Report on

Services Grow n Excel provides and its impact on industries

By

A.S.M Kawsar Jamil

Id: 19104019

An internship report submitted to the faculty of Business Administration in partial fulfillment of the requirements for the degree of Bachelor of Business Administration (BBA)

Faculty of Business Administration

Brac University

May 2023

Declaration

It is hereby declared that

1. The internship report submitted is my/our own original work while completing degree at Brac University.

2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.

3. The report does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.

4. I/We have acknowledged all main sources of help.

Student's Full Name & Signature:

_____

A.S.M Kawsar Jamil

19104019

Supervisor's Full Name & Signature:

_____

Mr. Feihan Ahsan

Lecturer, Brac Business School

Brac University

Letter of Transmittal

Mr. Feihan Ahsan

Lecturer,

BBA

BRAC University

66 Mohakhali, Dhaka-1212

Subject: Submission of Internship Report on "Services "grow n excel" provides and its impact on industries"

Dear Sir,

With all due respect, I, A.S.M Kawsar Jamil (ID:19104019), am really pleased to submit my internship report on "Services "grow n excel" provides and its impact on industries" under your supervision. All the data and information that have been used in this report are from the experience, interviews and conversations that I have gathered in my internship period at "Grow n Excel".

In this "Services Grow n Excel provides and its impact on industries" report, Overview of the various services grow n excel provides and how they are providing that have been given. I have even mentioned how they operate their business and making a strong impact in all industries of Bangladesh. The other key points I have mentioned are how they meeting clients demand, making profit, existing problems of organization and lastly recommended some solutions for the existing problems and challenges. I believe that this report will be a valuable resource for HR people, they will know about the importance of HR firm.

Thank you for the opportunity to complete this report, and for your ongoing support.

Sincerely,

A.S.M Kawsar Jamil Id: 19104019

Non-Disclosure Agreement

My agreement letter dated 1st January 2023 and from that day "grow n excel" has organized an internship program for me. It was a 3-month internship program which started on 1st Jan and finished on 1st April. The agreement between me, a student of BRAC University and "grow n excel" are given below:

NATURE OF APPOINTMENT: Contract was for 03 months (After this period the contract will be automatically terminated)

ALLOWANCE: Internship allowance was TK 7,000 (Taka seven thousand only)

JOINING DATE: 1st January 2023

GENERAL UNDERTAKING: You will abide by the rules and regulations of the organization as revised from time to time by the management.

CONFIDENTIALITY OF BUSINESS INFORMATION: During the course of your Internship, it is probable that you will generate or become aware of information, which is or may be confidential. You will be under obligation to keep confidential all information incidents documents etc. concerning the affairs, plans and projects of the organization and you shall not disseminate/divulge them to any unauthorized person either directly or indirectly.

Acknowledgment

It was a wonderful opportunity for me to work at "Grow n Excel". The learning experience in "Grow n Excel" was a fantastic thing for me because learning HR-related work from a top HR firm in Bangladesh is a big thing.

I would like to thank my academic supervisor Mr. Feihan Ahmed, Lecturer at Brac Business School. He really helped me to do all the projects in time. His flexibility and understanding of pressure for a student who recently entered into corporate life is really praiseful. His assistance and supervision during the project time was really valuable for me.

Lastly, I would love to thank my organization for giving me the opportunity. My gratitude to the CEO, Mr. Zulfiker Hossain, who thought I would be a good match for his organization and this job. Then I would like to mention my line manager who is Riasat Ur Rahman, Talent Acquisition Manager who thoroughly monitored me. He helped me to get used to with the organization's culture and environment otherwise it would have been really difficult for me to finish this internship. He assisted me in any problem from the very beginning of my joining.

Executive Summary

This report shows the experience of internship period at "Grow n Excel". Main focuses of this report is to provide information on services of Grow n Excel and its impact on industries. Different internship information like internship tasks, job description, type of internship, and allowance all these things have been discussed in the first chapter of this report. In the second chapter of this report, the only thing that has been focused on is the organization's information. In this chapter management practices, information practices, accounting practices, marketing practices have been discussed. Adding to that another thing that has been discussed is organization competitive analysis over competitors and industry.

Main topic of this report has been discussed in the last and third chapter. The main reasons for choosing the topic are it will give a full overview of HR related tasks, people will understand how HR firms work, HR firms influence in industry and its significance. There is information of the services grow n excel provide, how they provide those services. There are broad objectives along with specific to make it more clear for the readers so that they can understand the goal of this report. Methods of getting the data and info from various source have been mention. For this internship report both primary and secondary data have been used. The main section of this third part is finding and analysis. In this part topic of this report is explained in a bigger scenario. Information about headhunting, payroll, consultation, training and development service is explained to prove the specific objectives. Functions of their sister concern and how they are meeting the demand of their clients is explained to support the objective. Even it is shown how they are influencing the industry and why the clients are back to them again and again. There are problem and findings parts which have been found in the internship period and to overcome those recommendations have been made.

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List of Acronyms

HR   **Human Resource**

HRM   **Human Resource Management**

HRIRS   **Human resources information system**

IS   **Information System**

OS   **Operating System**

Chapter 1

Overview of Internship

1.1 Student Information

Name: A.S.M Kawsar Jamil

ID: 19104019

Program: BBA

Major/Specialization: Finance and Human Resource Management

1.2 Internship Information

1.2.1 Period

Period : Three (3) Months, 1st January, 2023- 1st March, 2023

Company Name: Grow n excel

Department/Division: Head Hunting

Address:1st Floor – A1, House No. CWS (B) 6, Road No. 33, Gulshan-1, Dhaka-1212.

1.2.2 Internship Company Supervisor's Information

Name: Mr. Riasat Ur Rahman

Position: Manager - Talent Acquisition

1.2.3 Job scope

Internship is a way to learn new skills by doing work. Here, interns work and apply what they have learned in their varsity life. They handle new duties to learn about that department and also other departments. In Grow n Excel, I have given the task of talent acquisition, headhunting, CV sourcing etc.

For better understanding I have explained all my duties and responsibilities that I have completed in my three-month internship period.

Head hunting: On the very first day, I was given instructions on how to headhunt. Then I was given some primary or entry level positions for headhunting. Like, brand executive, finance executive, accounting executive. After getting familiar with the process, I worked in positions like Manager of branding, Assistant manager for medical audit and compliance, regional sales manager, Area sales Manager, Manager stakeholder engagement and external reporting, Manager environment health and safety, finance manager and few more for MNC, textile, compliance audit firms. They follow a certain process to headhunt and the process has been given below:

Supervisors give the task of headhunting to interns. In my case, my supervisor Mr. Riasat Ur Rahman used to give me headhunting tasks. First, he would give me the Job description provided by the client. Then my research work starts. Going through JD very well and pointing out some critical terms and understanding them was my first job. After understanding all the tasks, then used researched the company. What kind of company is that, what culture do they have, their financial situation and what type of employees are working there? Getting the answers of all these things, then I would go to their expected requirement. Then I would go to my supervisor to discuss all the findings and analysis I made within this short time. My supervisor used to help me to make my strategy according to positions.

Before starting headhunting, the assigned person for that particular headhunting job talks over the phone for any confusion. Even the person who works for that role gets the other info like some internal benefit that is not mentioned in JD to find the perfect candidate.

After all these processes, the assigned headhunter starts his or her work of headhunting. For CV sourcing, the first resource is our CV bank. First we see whether there is a good CV in CV bank. Because people drop their CVs for new jobs for many reasons. It is a way to satisfy other parties who drop their CVs and there is a high chance these people can be our potential clients. Then we go to our suppliers of CVs or other medium like BDjobs and liknedln and even sometimes in Facebook

After sourcing a good number of CVs over 10. Headhunters start to sort to CVs by talking to the candidates. It is one kind of initial interview and getting to know more about the candidate more. After calling a good number of potential candidates and based on their CVs and conversation over phone only few short-listed people get forwarded to the client with candidates' feedback from the call.

Then from the short-listed candidates the client shorts list again for the assessment and interview. If a candidate gets selected for an interview or any assessment, the assigned person maintains a continuous communication process for the update of both sides.

Interview Scheduling: After finalizing final candidates for final interview after assessment. My job was to let the candidates know that they have been chosen for the final interview. And as soon as the client gives the interview information like place, date, time etc. I scheduled those candidates and made sure that they would attend the interview before conducting the interview over a phone call. So that all the candidates can join the interview. And if any candidate talks about any problem about place, date and timing. I call the client and share the problem to solve the problem.

Mapping: Mapping was another major task for me. Here I used to find all the people working in a certain role for a certain company or industry. Mainly it is done to enrich the database. For example: I did the mapping of all the people who are working in the HR field of top 10 MNCs, Garments, LLC, Bank. Then HR business partners from all MNCs. Then Manager of sustainability from all NGOs and many more. In this mapping, their experience and their previous work

experience in detail gets recorded for the database. Later this database gets used to find out talents for clients more quickly.

Employer Branding: Employer branding creates brand value for a company. It distinguishes the company from other companies. Strong employer branding attracts top talent in the market, and retains those talents. And for grow n excel, it also attracts clients from different industries. Branding needs to be done according to the company's value and products. Grow n Excel has three sister concerns. For three sister concerns, branding needs to be done in three different ways. With a major task, handling this employer branding takes a huge time, needs creativity. All social media content needs to be delivered in a different way. Grow n Excel focuses on Facebook, LinkedIn and Instagram for social media marketing. I had to find articles daily which are published from the main Grow n Excel. All the articles have to be HR related. Those HR-related articles have to be from

List of Websites	
Konferry	Fast Company
Forbes	Inc Magazine
Gallup	Consultancy EU
World Economic Forum	McKinsey & Company
Harvard Business Review	Entrepreneur Media

Source: Interview (Figure 1)

Catchy captions were needed for all of those articles. It is one of the ways of branding of Grow n Excel. Then they make a knowledge desk. In the knowledge desk, they provide very recent and important HR-related articles with the branding of grow n excel. And send that by email marketing. I also worked on social media content like different types of posters design. What type of content can be published, helping in design, analyzing the analysis of social media engagement also. Even

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making slides for presentations was a task for me. Creating the slide more attractive to get the attention of the audience was a tough thing to do. Then comes the CV branding. We put our company's logo along with the date when we provide any CV to the client. It helps recognize that we provided that CV.

Call representative: As Grow n excel has only 13 employees, it does not have anyone to sit at the front desk and pick up the call to clarify any confusion from who wants to drop their CV or client who wants to get our services. In my internship period, whenever the telephone used to ring, I used to pick up the phone and have conversations with different people. Most of the calls come for dropping CVs, query about our services, how much we charge for our services and some people call for the appointment with our CEO sir.

Intern Recruitment process: In the internship period, I worked to recruit interns for the next period. In this, I helped them to create the poster design by giving them the idea. What can attract talented interns, how to bring them to the interview. After finishing the poster, I posted the poster on different social media sites to attract applicants. I posted in a few Brac University groups, linkedln and some other common groups. When we got a good number of CVs, Ms. Jarin tasnim jara, Human Resources Associate short listed a few CVs and showed me what were the criterias of short listing. Then I called those candidates and took a screening interview to know how well they are in communication skill with their interest and how much they know about HR. Then scheduled an interview with Riasat Ur Rahman, manager and Fatema Tuz Zohora lamia, Associate manager. This candidate gets assessed on knowledge and those who passed this round. I sent them a congratulations message and give info of the next round with the CEO sir. Scheduling an interview for that round too, was a task for me. On the interview day, collecting their CV, giving them a form to fill and giving those things to Ms. Jarin tasnim jara. After the interview, I congratulated them with information of on boarding like when can they join, what will be the responsibilities and collecting their papers.

1.3 Internship Outcome

During Bachelor in Business and Administration, we were taught a lot of theory, case study, solving different problems, analysis and a lot of things. But we were not taught how those can be

used in real life problems and when to use them. Internship period has given me that opportunity to explore real life, when I can use those theories and how they can be used. It has given me the opportunity to know about the external environment and corporate life. I tried to use all of that knowledge to contribute to Grow n Excel.

1.3.1 Contribution to the company

Providing good CV to the clients and when clients give the joining offer to the candidates are considered success for the head hunter and Grow n Excel. The contributions successfully made by me are given below:

- · Provided 10 CVs for lead auditor of SGS to my supervisor.
- · Provided almost 15 CVs for Human resource executive and Manager for SQ group
- · Provided 5 CVs for Employer Branding for SQ group
- Provided CVs for Executive, Senior executive and assistant manager for Finance and Accounts department for Blossom Group from which 2 people got recruited.
- Provided CVs for Manager Environmental Stewardship, Manager stakeholder & External and Reporting and Manager Environment health & Safety and 1 people for Manager stakeholder & External Reporting got hired.
- · Provided CVs for Assistant Manager, IT for Shirin Spinning mill.
- · Provided some competitive CVs for Head of Planning and project manager for VIP.
- · Provided good background CVs with good experience for Territory manager, Executive finance for Emami.
- · Given good posters design idea that got a good number of engagements.
- · Made the long mapping of all GR people across the industries and it took almost a week. And the list has almost 1500 people's data who work in HR background.

1.3.2 Benefits

In this 3 month of Internship, I gave a lot of effort to gain as much knowledge and experience I can by completing my responsibilities. Below I am just pointing out some of the major benefits I got in this internship period:

Knowing about HR people duties and responsibilities: This internship program of Grow n Excel helped me to learn how companies recruit people. What are the stages of recruiting? From the very beginning, developing a JD is the most important thing to me. Developing JD means when a company gives us JD to use, they miss some very vital points and thus how we know how to develop JD for our internal use. It includes all the benefits which companies do not mention in the JD that gets publicly published. Then to attract people using different types of posters and content to attract the best candidates. It basically depends on the employer branding but sometimes a good content and poster can do the job. Working in employer branding to brand. It takes creativity of new ideas. Next comes how to take the assessment and in assessment what we should focus on. Not only this, even how to take the initial interview and in that process, what should be the main focus, I got to know all those things. In the whole process it developed my HR analytical skills like what should we see in CV and how can we evaluate a CV and that person. Let alone all these things, retaining factors and training methods. I learned how to develop strategies to retain existing employees. Training employees is another key responsibility, I learned from Grow n Excel. Doing TNA analysis and preparing slides and delivering methods are some of the knowledge I gained from the internship.

Developed Hard skills: I learned many skills like MS Excel, MS Word, MS PowerPoint, Google Site, MS Access. But I could not get the chance to apply those things in my varsity life. In my internship period, I tried to incorporate all. I tried to incorporate many advanced excel formulas for mapping so that It can be easier for us to deep dig in the database and while making different projects, I used MS word. In MS word, Ms. Jarin Tasnim Jara taught me a few different things which helped to upgrade my skill. Then there was MS PowerPoint which was used to make different types of slides while making different types of slides, I learned a lot of new functions of MS PowerPoint. As grown excel's website is not an attractive one. For that reason, I tried to make a demo website by using google site. And after a long time, when I used to use google site, my skill got sharpened again. Same as the google site, I tried to make a database using MS Access to get the data more easily.

Developed soft skills: That required fast analysis and comprehension in my line of work. I had to quickly determine whether a candidate's qualifications matched the job description and corporate culture while reviewing a large number of resumes for various positions. I became more productive

and analytical as a result of this experience. It was occasionally difficult for me to communicate with customers and applicants as a headhunter since I had to give job specifics over the phone. My boss gave me some advice on how to handle this, to communicate with them openly and professionally, and to keep them updated on my progress. I've improved my communication skills and increased my self-confidence as a result of these encounters.

1.3.3 Problems

There were few difficulties I faced in my internship period at Grow n Excel. Below I am mentioning those problems:

Insufficient office appliance: In Grow n Excel, all the laptops were very old models, even the version of the software was also very old. Not only this, the quantity of computers and laptops were also insufficient. For my internship, I had to call a lot of people but there was no extra phone to use. I had to use the phones of my seniors which were also very much disturbing for both seniors and me. It was so much distracting for seniors and for me it was hampering my efficiency. The telephone for the help desk was an old one. For that reason the voice I heard from the other side was not clear every time. In this period, another problem I faced related to office appliances was the wifi router. That particular router made a huge problem in network connection and it took almost a week to solve and in this one week the whole work got slow. Ultimately, it hampered the productivity of employees. The working environment in grow n excel is not standard. There aren't not many office associates as a result the cleanliness and hygiene condition is below average. For employees who spend 8 hours a day in that office, it is quite uncomfortable.

Problem in communication: Regular contact with customers and candidates is critical in my position as a headhunter. Unfortunately, external influences can occasionally cause communication problems, which is a common issue for people in this position. As a result, some applicants submitted their revised resumes late, delaying my work submission and inconveniencing my supervisor and coworkers. Another thing that is shown is that seniors don't listen to any opinion or suggestion. At least they can evaluate other opinions than they can judge.

Obeying rules: The agency fails to impose appropriate safeguards to guarantee that staff manage their working hours effectively. Although the company's normal day to day operating hours are

from 9 a.m. to 6 p.m. but it is flexible if anyone can come at 9:30 am and can leave office at 6:30 pm, most staff arrive almost half an hour and depart when they see a feasible opportunity.. While the organization has a typical five-day workweek, it is unusual to have all personnel present every day. There have been times when I was required working together with senior colleagues but they were not in the office. Furthermore, some employees take leave without requesting it in writing, resulting in a high turnover rate.

Overlooking employee needs: Company's concern for its employees gets shown by their salary and benefits package. It actually reflects in the package how much a company do care for it's employees. Salary and benefit packages can be both monetary and non-monetary. In Grow n Excel, employees feel that they are getting underpaid than the other industry and company. There are not enough non-monetary benefits. Entry-level employees are more dissatisfied with salary than the seniors. But seniors are also getting underpaid like juniors. In addition to no extra benefits, making employees so dissatisfied and unproductive.

1.3.4 Recommendations for problems

Below I have provided recommendations to solve these problems.

Revamp workplace: Organizing the workplace is important work now. The resource they are lacking they should buy to solve. Because this investment is a mandatory one that influences employees' morality and work. They should have a strong value chain that all employees know and work for that vision. All these things need some major changes. Not only buying them, allocating them correctly is also an important thing. This will update the workplace.

Communication problem: To solve this communication problem desk system sitting arrangement can be made where one employee won't be distracted by what the other one is doing. Another problem was not listening to any opinions or suggestions of juniors but the decision meeting should be an open one where everyone can put their opinions to improve culture and work environment.

Considering needs of employees and maintaining rules: To take the responses of employees there should be a certain system. They can take their opinions right after meetings. Or setting a

complaint box or suggestion box in a side of the office can be a way. They can have a monthly office evaluation system through google form or in paper. It can be a semi-yearly or yearly too. At least employees will have a platform where they can take out their frustration without any issue. Responding to employee requests, demands, and concerns may boost workplace productivity and efficiency. The authority's rules and regulations must be rigorously obeyed, and the procedure of entering and leaving the office should be implemented digitally. Management may keep track of who is signing in late in office and who is departing early from office and take appropriate action, and issuing a warning if someone is late for three days in a row.

Chapter 2

Organization part: Overview, Operations and Strategic Audit

2.1 Introduction

Human resource (HR) consulting businesses are dedicated to the advancement of the personnel profession in order to guarantee that HR is a vital and successful partner in formulating and implementing a company's strategy. HR professionals with the business acumen to contribute to company development at the highest levels of the organization are driving the HR profession's transformation from administrators to strategic consultants (Talukder, A.M.H., 2013). HR experts that speak business language, speak in financial terms, and convey the value of their job in terms of its influence on the bottom line makes HR an attractive component in strategy conversations. HR consulting firms are a relatively young but rapidly developing business in Bangladesh. One of the reasons for this is that of a trend toward the use of consultants (Talukder, A.M.H., 2013.) . Human resources are the most important resource for a company since without people, daily business operations such as managing cash flow, conducting commercial transactions, communicating via various kinds of media, and dealing with clients would be impossible to fulfill. Human resources and their potential are critical success factors for any firm. Organizations are constantly evolving as a result of globalization and technological advancements. As a result,

organizational change affects not just the company but also its personnel. Human potential, people' capacities, time, and skills must be controlled and developed in order to enhance organizational success. As a result, HRM (human resource management) and HRD (human resources development) practices seek to guarantee that staff are capable of meeting the organization's goals (Haslinda, A., 2009). But it appears that a significant number of firms adopt green human resource management techniques. Exploring and combining these green HRM techniques that are being applied and will be practiced by businesses and other organizations will make a substantial academic and practical contribution to the HRM discipline (Arulrajah, A.A., Opatha, H.H.D.N.P. and Nawaratne, N.N.J., 2015).

Grow n Excel commenced its path with the intention of supporting people and businesses by providing a wide range of services .Its in-depth knowledge and experience with best-in-class workplace procedures enables them to effectively offer tailored solutions to their customers. They aspire to be the greatest consultants in the business by adhering to the company's core principles of professionalism, enthusiasm, and client focus. In order to fulfill the rising demands of its clients, develop n excel maintains professional ties across the nation in order to share information and expertise. To give excellent services to its clients, the firm employs a lot of highly motivated and energetic young HR specialists. Inappropriate and unjustifiable hiring costs a firm a lot of money. As a consequence, in order to aid the organization by providing the greatest person at the appropriate time in the right position.

2.2 Overview of the Company

"Grow n Excel" was founded in 2007 by Mr. Zulfiquar Hussain who was the HR Director and HR head at Citycell and Nestle. He was a change-maker in Citycell and took a lot of initiative to change the organization. He used his excellence to begin the journey of Grow n Excel with 18 employees in 2008.

Grow n excel is the first consultancy firm in Bangladesh. This gave grow n excel the first-mover advantage and a chance to set market standards for other competitors. His experience in the Human resource field gave grow n Excel a competitive advantage over its competitor. This company seeks

three values from its employees' "Professionalism" "Passion" and lastly "Client Focus". Because these three values can bring the clients and serve the clients. At first, the company only used to provide Executive Search services for its clients. Because of providing only one service, profit margins were also smaller than they are now. To cover that gap then they formed a new sibling company called Apparel Talent in 2010, which specialized in the textiles market. Apparel Talent is used to give different types of Human related solutions from hiring to consultancy for the textile market. Prior to that, in 2009, it developed another sister concern firm called SmartCheck, which focuses on verifying whether the data supplied by candidates seeking employment in customers' organizations is accurate or not. It has another sister concern firm called Dynamic Resources, which specializes in high-volume hiring and staffing. This concern also looks after the payroll of different companies.

2.2.1 Mission and Vision of grow n excel: Grow n excel offers HR & Management consulting services, using best practices to customize solutions for clients. They aim to be top consultants driven by professionalism, passion, and client focus. They help clients improve organizational capabilities to meet future challenges in developing human capital. They use their own mechanism to customize their services according to organization. It helps Grow n Excel to meet their customer needs and make them satisfied so that they become repeated clients.

The firm recognizes the enormous potential of individuals and organizations in the country, and their role in developing human capital. To this end, they assist their clients in enhancing their organizational capabilities to meet the challenges of the future. They work closely with clients to understand their needs, goals, and objectives, and provide tailored solutions that align with their business strategy. Some of the services offered by grow n excel include talent management, performance management, HR compliance, leadership development, and organizational design. They also provide customized training programs and workshops to help organizations develop the skills and competencies of their workforce. Overall, grow n excel is a trusted partner for organizations seeking to improve their HR and management practices, enhance their organizational capabilities, and develop their human capital.

2.2.2 Organogram: Organizational Structure of Grow n Excel:

Organizational Structure
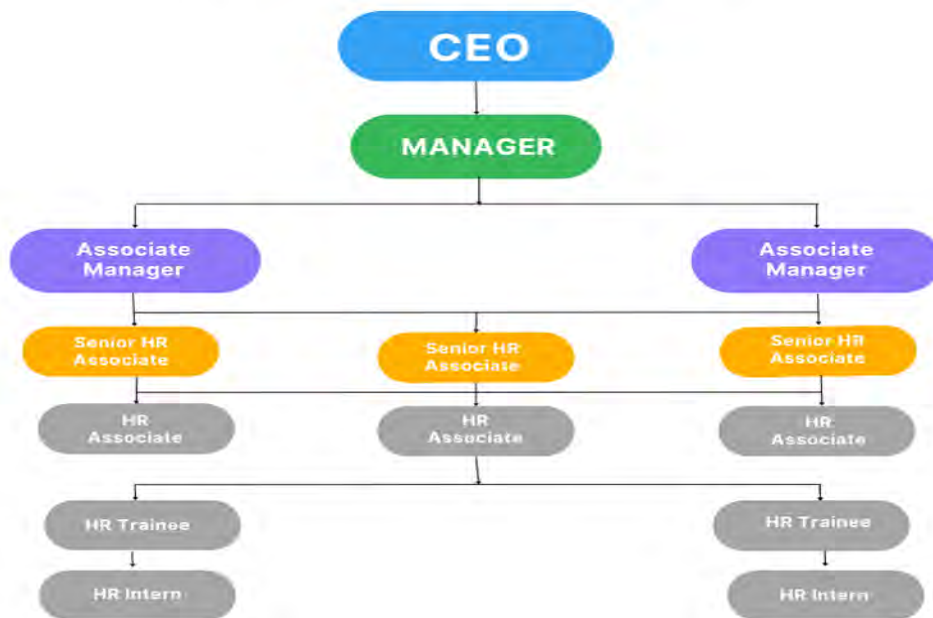
Source: Grow n excel website (Figure 2)

Grow n Excel maintains a small team of 14 people. Though it is a small team in numbers, all of them are well skilled and trained to handle a large number of clients and meet their expectations. It is basically a strategy of grow n excel to run its business in an efficient way with a minimum operating cost.

2.3 Management Practices

Management practice is the collection of activities, procedures, and strategies used by managers to attain their objectives and accomplish their goals. Defining objectives and targets, assigning resources, delegating duties, monitoring progress, assessing performance, and making choices are all examples of management techniques. To do all the works "Grow n Excel " believes in management y. "Management Y" believes that people are self-motivated, accountable, and have a natural desire to work. Managers that have this viewpoint are more likely to trust and appreciate their staff and to create possibilities for growth and development. McGregor suggested that "Management Y" is a more effective method because it coincides with workers' basic human wants and motivations. It also promotes a healthy company culture that values innovation, creativity, and

collaboration. Effective management practices are crucial for any organization's success because they allow managers to organize their workers' efforts toward the attainment of common goals. Grow N Excel believes in tis concept to build a cooperative and friendly culture so that employees love their organization and that will boost their productivity.

Leadership Style: Grow n Excel mainly follows democratic leadership. Because the managers listen to everyone's opinions. Managers and seniors want to engage people in decision-making, appreciate their contributions, and foster open communication and cooperation. They allow team members to voice their thoughts, ideas, and proposals, and they consider these viewpoints while making choices. They try to build a feeling of shared responsibility and ownership among team members by cultivating a culture of diversity, consideration, and independence. But in some situations, they stick with an autocratic leadership style. Like in organizational development situations, they are a little bit on the autocratic side more. During office time, two meetings take place for mandatory. One in the morning at around 11 am on which project will handle and which client who will handle. And another takes place at around 5pm on the progress of the whole work.

Recruitment and Selection Process: For interns the source of recruitment is university job portals and university groups. They don't disclose their job advertisements in random public groups. They only do focused advertisements so that they can get their desired candidates. They prefer students from Brac University, North south University, DU-IBA, BUP, JU, UIU, IUB, and East-West university. The selection process has a few steps. For interns, it is a three stepped process. In the first step, an HR associate takes an initial interview for sorting out students. In the second step, an online interview gets conducted by Senior HR Associates and Associate Managers. In these two steps, they see candidates' knowledge regarding HR function. And the third step and final step is with the CEO of the company. He basically checks behavioral aspects along with the knowledge of whether the candidate will be an organizational fit or not. And for other positions, there is a written aptitude test before the final interview with the CEO

The Compensation System and other benefits: Grow n Excel pays its employees a competitive salary in the HR consultancy industry. But the consulting industry's salary structure is a little bit lower than other industries. Many of their employees think that they are not paid to standard for the work they do. All HR Associates and Managers get a fixed monthly salary along with

commission. The compensation comes on whether or not the employees they select for their clients are successfully employed or not. They started to provide lunch for employees which is a very good initiative.

The Training and Development: Grow n Excel follows on the job training. New recruits work in a team with experienced employees so that new recruits can identify their lackings and get proper immediate feedback on the performance of tier task. It helps employees in the deep learning of that particular thing. For trainee period the training period is 6 to 12 months and for senior positions the training period is 1 to 3 months to get mixed with the organization culture.

2.4 Marketing Practices

The actions, plans, and tactics that firms employ to promote and market the goods or services they offer are referred to as marketing practices. Market research, product creation, advertising, pricing, sales, and distribution are all part of it. As Grow n Excel works business to business that means their main clients are other organizations, corporations. That is why their marketing strategy is quite different. They focus on more networking than marketing. They maintain communication with their not marketing vastly to attract everyone.

Knowledgedesk: To maintain network and communication with their clients they do email marketing. Grow N excel makes knowledgedesk, an article which is related to HR issues and corporate issues of most recent month and send those to their clients. It helps their clients to share what is going on the industry and globally also retain their brand name in their memory.

Social Media: They use linkedin, facebook and Instagram to share daily articles and crucial facts of business. It helps to show their existence in social media. Sometimes they do different social media campaigns too. To draw their clients' attention, they also offer quotations, articles, and polls regarding the corporate world, leadership, and professional skills. They boost Facebook postings 4-5 times each year. This gives their clients the impression.

Issues with their marketing strategy: Though they post regularly to show their existence, very few people watch their content and the reach of their content is also very less. It gets clear when

we see their number of reactions and comment on social media contents. Even their website is also not well developed.

2.5 Financial Performance and Accounting Practices

Financial performance is a company's capacity to generate revenue, control costs, and earn profits. It is a measure of the financial condition of a business and is essential in determining its capacity to compete in the market. That is why a company's accounting practice needs to be clear and transparent. And these practices need to be legally supported otherwise the company's growth can be questioned.

For budgeting, Grow n Excel follows the "Activity Based Budgeting" method. It is a bottom-up method that focuses on defining and prioritizing the many activities necessary to fulfill the strategic goals of the business and then allocating funding to those activities in accordance with their relative significance. In activity-based budgeting, each activity is allocated expenses and a priority level based on its significance to the organization's broader strategic objectives. The budget is then constructed from the ground up, with resources assigned to each activity depending on its top priority degree and cost. Exactly like this, grow n excel predict their activity on a project monthly basis and then they cost according to that. It is an efficient method to get projects done and any operation for them as they are a small firm with only 15 people. For being a sole proprietorship business, they do not disclose their financial numbers. All these things are handled by the CEO, managers and associate managers of the company. But they regularly do bank reconciliations to ensure bank balances. They prepare vouchers for their clients for any kind of transaction. In vouchers, they use serial numbers, client name, amount of transaction. Voucher is used as a record. From that journals are made and then ledgers are made by posting. For the clients' payment, citi bank is used. All the payment is done by citi bank.

2.6 Operations Management

Operations management includes the whole process from producing service and goods to meeting consumers demand in an efficient way. To do these an organization goes through some process. Grow n Excel does the exact same thing. This process includes:

Grow n Excel makes a blueprint of any task first. When a project comes, they do the planning first. How they are going to meet the customized customer demand. What is the key factor, finding out the challenges. After doing all the things they make a perfect plan to accomplish that project. For example: If a client comes with a recruitment project. First, they find out the culture of the organization then they find out what kind of profile they want then they start the project.

They follow a strict time schedule for their services. For a common position recruitment, they do not take more than 1 day and for a unique position they take 2 to 3 days at maximum. They do the same thing for their other services. They follow these schedules very seriously. Then every day, two meetings with the CEO take place. One in the morning at around 11 am for assigning tasks to employees. Another takes place at around 5 pm for the update of those tasks.

Grow n excel works in an organized way. When a client comes for any service they have to first do all the agreement paperworks. After that CEO or Manager divides the work between employees. After dividing the work, employees do the task in their own way to get done with the jobs. But the employees have to give updates to the manager. When the employees will be done with their half of the work then a review meeting will be done by the manager. Whether the employees are doing the work in the right way or not. And the manager will give their update to the CEO.

Grow n Excel is very concern about the quality of service. For this reason, when employees cannot meet the expected performance then managers call for a meeting with that employee and reviews his or her performance. Manager ask what are the problems he or she is facing, how they can improve, where they are going wrong and does all the thing. But there is no particular method by which they control their quality.

2.7 Information System

Grow n excel uses few physical devices for their day-to-day operations. Those are laptops and PC for tier all works. They use old OS system for their laptops and PCs. There are few telephones for customer services. Telephones are mainly used to answer their client queries. Grow n Excel provides phones with sims to do their works like initial interviews, calling clients for more information and calling candidates. They use MS office for all their works. And for branding they

use canva. There is no dedicated HR software. They collect they're in google drive and use that as a data center for all their works. Besides that they use linkdln and bdjobs.

2.8 Industry and Competitive Analysis

Industry and competitive analysis are a strategic technique used by firms to examine external variables that may have an influence on their industry and competitiveness. It includes examining market trends, consumer behavior, competition, and other factors that might affect a company's performance. Below Grow N excel's industry and competitive analysis is given :

2.8.1 SWOT Analysis

Swot analysis gives a brief summary of the internal and external aspects of a company. It actually shows a company's current state in the market. What things a company need to change or what things they should focus on. Like every others company Grow N excel also does this swot analysis to know their situation in the market.

Strength: Grow n Excel's strongest strength is its network in all industries. For that reason, it becomes easier to recruit top talent. As they use their network to find out people, even an individual's data is not available online or data base but they manage to find out. Their strength is first mover advantage. It helps them to build a strong brand name in market. As they were the first mover, they got a chance to set price in this industry. Another crucial thing is their most of the talent acquisition task are data driven. And lastly their employees are their human asset. They make the firm more stronger by their expertise and skill in recruitment.

Weakness: Grow n Excel's one weakness is its office premises. It does not actually give an office vibe which can be a reason for less productivity because salary motivates employees once a month but office premises motivate employees every day. They are lacking here. With that, its marketing strategy is not that good too which is why many local giants and other companies do not know

about grow n excel. Even some companies still do not know how they can get the best talent for this organization from firms or third parties.

Opportunities: Possible job prospects are increasingly in need of HR consultancy services. More recently graduated students than ever before are interested in working in human resource consulting organizations. Companies who see the value of working with recruiting agencies are more eager than ever to employ professional HR firms. As stated previously in the vulnerability section, because numerous fresh MNCs are establishing themselves in Bangladesh, grow n excel can take advantage of this.

Threat: For the rise of the demand of agencies, many other new agencies are coming in the market and other agencies getting more competitive. They are placing their price low to compete. Not only this, there is a high chance that in the upcoming future AI will take the place of this agency which is the biggest threat. Because AI will be more efficient and less costly so companies will go for their in-house HR AI system. Even many companies are focusing on developing their own company's HR departments so that they do not have to go to agencies.

2.8.2 Porter's five forces model

Grow n Excel uses Porter's Five Forces model to assess its competitiveness in the market. Grow n Excel faces 68% of competitiveness from the market and industry which is a little bit more than moderate. The higher the competitiveness degree is the less profit a business will make. As they grow excel's degree of competitiveness is moderate which means they are making a good profit.

Poerter's Five forces Model					
	1 Very Low	2 Low	3 Moderate	4 High	5 Very High
Threat of New Entrants				Picked	
Threat of Substitute				Picked	
Supplier Bargaining power			Picked		
Customer Bargaining power		Picked			
Rivalry among existing competitor				Picked	
Degree of Competitiveness =((2+3+4+4+4)/25)= 68%					

Threat of new Entrants: Threat of new entrants are high. Because this industry does not really need a big investment. What it needs is a strong network with big corporate persons who can be your potential clients. So that they can trust that organization and rely on them. A person who already worked in a corporation for 10 to 12 years in a good company with a good position, his or her network will be a strong one. These types of people can easily enter the consultancy industry. There are also no legal or law barriers and huge formalities for this type of business. That is why the threat of new entrants is high, which is 4 out of 5.

Threat of Substitute Products: As days are going companies are understanding the value of human resources. For this reason, companies are investing in their human resource department and moving towards an in-house recruitment department so that they can get their desired talent without going to agencies. Which is a big substitute for agencies because if companies make their in house recruitment they will not go to agencies for services which will be a big concern about profitability. Another thing is AI. As AI is getting stronger day by day. In the near future, sourcing CVs will be done by AIs. AI will do that work in fewer than a minute. All these things made the threat of substitute products high in degree. That is why it is marked 4 out of 5.

Power of Suppliers: Suppliers can be bd job and linkdln for grow n excel. Because grow n excel source their CVs mostly from there. Yes, that is true that there is not any other supplier for that reason the power of supplier needs to be higher. Even if suppliers change their rate, not only grow n excel other agencies also can not do anything. There is an internal database that has been created from the people who drop their CVs but that internal database of grow n excel is not that strong because they have a good network in corporate for that reason it will be moderate which is 3 out of 5.

Power of Buyers: The power of buyers is low for Grow n excel. They keep their service rate fixed for every buyer. Number of competitors in this consultancy industry is low. There are very few other agencies who get recruitment or other services regularly from corporations even though they charge less than Grow n Excel. And when a company or corporation outsources its recruitment process to an agency, they normally don't switch from agency to an agency very frequently because when an agency can give its desired customized requirement talent, that company believes

that it can meet its other requirement and job positions also. Another thing is confidentiality.They don't want their secrets to be disclosed in the market and if a company switches agencies very frequently it may happen. That is why the power of buyers is low and it is marked 2 out 5.

Rivalry among Competing Sellers: Grow n excel is a consulting firm that distinguishes out from the competition owing to the breadth of its offerings. Apart from executive search, they also provide payroll, reference checks, talent acquisition, advising, performance management, and training services, which are uncommon in other consulting firms due to the large resources necessary. Grow n excel has earned the trust of its clientele over a long period of time by establishing itself as a trustworthy and competent organization. But nowadays competitors are coming out with the same services and good marketing strategies. As a result, with a rating of 4 out of 5, it suffers highly competitive pressure from its industry rivals.

2.8.3 Strategic winning test

Strategic winning test defines whether a company's strategy is a winning one or not. Because the strategy of any company, make that company bigger and more profitable. That is why they need to assess their strategy. Grow n Excel's main strategy is to keep clients JD, info and everything confidential. They don't even disclose their clients name anywhere, whereas other competitors do.

To assess the winning strategy test, three tests need to be done before. Which are

1. Fit Test
2. Competitive advantage test
3. Performance Test

Fit Test: Fit test assesses how much aligned a company's strategy with its external and internal environment along with the mission and vision and goal. Grow n excel main vision is to give a range of satisfactory HR services to the clients. As Grow n excel keeps their clients confidential and try to expand their network always. They do this so that they can give their client the best service because expanding the network can help them to find the best talent according to their customized requirements and being confidential helps to play safe in the market. Another agency

won't directly hit their client with a better offer which aligns with the external environment. So, both the strategies pass the fit test.

Competitive Advantage Test: Competitive advantage test assesses whether a company's strategy provides sustainable competitive advantage over its competitor or not. This test looks at whether a strategy is valuable, difficult to imitate and unique or not. Grow n excel confidentiality strategy is unique as other competitors do not follow this strategy and expanding network is not the unique one because all other firms want to expand its network in market. But the main problem is that both strategies are not so difficult to imitate. If other firms want to imitate, they can easily do that. But in terms of value, obviously expanding the network is far more valuable than keeping clients name, info, Job description confidential. But as both strategies do not meet all criteria that means these two strategies cannot give grow n excel, a sustainable advantage but may give some temporary advantage over their competitors. Not only this technology is developing with that more advanced AI is coming out. Adopting those techs is going to be crucial for sustainability.

Performance Test: Performance test is used to assess performance of a company, whether that company performs better performance than its competitor or not. It gets assessed by financial numbers of the company like profitability, growth rate, value of company etc. Grow n Excel passes this test smoothly because it is running in profit and they get their desired profit by serving their client. And when they struggle in this profitability, they push on their other services like payroll, smart check etc. They are well ahead of other agencies in this performance test. That means confidentiality and expanding networks are providing a good amount of profitability. It makes clear that grow n excel passes this performance test.

To conclude the result, it can be said that Grow n Excel's strategies are not a winning strategy. To be a winning strategy all three need to be passed but Grow n Excel could pass only two tests which are fit test and performance test. But both strategies failed the competitive advantage test, though both strategies are providing some temporary competitive advantage over competitors but it cannot give sustainable competitive advantage. That is why grow n excel strategies are not a winning strategy.

2.9 Summary and Conclusion

Grow n Excel is the first HR consultancy firm of Bangladesh. It started its journey back in 2010. Now it is leading its industry as it got the first mover advantage. Setting the pricing range, strong brand value, brand appeal and lastly strong network which helped Grow n Excel to be leader. Grow n excel does not only provide recruitment service and executive search service. According to client's demand it provides range of services like, apparel talent, dynamic resource, payroll, salary survey, smart check, learning and development and many more. Currently grow n excel operating with 13 efficient and skilled employees along with two interns. They handle all types of industries like FMCG, LLC, MNC, Textile, RMG. Even sometimes interns help in the big projects. It shows that how they develop their employees from the very beginning. They believe in their employee's skills and ability. All the employees have to connect with big roles person linkedln for phishing. They use this strategy get new task from those people. They are well efficient in operating and cost minimizing which ultimately helps them to get a bigger profit margin. Though their accounting data not available on net but from the interview with manager it is quite clear that they running well ahead in financial numbers. First, they set a target monthly that how much they want for profit. On that they build their strategy. Like, if they need more profit they try to get more client. These accounting issues are done by CEO, Managers and Associate managers. All the task given by the seniors have its own deadline, those tasks have to be done in time. Doing all these things they use their strength but there are their weaknesses and threat that sometimes move them from their goal. But they are aware of their weaknesses and threat which can be used to create opportunities what we have in the swot analysis. According to Porter's five forces model they are doing quite well because of facing a little bit more competitiveness in the market rather than a moderate level.

2.10 Major problems and Recommendations

Grow n excel is leading the market of HR consultancy but to keep things this way and sustain in the future, certain changes and introducing few things can really help this firm according to me.

HRIS system needs to be introduced. In this fast-paced era, they are still using excel or other software to maintain databases and payroll. They do not use dedicated HR software which can increase their productivity by sourcing CVs more quickly from the database, creating an integrated database system where most of the work will be done, using that software for payroll. It will develop their own employees to be market competitive. They will learn new skills and software also to develop themselves. This manager can track down all the employees and what their updates are.

Branding is another issue of grow n excel. Yes, they have a strong brand name for being the first mover and service quality but they need to take care of branding and marketing. Engagement of social media engagement is so low. For that reason, they can move towards video where manager or CEO will give some career advice then spending on social content like boosting the content for target clients. Not only this, their poster quality needs to be developed so that they can use professional software to make videos and posters and who have experience in handling social media like LinkedIn, fakebook and Instagram.

Investment on office premises needs to be done. Because salary motivates an employee once a month but organization culture and office premises motivate employees regularly. Grow n excel office premises is not so well decorated for this reason sometimes good interns who have good potential to become a good employee do not join the organization or don't retain themselves. To solve this problem, they need to decorate their office premises which give a corporate vibe. It will be more important in the future because who has good potential but from generation z gives priority to these things like benefits and office premises.

Recruiting more people is needed to grow n excel. Sometimes current employees get so much workload that they stay in the office even after the office hour to finish their jobs. Not only this, to develop their marketing and create a client based from marketing they need a small team of marketing. They can use students who have digital marketing expertise. That is how they can give a lesser salary than they give to their permanent or full-time employees. It will do the both work saving the cost of full-time employees and doing the work of marketing. The workload of existing employees will be lesser than before.

Chapter 3

Project Part

3.1 Introduction

Human resource management has to be considered through the lens of the the company's broader objectives, rather than as an independent department that adopts a component-based or micro strategy. The purpose here is to take a holistic approach to HRM, ensuring the fact that there are no fragmented tactics and that the policy on human resources management is fully integrated with the company goals (Juneja, 2015). Human resource operations, this includes hiring people, retention of workers, compensation and benefits setting and leadership, managing employee performance, managing changes, and handling leavers from the firm. This is the classic description of HRM, which prompts some experts to consider it as a modernized version of the previous Personnel Management role.

Grow n Excel is Bangladesh's first consulting business. This provided grow n excel with a first-mover advantage as well as the opportunity to define market standards for other rivals. His background in human resources provided Grow n Excel with a competitive advantage over its opponent. This organization looks for three values in its employees: "Professionalism," "Passion," and "Client Focus." Because these three values may both bring and assist clients. Initially, the firm solely provided Executive Search services to its clients. Profit margins were significantly lower than they are now due to simply delivering one service. In order to fill that need, they established a new sibling firm called Apparel Talent in 2010, which focused on the textiles sector. Apparel Talent is utilized to provide various Human Resource solutions for the textile industry, ranging

from recruiting to consulting. Prior to that, in 2009, it established another sister company called SmartCheck, which focuses on determining whether or not the information provided by individuals seeking employment in customers' businesses is accurate. It also has a sibling company, Dynamic Resources, which specializes in high-volume hiring and employment. This organization also handles the payroll of several businesses.

3.1.1 Literature review

All companies require a qualified and capable workforce. Most companies understand that the excellence of their resources, services, and profit margins is primarily down to the caliber of their workers. As a consequence, they understand the need of recruiting qualified personnel and dedicating significant time, dedication, and finances to hiring the appropriate people. Many companies create their own HR administration style to focus on recruiting, attracting talent, and hiring top candidates. Nevertheless, acquiring human capital is not a precise art (Bugg, 2015).

Outsourcing is being hailed as one of the latest and most significant developments in HRM. Financial savings, enhanced flexibility to focus on strategic concerns, availability of technology and specialized experience, and the opportunity to demand measured and better service levels are all reasons for outsourcing HR operations (Talukder, A.M.H., 2013.).

HR consulting firms in Bangladesh have already instilled confidence in their ability to identify the appropriate position for an appropriate individual. Regardless of having an in-house human resources division, most local and multinational corporations now outsource a portion of their operations to these consulting firms. HR Consultants assist global corporations in hiring individuals based on the job specifications provided. It is always challenging and delicate to create human capital as an edge in competition so that a business might benefit. Only a few studies have been undertaken to far to investigate the potential impact of variables affecting the development of organizations in the context of HR consulting businesses in Bangladesh (Talukder, A.M.H., 2013.).

The human resource consulting sector has evolved beyond just providing management advice and addressing human resource management duties and choices. HR Consultants nowadays are in charge of aiding clients in effectively integrating successful HR procedures, initiatives, and procedures into their everyday operations (CFI, 2022). Consultants/external collaborating has an opportunity to provide competence, skills, and invention through the expertise that employees possess, which, when purchased by a company, has the prospective to substantially decrease the threat that is endured and, in many ways, shift the related cost of risk away from the organization. Outsourcing is in high demand, as is the consulting business. The significance of a competent consultant is determined by how well he or she responds to changes in dynamic market prospects and enhances face-to-face time with tech (Inc., 2008). Globalization, expanding company demands and recruiting requirements, significantly shifting trends that necessitate a solid T&D framework, dynamic recruitment, and effective use of existing resources have culminated in a reliance on HR Consultancy. Nevertheless, outsourcing businesses were dissatisfied with the efficiency with which the services were delivered. The client-consultant connection and the consulting assignment process are important concerns for the efficacy of consultation services. As a result, businesses have begun to employ e-consulting to guarantee that they satisfy the needs of their clientele.

e-Consulting is going to be focused on offering consulting services over the internet to enterprises, groups, and individual clients regardless of location in order to better serve their customers' requirements and expectations and to promote full-blown recruitment and advancement. It will concentrate on the different issues that will be encountered at each step of the business, such as client service, service analyzing, and monitoring the efficacy of the services. When embraced by Consultants, e-Consulting techniques can assist them in doing simple operations with their Clients. e-consulting is a specialized kind of e-business that is used to deliver consulting service demands. It serves as an opportunity for Specialists to connect with their Client businesses (Poorani and Thiyagarajan, 2018)

3.1.2 Objectives

With the help of this report, I can make a connection between the academic understanding that I obtained at BRAC university and the corporate world experience I gained during my four-month internship. I had the opportunity to learn more about the many HR services the company provided

while I was working on "grow n excel," especially in the area of recruitment. This has broadened my view of how HR actually works even how big corporation's HR work.

Broad Objective: Broad is to know the functions of Grow n Excel that impacts all the industries.

Specific Objectives: Three specific objectives are

- Functions Grow n Excel do to operate in the market
- Services "Grow n Excel" provide to clients and create impact in industry
- Strategies behind repeated clients

3.1.3 Significance

The reason for picking "Grow n Excel functions and its impacts on industries' ' is that staffing firms' services are growing increasingly popular owing to the numerous benefits they bring to businesses. Some of the advantages include the ability to discover better people for the companies faster because they specialize in recruitment. Because they have more connections and a larger network, they frequently have additional details about people without jobs or people seeking to change jobs or careers. They keep details discreet and perform cross-checking in order to preserve a strong relationship with their clientele. Hiring an employment firm can help a lot of companies simplify and reduce the cost of their employee acquisition process. And these hiring firms can give other HR related services which can basically be an in-house department for any company as in house department of any company is much costlier. For these reasons consulting firms' impact on all over the industries are getting stronger day by day. Knowing all these things can help out the reader about recruitment services of Consultancy firms, other services of firms and why companies are preferring them rather than their own HR department, ultimately how consultancy firm's impact getting more influential.

3.2 Methodology

For this report exploratory studies has been done on a subject that has received little attention with the goal of educating the reader about the importance of the recruitment services offered by "grow

n excel." I used an inductive research methodology and collected all the relevant information during my three-month employment at "grow n excel."

Primary Data: I obtained some initial information from casual conversations with employees of "grow n excel," like my supervisor, managers and trainees to get the information from all view points from top to bottom to enrich this report. Even some interviews have been conducted with trainees for more in-depth knowledge about the market and information of the organization.

Secondary Data: For secondary data, newspaper articles and articles from forbes, gallup, fastcompany, konferry have been used and journals too. The company's own website is also a source of secondary data.

Sample size: Sample size of getting data is not huge. As it is a small organization with 13 people. For this only 13 people have been used for sample size.

3.3 Findings and analysis

Grow n excel helps other companies to find the best talent for their client. They provide other services to meet the client demand day by day. It's two sister concern Apparel talent and Dynamic resource doing great in the market too.

From the work experience and interview, I have collected the data and analyzed Grow n Excel in few points of view:

Functions Grow n Excel do to operate in the market

One of the main services that "grow n excel" provide is head searching. It tries to keep keeps its client base bigger and always try retain those clients by giving best services. This service is only offered to mid-level to top-level jobs. Some of the companies it serves include BRAC, ACI Formulation, Avery Dennison, Emami, Blossom Group, Dekko Legacy Group Ltd, and Epyllion Group, Samsung and there are many more. Normally Grow n Excel serves a range from mid-level to executive-level positions, such as those in sales, human resources, payroll, management, company secretaryship, DGM, GM, Head of Particular Departments, Chief Financial Officer, and other significant higher ranked positions. Companies will lose their trust on "Grow n Excel" if the

headhunting doesn't go well, costing it market share that rival will take. Additionally, if the choice is a good fit for the customers, the current customers' recommendations will bring in more customers. To select the right candidate for these crucial roles, more time, research, effort, and expertise are required. The expert headhunting team follows a series of measures as a consequence to identify the ideal fit. They interact often with their customers to confirm that they are fully aware of the job description and criteria for possible hires. Doing head hunting for these positions require a lot skill. They interact often with their customers to confirm that they are fully aware of the job description and criteria for possible hires. The headhunters divide up this entire process into three independent tasks: calling applicants, sourcing and mapping chosen resumes, and approaching customers. They provide their clients with a suitable pool of possible employees after conducting a successful and efficient search. But not always their clients like their CVs in the first submission. The reasons actually vary from client to client. For this reason, when they need submit another submission of CVs, they ask their clients for more details like what were the wrong in previous CVs and what the things they want in CVs of candidates. After they collect the CVs, they compile an initial pool of applicants on the basis of the given primary criteria for the preliminary round examination. From designing test questions, scheduling the exam site, contacting applicants via mail, setting up the test, and reviewing the test scripts for clients. After receiving the result of interview or assessments, they first get in touch with the clients to give them an update and make sure that the initial demands remain maintained to ensure they are happy with the outcomes. The results, list, or number of selected candidates may all change if the requirements are slightly modified. If everything goes as planned, they will call the applicants in for interviews. "Grow n excel" is generously rewarded for its services, but the sum fluctuates based on the clients' financial stability because there is no set sum. They get their service profit when the candidate join and based on the candidate's gross amount.

Customized services by which grow n excel impacting industry

Apparel Talent: Grow n Excel's sister company Apparel Talent is dedicated to making sure of appropriate recruiting of the best available experts on the market. This specific company serves the apparel and RMG sectors in a variety of capacities. As part of the "executive search," they

offered their expertise for important jobs including general manager-HR & Admin, head of safety, and head of sales. Because according to grow n excel, this sector is constantly expanding and is the largest contributor to the GDP of the nation. Currently, among other significant clients, Apparel Talent works with Opex Sinha, A&E, EPIC, Sinha, Blossom group, along with Dulal Brother's Limited. The procedure for sourcing was made so rigorous thanks to industry knowledge, market data, and a strong resource base that it achieved the client's targeted efficiency level. But there are few qualified applicants for mid- and upper-level positions. The people who work at this company are well aware of the ongoing issues facing the sector and has earned recruitment expertise in a number of departments, including knitting, dyeing, cutting, sewing, and washing. It is also able to increase the expertise and competitiveness of its staff as a result of this specialization.

Dynamic Resource: On behalf of several regional business organizations, "Dynamic Resources" announced its new recruiting Services program, a professional recruiting platform that focuses on temporary and volume hiring. This exploding umbrella will cover every facet of recruiting, from the front desk to the executive boardroom. Local companies, banks, and enterprises will be the main focus of Hiring Services. They are actively collaborating with a variety of local companies in the pharmaceuticals, banking, non-bank financial services, FMCG) sectors and even NGOs and travel agencies. Due to their devoted and knowledgeable recruiters who finish jobs on schedule, "Dynamic Resources" stands out from their sector rivals. Among the organization's mottos is "volume hiring," which is a service offered by "Dynamic Resources" to assist them get an edge over competitors. They also span a wide range of businesses, including those in the automotive, electronics, small banking institutions, local group of companies, and security firms, among others. They hire for a range of occupations, but they tend to focus on hiring for entry-level jobs including those in sales representative, people for call centers and customer cares, medical representative etc. "Dynamic Resources" sources , reviews resumes before conducting the screening evaluation stage with applicants for volume hiring. Particular attention is paid to several key skills including time management, target orientation, negotiation skills, and success attitudes in the workplace.

Since "Dynamic Resources" thinks that nearly each sector and the organizations that make up that industry are unique from one another, they have various systematic assessment processes to deliver products that are tailored to the specific needs of each client. They provide entry to a developed personal network, understanding of current market trends, and the ability to identify the ideal

person with the required abilities for the position, and develop into a desired partner for recruitment in large numbers.

"Dynamic resources" also offers staffing services, giving businesses a diverse range of staffing solutions to improve company growth and competitiveness. They help their client and save their money rather than costing more in their team which ultimately saves time. Dynamic Resource gives service for any type of company. Their client base includes Samsung, SGS, Citibank NA, different travel agencies, Arla Food etc in terms of approach, they follow the same steps of "Grow n Excel" but they are a little bit different in interview and evaluation stage.

- They begin with an overview in which applicants understand about the hiring process under "job proposal and onboarding." "Dynamic Resources" handles all documentation, such as recruitment letters, insurance for new employees, bank a/c paperwork, and background checks. Photo identification cards are provided, and an orientation program is planned for newly recruited employees.
- Payroll procedure includes all the process of remuneration for clients. Grow n excel handles provident funds, gratuities, contracts for insurance, and health insurance for outsourced personnel. They work according to the client company to design acceptable remuneration for the duration of their service, in addition to being held liable for any outsourced workers' activities that compel the corporation to perform leave management and replacement. So that clients cannot complain.

Other customized service they provide to clients are :

As clients are getting their desired services at a low cost because it is a cheaper option rather than investing or building in-house HR departments like this. For this companies from all industries are outsourcing their HR related work to agencies. The sectors where grow n excel impacting are given below:

Vision and value of organization: Grow N Excel assists its clients in developing an appropriate Vision and values by arranging sessions with the upper management of the company to help them gain insight into their own core values. Then grow and suggest to them what should be their value

according to their culture, industry. All these things get done by using well-structured questions and presentations.

HR audit and Employee value proposition: Grow N Excel conducts HR audits to their client organization to see whether there are any gaps or any wrong practices then they provide suggestions to develop their practice on those wrong operations and develop the model. Grow N Excel assists its clients in finding and retaining critical talent factors of the company.

Restructuring of organization: Clients who have weak structure or a hierarchical structure that is not economically feasible and making operating cost more than usual that means. And they are overstaffed. Grow N Excel assists them in redesigning the whole organizational structure, resulting in increased efficacy and faster decision making.

Performance Management: Grow N Excel provides performance management service. They do forecast, monitoring, assessment, and development to know the gap of performance. Is it happening for a skill or any kind of external factors? They first do this thing then analyze current performance and measure it with the expected performance. After all of these they provide suggestions and consultation to develop a performance system. Sometimes organizations do not get exact results or their performance management measures other things which they do not want to do. Grow n Excel fixes all of those things.

Compensation and benefit: Grow N Excel provides a comprehensive compensation plan technique that focuses on overall incentives to aid any firm. Grow N Excel wisely gives its clients with its own knowledge and facts on this subject. It monitors clients' pay structures and detects recompense plan ideologies in the background of best observers. It also offers pay and benefit evaluations as well as high-level costing assessments. For this they do a salary survey. In the salary survey, they do different salary structures from different companies and make a standard salary structure according to industry for that client because every industry pay structure is not the same.

As clients are getting what they want in a less costly method for that reason more clients are coming day by day. It saves a lot of time and they are getting every service a HR department needs. Grow n excel have become a HR department which gives any HR related services to their client companies. This is the reason their clients come repeatedly.

Strategies behind repeated clients

Basically, when a client goes to an agency they think about their benefits and try to stick with the agency for a long time. Because the client does not want to disclose their confidential information in the market.   Grow n excel giving the service for the last 13 years. Communicating with clients and taking feedback from them makes the project more detailed for "grow n excel. By this they can learn a lot of insightful information from the client to have the right talent. They try to stick to the agreement with the client. They do it for the betterment of the relationship. Sometimes they even give advantage to the close client with whom they are working for so long. Experience and skilled recruiters of grow n excel are the asset of this firm. They are the people who provide excellent recruiting solutions to customized recruitment solutions which give them a competitive advantage.   For this they are able to match the best talent for their client firm. This reduces employee turnover in the organization. It helps organizations to invest again to find employees. And a retained employee's productivity is much more useful than a new employee. Another thing is that the wrong match can harm productivity and confidentiality of the company. In case of Grow n excel, it happens really in the rear case which make grow n excel's branding even more strong. Because mainly when a client gets these things from an agency they want to get these works by agencies. Even when they search for a huge talent pool, they are actually reducing the cost and time of the client. They can even customize their needs. There are consulting services which are given by our CEO who was the HR director of Nestle. His experience makes this consultation service better than any other agencies. If the client needs any type of customized need for consultation our sir does that. There is training, assessing center too. All the requirements are fulfilled according to that.   These services are provided by the industry expert who has long experience in it. The best offer is if any candidate joins and leaves in 6 months (depends on agreement), grow n excel find for the client again. This is the best offer any client gets. They get a surety of the money that they provide to grow n excel that if any candidate leaves, they will work on this role again. All these things make their customers repeat.

After analyzing all these knowledge and present information few findings are:

The workload of "grow n excel" is high. Because they have a very big client base and these clients come continuously to them for service and grow n excel gets operated only by 13 people. So for

this reason employees most of the time stay more than the working hours. For this reason, dissatisfaction among employees is high which increases low productivity, absenteeism and turnover.

The major barrier for grow n excel is their hard work for client for recruitment service only gets considered when a candidate joins in client organization. Then the client gives their service charge but if any candidate does not join or the client does not like any candidate from grow n excel then they will not give any service charge. All the time, hard work goes in vain. It is considered as experience.

Grow n excel does not use any HRIS system like SAP or other software. This leads to a separated data management system. There is no particular integrated system which can be used by all the employees. For this reason having access to cv bank is very tough for trainees and interns to use in their recruitment work. It is the reason for working two times for the similar role.

Their dependency on third parties is also high. They rely too much on Linkedin and Bdjobs for resources. Their own internal cv bank is not that strong that they can pool a client's work from their internal database which creates major problems. If any time these two-resource centers get unoperated the whole work of grow n excel will get stopped.

The last thing is that grow n excel always overlook the employees who are unemployed. In some cases it is seen that even the candidate is qualified enough but for some reason they are not in a job now their cvs get overlooked.

3.4 Summary and conclusion

From the very beginning of the journey, growing an excel is getting the first mover advantage. It has gained a strong brand image by meeting his client's satisfaction. Day by day demand of grow n excel is increasing which is a sign that companies from all industries are moving towards

agencies. The reason behind this is cost efficient. In the meantime companies own house HR departments can work for other things.

Primary service for grow n excel is headhunting. They do it from mid to top levels. Later on they understood they should enter the RMG sector because the RMG sector of Bangladesh is huge. Many people work here so there is a market for this particular service for this they created their sister concern Apparel Talent. Grow n excel and apparel talent both spend a lot of time to understand roles to get the best match. Especially in the RMG and textile sector, there is a scarcity of good skilled people. This was the opportunity for apparel talent. They find the best talent in the scarce resource. There is another sister concern for entry level jobs which is known by Dynamic Resource. As bulk hiring includes a lot of hiring together, it has a huge market in Bangladesh. To capture this market it was created. Main thing is from the beginning grow n excel understood the need of clients and according to that they always came the services to solve their problem

3.5 Recommendations

My recommendations for grow n excel would be

Investment in marketing and HRIS system: Grow n excel needs to invest in marketing. Though their brand value is already strong most of their clients come through their CEO's networking. That is marketing needs to be strong so that clients come for their marketing. For this they can make a small marketing team who will make posters, edit video, maintain website all these things. As grow n excel has no integrated HRIS system which can be accessed by all employees together. It will increase their productivity.

Recruiting more staffs to operate: To handle a large client base more employees are needed. It will make the work easier. No need to stay over time in the office. Employees will be able to do the work efficiently. Recruiting more people is needed to grow n excel. Sometimes current employees get so much workload that they stay in the office even after the office hour to finish their jobs. Not only this, to develop their marketing and create a client based from marketing they need a small team of marketing. They can use students who have digital marketing expertise. That is how they can give a lesser salary than they give to their permanent or full-time employees. It

will do the both work saving the cost of full-time employees and doing the work of marketing. The workload of existing employees will be lesser than before.

Clarifying organogram: There is a fixed organogram but it gets confusing when you will get work from anyone but for that particular work you will have to report another senior. Sometimes it gets so confusing because any senior will give you any work and you will be flooded with works.

Workplace Culture: Organizing the workplace is important work now. They should invest to make their office vibrant. Because this investment is a mandatory one that influences employees' morality and work. They should have a strong value chain that all employees know and work for that vision. All these things need some major changes. Not only buying them, allocating them correctly is also an important thing. This will update the workplace.

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Appendix A.

Interview Question

1. Tell me about the strategies Grow n excel follow?
2. Why grow n excel does not disclose their clients name?
3. What are the other services Grow n excel provide?
4. How grow n excel meet customer demand?
5. What are the reasons of repeated customer?
6. How does Grow n excel maintain their accounts?
7. How Grow n excel is getting first mover advantage?
8. How Grow n excel meet customized demand of clients?