print copy to SO by max 5 working days

1. For draft sharing maximum 3 working days
2. Finalizing & printing maximum 2 working days

SO will send the agreement hard copy to RSM by maximum 2 working days. RSM will sign off the agreement by distributor by 2 working days & send it to SO.

After receiving agreement and security deposit, SO will start the process of wallet registration. SO will send the agent swap file to Geo-analytics.

Geo analytics will only approve if

- The geo positions are collected and
- The agent position within the proposed area will give feedback to SO.

SO will only swap the approved agent list from geo. SO will request RSM to collect the geo positions of the not collected agents.

New Distributor in Operation

RSM will request SO for swapping the file after the completion of geo positioning.

Distributor benefits:

In the year of 2016, bKash paid an amount of BDT 210,275,139 as commission to its distributors (financial statement/bKash, 2016). Commission is the major benefit that distribution houses get from the company. However, providing value to the distributor houses for the activities done by them in support of bKash is a major important task for the organizations. In the mobile financial industry, distribution houses play a very important role in the overall value chain process. They are placed in between the agent and the organization and ensure liquidity at the agent point. So it is the distribution house which helps to avoid the situation of low liquidity in the market by providing funds instantly. As the majority of the houses have several other businesses to perform, it is a matter of great appreciation that these houses are not getting detracted and carry forward the business accordingly. Some of the major benefits that distributors get from bKash are

Transaction Commission:

On the amount that has been transacted under one's designated distribution area, bKash provides commission to the distributor. The transaction can be any type of and bKash provides it to the distributors two times in a month.

KYC Commission:

Moreover, distribution houses also get commission on the number of customer registrations processed in a month under his/her designated area. Just like the agents, distribution houses also do a QC of customer KYC and handover it to the customer service officer.

Target achievement:

Distributor houses also get rewards from bKash in achievement of declared targets. Currently, the Agent per Lac (APL) requirement is 100. That means for every 1000 customers, there is at least one agent available to fulfill their needs. If the distributor houses are able to achieve them, they get commission from bKash. Furthermore, the distributors also need to achieve transaction targets, KYC registration targets and so on.

Merchant Acquisition:

Merchants are the business organizations who receive payment from customers in exchange for products or services. Now bKash is focusing more on acquiring new merchants. bKash distribution

houses works for merchant acquisition. Depending on the number of the merchant registration, distribution houses receives commission from the company.

Agents:

Agents are placed in the service encounter point and are responsible to give customers the best service experience. At the same time Agents act a representative of the company by responding queries and providing insights about the organization and its Concepts to the customers. Bkash Agents have some specific responsibilities to perform. Such as

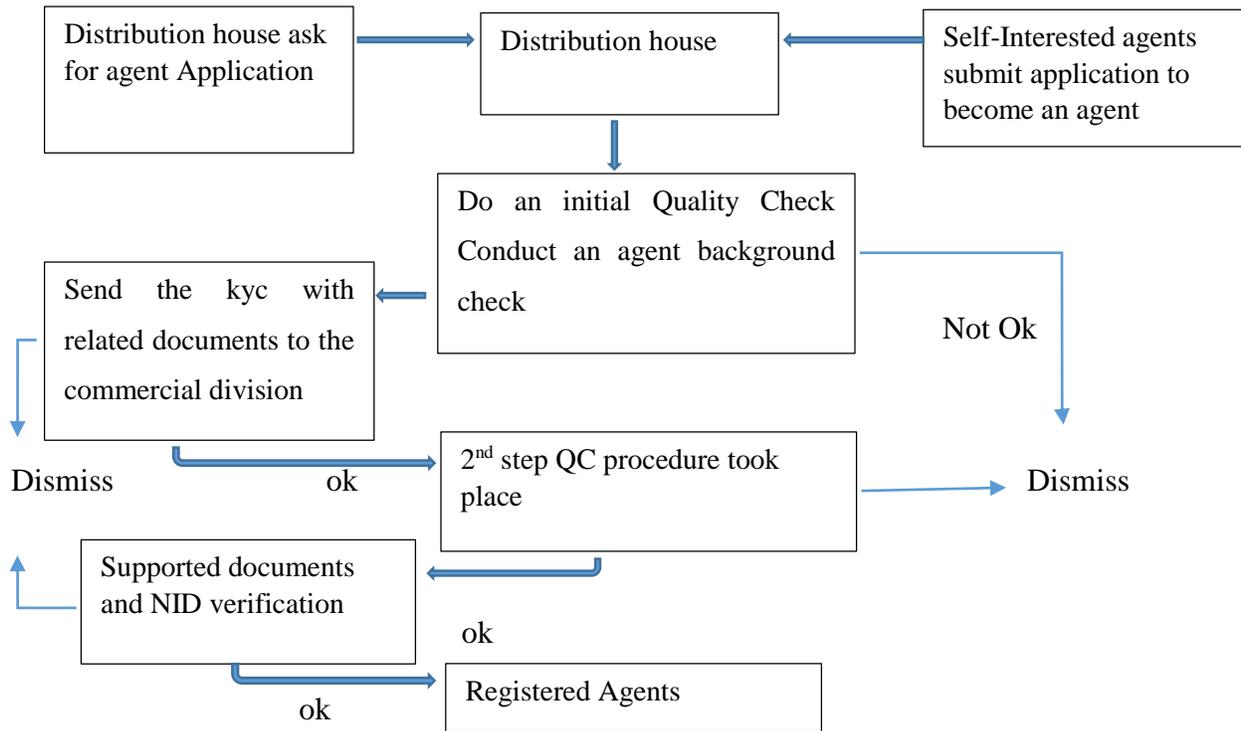
- Attract new customer by providing insights about bkaash
- Do the customer registration
- Provide productive insights about the mobile money concepts to those who are not aware about it
- Main medium of Cash out cash/ inn process
- Response to customer queries
- Make customers Aware customers about fraudulent activities
- Help customers in terms of service failure
- Provide information about market to the organization

This are some of the basic responsibilities of bkaash Agents. As this people carries so much importance in the bkaash transaction process, bkaash needs to select such agents who can best serve them. However it is the responsibility of distribution houses to Attract and register new agents in their designated areas.

Agent recruitment process

Initially it was a challenging task to find out the potential agents for bkaash. The distribution houses was needed to acquire agent by face to face communication. They were need to visit different market, mark down potential businesses who van serve as an agent and communicate with them directly to make them a bkaash agent.

However the situation has changed a lot as bkaash has bought a revolution in the banking sector. Now, the distributor houses are not needed to visit market for Agents rather the interested small business holders communicates with the distribution houses to get baksh agent ship.



F 7: Agent recruitment Process

The interested agent candidates needs to fill up an agent KYC from and submit it to the distribution house with related documents such as

- Business Trade License
- Two Passport size photograph
- Photocopy of the National ID
- Tax Certificate (if any)

After receiving the documents, distribution Houses do a Quality Check (QC) to verify whether the information's are correctly written on the KYC or not. If the QC is acceptable, distributor conduct applicants background check to ensure that the applicants does not have any criminal record and is associated with legal business. The positive result of this procedure allow distributor to forward the applications to bkaash for registration. The received KYC should have to go through a second phase QC procedure. If the KYC pass the second QC process, documents

are given to the legal for verification. At the end, the agents who pass the verification process are being registered by the technology and the information's are listed on the agent data base of the company.

Agent training procedure

Over the last decade, mobile financial services have been instrumental in increasing financial inclusion in developing market. Those who previously sat outside of the traditional banking environment are now accessing financial service through mobile phones and networks of agents acting as representative of financial service provider. This of course has many benefits for stake holders- but also presents risk in terms of criminal abuse, inefficiency, money laundering issues, communications gap and so on.

As a result, keeping your agents on the right track to give your customers the best service encounter experience is a very crucial task for MFS providers. As agents are the people who are placed at point of sales are more vulnerable to Over the Counter (OTC) transaction risks. According to Mr kamal Quadir, one of the founder and the CEO of bkaash, "Mobile money is a very abstract concept and a very new notion in Bangladesh. Making the customers to understand the concept of e-money is a huge challenge". In this fact, Agents are the main communicator of this concept to the remote people as it is not possible to educate each and every category of people through formal marketing procedure especially in countries like Bangladesh.

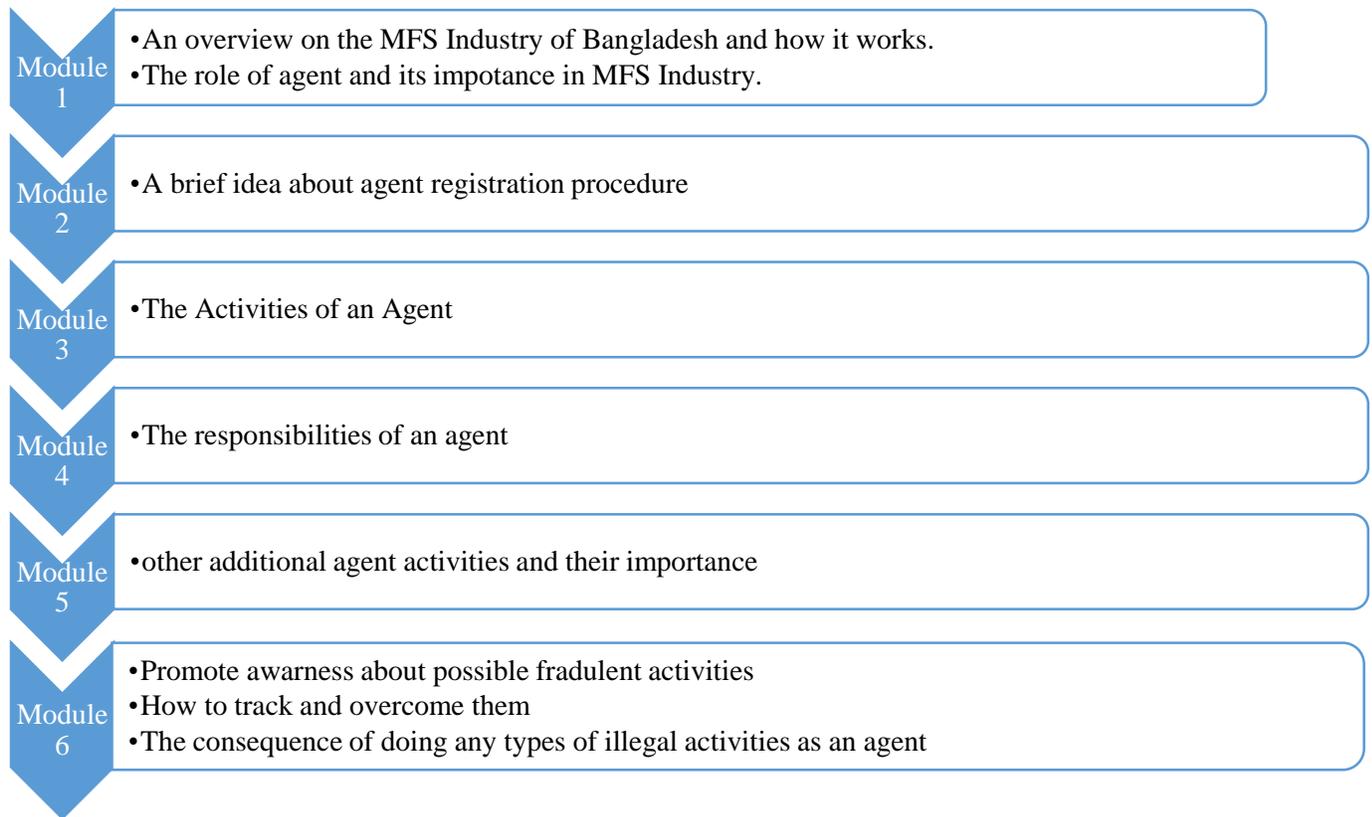
By considering the importance of all this circumstance, bkaash the number one mobile financial service provider around the world follows a well-designed training procedure to make their agents capable enough to overcome all this challenges. The overall training process includes different modules where each and every needed information about MFS has been encompassed.

Whenever new agents are appointed by any distribution house bkaash carry forward an agent training session. It is the responsibility of the territory officer and Regional manager to follow up the whole training process. From 2011 to till 2016 the company used to follow traditional training procedure which included PowerPoint slides, Manual training materials etc. However, from 2017 the entire training procedure has been changed drastically. It has become more updated, resourceful and error free. At this instant, bkaash provide a completely technology based training were audio visuals are used to train the agents. It provides insights on different topics with sample illustration of possible issues. In spite of the automated training procedure, a

representative of bkash present there to follow up the training session and to answer if there is any query arise in agents mind.

However, undertaking the training process completely depends on the agent acquisition number. It needs to be mentioned that it is a 1:30 to 2 hour long training session which every new agents of bkash required to go through. The topics are divided into 6 different module and brief on the topics has been given accordingly through audio visuals illustrations.

To conduct one training session minimum 10 to 15 agent gathering is required. Though, in every month at least one training session has been conducted. On the other hand, if the number of acquired new agents in a territory is huge, 4 to 5 training sessions are required to train all of them. It is the decision of the distribution houses, how they want to conduct their agent training. The date, time, and place of the training has been communicated with the agents a week before the session. Furthermore, it is mandatory for the agents to attend the training session to become a financial representative of bkash.



F 8: Training module of bkash

The fundamental training session is a regular activity where there are some other training sessions that bkash conducts on special topics like money laundering, terrorist funding, Know Your Customer (KYC) form fill up process etc. This type of training can be conducted once in a 3-month period and are equally important for the agents.

Agent benefits:

In any distribution channel it is essential that the business model work for all parties involved if it doesn't then the entire structure will fall apart. It is mandatory for MFSPs to perform analysis on existing and potential agents to understand their businesses, and to develop a set of value propositions that will be attractive enough to deeply engage members of the distribution channel (Retail Agent Value Proposition, 2016).

Retail agents are not employees of bkash rather they act as a business partner who carry forward bkash service to customers in exchange of commission. Bkash has two different types of commission skims for its agents. Such as

1. Customer registration commission
2. Campaign commission
3. Commission on the number of cash in and cash out

Customer registration commission:

Acquiring new customers is one of the major responsibility of bKash agents. On the basis of the number of KYC form filled up by a customer in an agent point, the agent's gets commission. However, Agent needs to ensure that customers had followed the correct procedure to fill up the KYC form and had attached required documents. Customer registration Commission is provided to agents in monthly basis. Furthermore, if there is any occasion, agent's gets commission two times in a month though the percentage remain same as the monthly commission.

Campaign commission:

By analyzing agent activities bKash set up targets for those agents whose performance are comparatively low and needs improvement. To increase the agent activity bKash provide campaign commission to Agents. On the other hand to get the Campaign commission Agents must need to register the targeted number of customers in the Specific time. Generally, bKash carry out campaigns on weekly basis. After the end of each week they provide commission to those who are able to achieve the goal. This needs to be mention that the agents who are getting campaign commission will also get the regular Customer Registration Commissions as usual.

Customer registration process in a free of cost registration procedure and needs minimum efforts from agents. However, agents need not to pay a Single Amount in this Whole Procedure. So it can be considered as a very profitable Business for the Agents. Commission on the number of cash in and cash out.

Part 4

Challenges and proposed course of action for improvement

Challenges faced by bKash in terms of maintaining Agent and Distributor Relationship and proposed course of action to overcome them.

There are some frequent challenges that bKash need to face to maintain B2B communication and relationship. However, the organization is constantly searching for solutions to overcome the challenges .in countries like Bangladesh where majority of the population live within the poverty line and deprived from basic education operating a fintech Company need various types of support. The most frequent challenges that faced by bKash are

Lack of education:

Though the country is progressing to make it people educated still there remains a huge gap. As bKash is a technology based organizations it is important that the agents have minimum education and knowledge to understand the concept of MFS. Due to not having sufficient education in some agent points customer encounters inefficient service.

To overcome such problem bKash should setup criteria of education for agents from class 5 class 8. However, they can also take short test including reading and understanding concept to recruit retail agents.

Unplanned agent point:

To achieve APL target distribution houses sometime appoint agents without considering the area density or the number of agents that already exist in an area.as a result some places become overcrowded with agent where some places remain untouched. This sometimes create services inefficiencies and results customer inconvenience.

BKash need to follow up agent points by considering the fact of population density, number of agents required in an area, in what distance agent points have set up and place APL target by mentioning the areas for the distributors. This will help to minimize wastage of resources.

DSO security:

Distribution sales officers are responsible to collect money from different agent points and deposit. They need to carry huge amount of money with them. However this people are vulnerable to robbing, hijacking and so on. For that bKash sometimes faces huge amount of loses.it is the responsibility of distribution houses to ensure security of DSOs.

To avoid such situation bKash can provide Motorbikes to DSOs so that they can safely travel from one place to another. However, it can also be possible that DSOs can deposit money to the nearest bank by forming affiliation with the bank.

Fraudulent activities done by agents:

Fraudulent activities done by an agents is a common phenomenon that bKash need to face. Apart from high technological safeguard, sometimes agents hide their actual wallet or cash balance from DSOs by using different unfair ways. It completely depends on the morality of the agents.

To avoid such situation and make the service error free bKash is introducing mobile app which will directly connect bKash agents and customers in a structured way. bKash will be able to get time to time agent wallet information whenever there will occur any transactions.

Fraudulent activities done by distributors:

Sometimes distributor's themselves practice unfair activities. There are some issues faced by bKash where distribution houses grabbed money of their agents and left the business. This is a very serious issue and needs highest attention.

However to decrease the possibility of such occurrences bKash now doing distributors NID verification and collect each and every types of information. However bKash can ask for referee verification certificate from distributors who will be accountable for the activities of the distributors.

Lack of agent interest and attention to the training sessions:

Sometimes it becomes difficult to make agents interested to attend training session as they find it unproductive. Though it is mandatory for the agents still they are not that much interested to attend the sessions. However because of lack of interest though they attend training still they remain unknowledgeable. Furthermore, it is very important for the company to make agents educated enough about their services so that they can transfer the best service experience.

To ensure the training effectiveness bKash can offer lunch to their agents and provide training certificate. However, they can ask questions from the briefings and reward the person who can answer them. Thus they will be able to ensure that the agents have received minimum education from the session.

As a market leader of MFS industry bkash is constantly looking to improve their service quality and maintain the position. In their way to become the number one company, they have faced and still facing such challenges. But it is the belief of baksh limited that challenges will be always their but the success lies on the way how you are overcoming them.

Part 6

Lessons learned from the internship program

Internship is a great source to have relevant work experience before stepping into the professional life. However, nowadays employers are not only looking for the academic achievement but also search for personnel's who can best fit to their corporate culture. Sometimes, it becomes the major objective to have a good position in a company. The three month of internship period have helped to a lot to become familiarize with the business world. Moreover, it helped me to point out that what remarks a person should have to become a successful personnel. Though it is not possible to have a clear idea of business culture with 12 weeks still it will help me take the first step to face the business world. The key learnings that I availed throughout my apprenticeship program will definitely have remarks on my future professional image. It taught me the followings

Time Management:

During my internship the most important factor that I learned is time management. Complete different tasks within the deadline is very important to ensure work efficiency. However, students can learn about time management and may have practiced it in their student life but the true value of it can't be realized until one has exercised that in professional life.

Punctuality:

I tend to believe that I am a punctual person but the notion of punctuality has been changed for me when I saw people practice it in bKash. Being for a moment late to complete an assigned task or attend any meeting can cost a personnel a lot

Feasibility:

It is very much important to have work feasibility. One needs to be always ready to complete tasks that are assigned to them with highest perfection no matter how difficult the task is. Whether you have an idea about the task or not it is your responsibility to find the way to complete it and provide the best result. There are people who are ready to help you.

Maintain chain of command:

In our day to day life we actually don't get the opportunity to practice chain of command which has huge importance in corporate life. You need to report your superior to convey your ideas

before you go for to practice it. However, your supervisor is responsible to divide the task among his/her team members that he/she is assigned by their lime manager.

Accountability:

We rarely get any opportunity to practice accountability in our daily life where it is a major element of corporate culture during my internship period in bkash I need to be accountable for each and every steps responsibility performed by me. It was also needed to get approval from my supervisor to avail information about the departments.

Corporate Etiquette:

Your behavior represent that who you are. It is very much important to follow corporate etiquette. You need to be polite and gentle in terms of talking with someone. Behave in a way that represents your personality, maintain the corporate environment and possess supportive mentality.

As this are the interpersonal skills that I learned during my internship but the most productive lesson that I learned from bkash is how actually the MFS industry works and what are the key remarks to become successful. Institutions need to always think from the customer perspective and work accordingly. Moreover it is very important to provide value to those who are working restlessly to bring value for your organization. Starting from the supporting staffs to corporate stake holders, organizations need to realize that what amount of importance they possess in your activity and give them back slightly more from what they are giving to you. If you are able to progress like a bunch, you can actually able to ensure long term market sustainability which bkash is actually doing .It is a matter of prestige for me to work for bkash and get learnings about practical business from the world's number one mobile financial provider at the very beginning of ma professional life.

Part 7

Conclusion

The banking and financial industry is going through drastic change from the last decade. With the emergence of technology the financial industry is tending to practice their activities by using new technologies and trying to reach as many customer as possible in the fastest way. Now a day's Mobile phone is working as connecting media for the financial organization to provide financial service. As a mobile financial service provider bKash is working to change the financial industry and very close to achieve targeted financial inclusion. With a strong distribution network the company is growing day by day and tending to become a financial giant of the world in the very recent future. As an intern of bKash I got the opportunity to observe the b2b activities of the company and how they maintain relationship with them .However, as mentioned before the main objective of writing this report was to provide a clear vision about the B2B activities and importance of maintaining an effective relationship with the intermediaries. Though digital financing is technology based service still it needs some manual interactions at point of Sales (POS) where retail agents are the mail representative of the bank. . As a Digital financial service provider bKash has minimum direct communication with its customers in terms of purchase interactions. Retail agents are the one who directly communicates with the customers and provide value to them in terms of cash out and cash in. Moreover it is impossible for bKash to provide such smooth service to the customers without the help of the distribution houses. At the same time it is very important to provide value to those who are working restlessly to bring value for your organization. Starting from the supporting staffs to corporate stake holders, organizations need to realize that what amount of importance they possess in your activity and give them back slightly more from what they are giving to you. If you are able to progress like a bunch, you can actually able to ensure long term market sustainability which bKash is actually doing. Educating them with supportive knowledge and training is a responsibility of bKash to make their activities error free. Though it is also important to have a very close observation on the activities of the distributors and agents to avoid fraudulent and money laundering activities. In conclusion this can be said that agents and distributors are working as business partner of the company and bKash has a very positive control over them which ensuring the tidiness of bKash activities and helping to sustain the growth.

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