Taskeater

Internship Report on Taskeater:

An experience based study on the Client Management practices and processes of the company.

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Mr. Md. Tamzidul Islam

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Subject: Submission of internship report on Taskeater's client management practices.

Dear Sir,

I would like to convey my gratitude to you for approving this internship topic that has given me the prospect and necessary challenges to utilize my business administration knowledge that I acquired from our prestigious business school, in the practical world of outsourcing. This is also to inform you that I have completed my internship period as one of the three team members of the "team Kyparn" , under the supervision of

This report is an experience bases study of the client management practices of Taskeater but also focuses on the general outsourcing industry of Bangladesh and the opportunities that this industry offers to our economy. My findings and analysis of the whole business and my experience of handling client is are all included in this report.

I have tried my best to follow you guidance and I am both grateful and glad that you have given me the opportunity to prepare this report. Lastly, I hope that this report is up to your standard. I will also be obliged to provide all sorts of explanation regarding this report.

Thank you.

Sincerely,

Mujtaba Nurul Hamim

Id- 11104059

BRAC Business School.

ACKNOWLEDGEMENT

The successful achievement of this Internship Report is the result of the contribution and association of a number of people, especially those who took the time to share their considerate supervision and suggestions to improve the report.

I have the deepest gratitude to my respected supervisor and mentor Mr. Asif Iqbal Shuvro, Taskeater Bangladesh Limited. I am thankful to him for his continuous support, guidance and supervision, suggestions and providing me with valuable information that was very much needed for the completion of this report.

I am also grateful to **Mr. Mikko Tamminen**, CEO, Taskeater Bangladesh Limited for giving me the valuable opportunity to do my internship in this company and supporting me with knowledge and resources. I am also grateful and thanks to the entire Taskeater family as they have always been there for me whenever I needed them. Their active participation to all my questions, queries during my internship has made this journey a true accomplishment. It was my privilege and a great opportunity and I am honestly grateful working with such a wonderful team.

Finally my sincere gratitude goes to my family, friends, classmates and colleagues who helped me whenever I needed.

Executive Summary:

This report is prepared based on my experience as working as an intern at Taskeater Bangladesh Ltd. which is an international outsourcing company. This report mostly is dedicated to understanding and analyzing the Client Management processes of the Taskeater Bangladesh Ltd. However, the report also contains insights regarding the outsourcing business, its processes and it opportunities in Bangladesh. Client Management being an integral part of the outsoaring business is discussed here in regard to its importance associated with the outsourcing business.

TABLE of CONTENTS

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Chapter 1

1.1 Introduction

The concept of outsourcing derives from the American idea/process of "outside sourcing"; which involves moving some parts of the work to third party contractors to keep the business running. In other words, it means to resource or get the job done from outside sources, usually at a lower price and a greater work speed. Outsourcing may also refer to transfer of employees and assets from one company to another but usually this is not always referred to as outsourcing.

The need to outsource comes from the need to reduce costs in various fields of business operations. The most common reasons for companies to outsource is to reduce specific costs, such as 'non-core' business costs, high taxes costs, energy costs, production and labor costs and mostly to avoid certain government regulations. Sometimes high corporate taxes may motivate a business to relocate a huge portion of it s operations in third world countries to benefit from relatively lower production and labor costs. However, outsourcing usually does not reduce executive or managerial costs for the company; as contrary to popular beliefs. Outsourcing only reduces certain costs in certain stages of the business process.

An integral part of outsourcing business, like any other service oriented business, is customer management or customer relation management. It is an approach to managing a company's interaction with current and future customers. The CRM approach tries to analyze data about customers' history with a company, in order to better improve business relationships with customers, specifically focusing on retaining customers, in order to drive sales growth.

One important aspect of the CRM approach is the systems of CRM that compile information from a range of different channels, including a company's website, telephone, email, live chat, marketing materials, social media, and more. In today's complex business world, a company must ensure it has the right systems in place for managing customers.

For Bangladesh, the scopes of outsourcing are huge. The abundance of a young work force, combined with the Government's incentive for the IT sector in recent years can make Bangladesh a major player in the global outsourcing market.

1.2: Objective

There are two major objectives behind conducting this study. These are:

- Primary Objective:

    To emphasize on the "Client management practice and process of Taskeater" and to analyze the prospects of outsourcing in Bangladesh. Moreover, to apply knowledge gained from books and lectures over the last four years to a practical environment. Also to learn the code of conducts of a corporate office and to adapt to it.

- Secondary Objective:

    This report is a mandatory requirement for the completion of BBA program of BRAC University.

1.3 Scope of the Study

This report will present the prospects of outsourcing in Bangladesh in brief and then gradually move onto the main topic of client management by Taskeater, its opportunities and its challenges in everyday business operations.

The report is composed and written based on my experience gained from working as an intern and working as one of the three people team for managing the Swedish client "Kyparn.se" for Taskeater Bangladesh.

1.4 Methodology

The whole report was done in an orderly process, from selection of the topic to finalizing the work and everything in between. The first step was to select the topic, which I discussed with my intern supervisor, Mr. Md. Tamzidul Islam. It was with his help and guidance I selected this topic to work on. Secondly, data sources, both primary and secondary were needed to be identified, categorized and analyzed in order to conduct this study. Lastly, a big portion of all the information presented here are collected from practically working in the office and discussing with the current employees of the company and also with my supervisor at office and from the client I worked with during my inter period at Taskeater.

Primary data were collected from my office supervisor, by talking to my client and the two team mates of my team, who were working with the client long before I joined in. Moreover, direct observation and

working hand to hand with my team for the last three months have also helped me to learn and present relevant information to the topic in discussion in this report.

Secondary data were sourced from the website of the organizations, both Taskeater and Kyparn.se (client). Moreover, research over the internet has also helped me to share insights regarding the discussed topic in this report. All the data sources are mentioned at the end of this report, in the reference and glossary section.

1.5 Limitations

The biggest limitation that I had to face was the topic of this report itself since it is relatively new to our country and socio-cultural setting and so very little information could be gathered from data sources. The major hinders of writing this report were:

- Insufficient amount of books/publications to gather ideas/ information from.
- Time has also been a limitation for composing this report. If more time were to be allocated to this report, a much better result would have sufficed.
- Limited access to information regarding the topic

There were also a few questioned un-answered by the management of the company, since they did not want to share all sorts of information regarding

their client   management practices with an intern, labeling these information as "classified".

Chapter 2: Organizational Overview

## 2.1 The Organization: Taskeater Bangladesh Ltd.

Taskeater was founded by two seasoned internet entrepreneurs who collectively have launched five online businesses across the United States, Europe and Asia. Taskeater was a direct solution to the needs they faced when building integrated teams of brilliant and dedicated individuals.

Taskeater's main focus is to build extended teams for clients that will take care of the ongoing business processes while the client can focus on innovation. The company is an expert in building cost-effective and dedicated teams that become an integral part of client's businesses. Taskeater is helping some of the world's most exciting internet companies build highly scalable teams, giving them an edge over their competition.

2.2 Organizational Structure

The Taskeater organizational structure follows a horizontal design to maintain order, stability and transparency throughout the organization itself. The ideas is simple, to create a sense of quality and friendly work environment that eradicates any discrimination and gradually increases every individual's productivity and dedication to the work.

The organizational structure is given below:
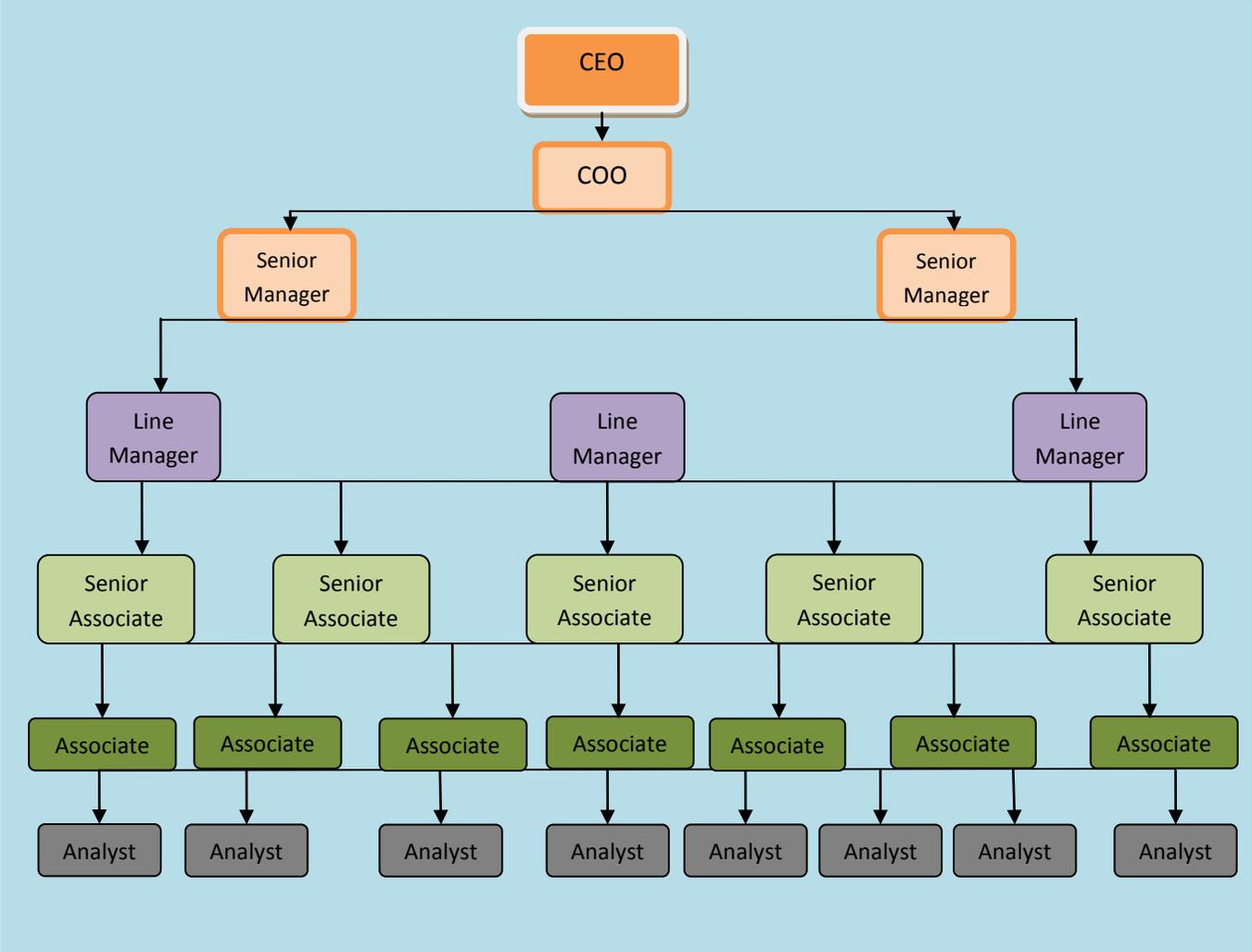
2.3 Board of Director

The chairmen and CEO of Taskeater is Mr. Mikko Tamminen, who prior to founding Taskeater worked with private equity and starups in Asia's emerging markets.

Mikko Tamminen
Chairman & CEO at Taskeater
Bangladesh | Venture Capital & Private Equity

Current	Taskeater, Genweb2, Bonamer Ltd
Previous	KhanaHero.com, Leopard Capital LP, Genweb2
Education	University of Pennsylvania - The Wharton School
Websites	Company Website

2.4 SWOT analysis of Taskeater

SWOT analysis refers to the comparison and analysis of a company's Strengths, weaknesses, Opportunities and threats. The main purpose of this analysis is to establish a company's most necessary strategies to operate in the competitive environment and to create a business model that best suits the overall environment and situation the company operates in. It also helps a company to allocate its valuable resources to the right channels and to change its business model if needed in accordance to any sort of change in its business environment.

An analysis of Taskeater's Strengths, Opportunities, Weaknesses and Threats are given below:

Strength:

- Abundance of young energetic employees.
- Good management.
- Clear concept of who does what for the organization.
- Well funded.
- Good networking system.
- Competent sales representatives in Europe.

Weaknesses:

- Relatively low chances of innovation
- Lack of proper internet connection
- Low infrastructural development

Opportunities:

- Flexible government regulations
- High potential for growth
- Relatively low number of competitors

Threats:

- New policies or regulations set by the government
- Slow infrastructural growth rate, in terms of business development.

Chapter 3: Internship Experience

3.1 Job Description

Initially as an intern at Taskeater I was required to work for "internal leads" department. I was first taught how to generate leads, which are actually email ids of different personals working at various types' organizations abroad. My task was to generate leads for Taskeater's sales representative in United Kingdom, who would then contact the leads and setup meetings to sell Taskeater's services. The lead generation teams works in various industries and generates leads from a wide verity of companies. The company's size, industry that it operates in and its products/services plays a great role in generating leads. For my first task, I was instructed to generate leads of CEO/COO/Head of Operations of companies in the Travel/Leisure industry, however the company size could not go over 200 employees. My work was classified as "internal leads' because the leads generated were for only Taskeater and were meant to utilized internally.

A few days later I was switched to a new client that was on trial period with the company. The work was quite similar, lead generation, however from a different industry and with very restricted search criteria. I worked with this client for two weeks, which is the trial period and at the end of the trail period, the company switched me to a different team, named team "Kyparn".

Team Kyparn is now a team of three people that manages some portions of the Swedis website Kyparn.se. Kyparn.se is a service provider for the Swedis markets that keep an inventory of mostly good restaurants with good reviews and

three star hotels from all over Sweden in their website, with regularly fully updated menus and food prices. My job is to update the week lunches, every Monday and Tuesday. The other three working days I work according to the weekly work plan set by the client. The type of work varies almost every week, with little similarities to previous work. Usually the work on Wednesdays to Thursdays are mostly about quality control of the website such as re-checking updated menus, creating new profiles of restaurants in the Kyparn.se website, updating standing menus and offers of different restaurants and updating information of hotels and restaurants of different cities of Sweden. Moreover, me and my team has to maintain constant communication with the client, Kyparn's founder, Mr. Tim Brunsmo, to keep him informed about the work, or if there is any issues regarding the work that we need to ask him about. Lastly, the whole work has to be done in Swedish language. The website and their services are catered for only customers in Sweden; hence all the work we do for Kyparn.se has to be done in Swedis language.

3.2 Learning from the job:

Technological and Analytical Learning (From Lead Generation)

- For lead generation I had to learn how to generate leads effectively using office resources.
- Adapting to new technology and software.
- Analyzing data and data mining.
- Sending out emails in order to establish business communication.

Technological and Analytical Learning (From working for Kypparn.se)

- Learning how to work in a completely foreign language i.e Swedis.
- Learning to operate the Kypar.se website's back end quality control.
- Evaluating the restaurant/hotel before creating a new profile in Kypparn.se

Cognitive learning outcomes:

- Learning and adapting to professional customs and practices.
- Applying knowledge learnt from four years of Business Administration studies to a practical and professional setting.
- Effectively communicating with client and utilizing the theories learn from business communication course.
- Improvement of problem solving and analytical skills

Professional learning outcomes:

- Attending office in time, behaving professionally.
- Adapting to the office culture
- Time management.
- Learning to be a team player.
- Taking responsibility and working accordingly.

Chapter 4: The Client Management practices of Taskeater Bangladesh Ltd.

4.1 Literature Review

Client/Customer Management:

"The purpose of a business is to create and keep a customer." (Peter Drucker, 1953)

Customer relationship management (CRM) is a vital and a necessary part of today's competitive and fast growing business environment. Regardless of the fact that the customers or consumers belong to any level, external or internal, from business environment or outside the business, local or global, CRM plays an important role in any business's success.

The definition of CRM by Couldwell (1998) states that the CRM is "a combination of business process and technology that seeks to understand company's customers from perspective of who they are, what they do and what they are like".

However, Kotler and Keller (2011) disagree with the above mentioned approaches to CRM and they define CRM as "the process of carefully managing detailed information about individual customers and all customer "touch points" to maximize loyalty". These customer touch points are defined as anything and any occasion that customer approaches the brand or product. Moreover, Baran et al (2008) emphasise that in order to achieve better development and implementation

of an effective CRM it is important to understand the relationship between satisfaction, loyalty and profits. Furthermore, the main objective of an effective CRM is satisfying customers, creating customer loyalty and creating relationship between the business and its customers.

Buttle (2012) informs about popular misunderstandings associated with the concept of CRM that include CRM being perceived as a database marketing, CRM being viewed as a marketing process, CRM being confused with customer loyalty schemes, and or the concept being accepted as a merely IT issue.

Another popular misconception associated with CRM according to Finnegan and Willcocks (2007) relates to the idea that CRM can be implemented by any company regardless of its industry, size and other factors. Specifically, Finnegan and Willcocks (2007) claim that in order to be able to engage in CRM, companies need to be customer-orientated, and they need to possess necessary level of financial resources.

As Greenberg (2004) states that main benefits of implementing and improving CRM is that it improves the customers' sense of security and trust on the organization. There are a number of reasons why companies go for CRM projects. Xu and Walton (2005) identify the main reasons as follows:

- To Improve Customer Satisfaction

- To Retain Existing Customers

- To provide Strategic Information

- To Improve Customer Lifetime Value

The Business Process Outsourcing:

Business process outsourcing (BPO) is the contracting of a specific business task, such as payroll, to a third-party service provider. Usually, BPO is implemented as a cost-saving measure for tasks that a company requires but does not depend upon to maintain their position in the marketplace. BPO is often divided into two categories: back office outsourcing which includes internal business functions such as billing or purchasing, and front office outsourcing which includes customer-related services such as marketing or tech support.

As a member of the Kyparn.se team, we have to handle the back end outsourcing of the company's website. The back end quality control is mostly done by us.

4.2 Client Relationship Management Practices of Taskeater:

As discussed before, client management plays a very important part in any business, especially in outsourcing business. The practices that Taskeater Bangladesh abides by in order to manage a proper client relationship with their client start with ensuring a good, regular communication with the client. The aspects of the client management process of Taskeater can be listed below:

- Maintaining regular communication with the client.
- Weekly feedback on the work, usually at the beginning or at the end of the week.
- Real time communication through Skype or other means on a daily basis.
- Clients can monitor the work, while its being done and give instant feedback or suggestion if there's any mistake.

- The client is notified if there is any change in the work teams allocated to them.
- Feedback from client is used to monitor and improve the productivity of working analysts.
- Lastly, the most important part, getting the job done for the client, on time and exactly as the clients wants it.

When I begun working with the Kyparn team, there were already two people working for it. My addition to the team was a result of the client's expanding business and taking on more work than usual. It's been 2 months since I joined the team and is a part of the client relationship management process of the company. After joining the team, I was taught how the client wants his work done, through instructional videos and other forms of digital instructions. Then I had my first meeting with the client before joining the team. After the client met me, through Skype, he authorized my joining the Kyparn team and that is how and when I started to work for the team.

To begin my work, I needed a "administrative profile" in the Kyparn.se website. The client provided me with the password and profile for the website. Moreover, a lot of instruction and worksheets for future work plans was also handed to me through shared Google drive. A lot of our work involves using google drive services. In addition to all these , I was also provided with the urls of a few other websites such as "onliceOCR.net" or "typeswedis.com " etc. to help us work properly.

The work that I do for Kyparn.se can be divided in two parts. For the first two working days of the week, Monday and Tuesday, I have to update the weekly lunch menus of the restaurants/hotels listed in the Kyparn.se website. This involves

a few steps. Every Monday I excess the shared google drive of the client. There is a spreadsheet named " restaurants with lunch" where a list of hotel/restaurants are given and they are grouped by which city they are in. The website links of these restaurants are also included in the spreadsheet.

My work begins by logging into the kyparn.se website and finding the restaurants profile that I want to update. Then I go back to the spreadsheet to collect the website link and then go that restaurants website to find their weekly lunch menu. Since everythin is in Swedis, we were taught some parameters or "hacks" to understand the menus. After going to the restaurants lunch menu, its a simple matter of copy and pasting to the Kyparn.se website.

The lunch updates are done in the first two days of the week, Then over the week, the type of work varies according to the client's needs. Some weeks we have to recheck the profiles of the restaurants in the Kyparn.se website and cross match the information and regular menus with the restaurants website. Sometimes we have to create more profiles or new profiles for new restaurants in the Kyparn.se website. This is where the job gets really tricky and complicated. The language barrier is felt the most when doing this sort of work. However, with practice and gained experience I can now do this work with ease.

The client management process for Kyparm,se is done on a weekly basis. On every Monday we meet the client through Skype usually around 5.30 (Bangladesh time). The client gives us feedback for the work done previous week and also discusses about the work plan for the week after updating the weekly lunches. Usually a line/team manager of Taskeater is also always present at these meetings to ensure proper communication between the client and analysts.

The client relationship management for Kyparn.se is now quite easy. The client has been with Taskeater for quite some time now and is very happy with the work that we have been doing for them. Traditional CRM approaches are implied by the managers to ensure proper communication and client management.

4.3 Prospects of Outsourcing and CRM in Bangladesh:

The New York based global banking securities and investment management firm Goldman Sachs has included Bangladesh in 'Next Eleven' after BRIC (Brazil, Russia, India and China) nations. SMEs within IT industry are the top adopter through this high time of outsourcing market development. However, as the business and service delivery eco systems are changing across markets, SMEs are now more exposed to offshore outsourcing options.

Bangladesh has placed itself within the top 30 outsourcing destinations as a research of Gartner Inc. (eASiA, 2011). This also represents the demand of Bangladesh's works among the outsourcing market. As it is mentioned Govt. is putting the maximum tax facilities in this industry and there outsourcers from abroad are making the benefit of spending less in any work from Bangladesh. Not only SMEs, individual offshore workers and freelancers are also getting benefitted with this. Currently more than 100 organizations are exporting software and outsourcing to more than 30 countries (Barkatullah, 2011) and many are coming into this industry.

In the last five years Bangladesh faced an average rate of growth at about 40% in IT and ITES industry (Chowdhury, 2011). If we consider these situations Bangladesh has attracted a lot of audience who have been seeking outsourcing

partner throughout the globe. In aspect of these above, Bangladeshi freelancers are also performing well. In 2010, Bangladeshi freelancers have earned about US$7 million (Rahman, 2012). According to EPB, Govt. of Bangladesh (2012) total IT and ITES exports from Bangladesh has been increased about 24% from 2008 to 2011. This is a great sign to us that if we try to develop ourselves, we will be the top of the rankings as an outsourcing destination. Rahman (2012) thinks that when decision makers think, they judge costing, skills and manpower available at target location, both current and future, relationship building facilities etc. And in these areas Bangladesh scores well. Almost most of the less complex IT outsourcing jobs can be done by the Bangladeshi workers as such institutions are also growing up and freelancers are getting trained from them. BCC and BASIS offers several courses to specialize the freelancers in different fields such as smartphone programming object oriented programming and web development courses. Besides them some private organizations like Genuity Systems or BASE Limited are working in the training fields for the IT industry people. There are some other organizations specialized to their respective fields such as ISPAB is working for ISP firms and BACCO is specialized for Call Center organizations and outsourcing. Quality improvements in skill levels and delivery capabilities have been steady. Many of the Bangladeshi outsourcing vendors has achieved international certifications of CMM Level 3 and International Journal of Managing Value and Supply Chains (IJMVSC Vol.4, No. 2, June 2013.)

As mentioned before, CRM plays a major role in the outsourcing business. It also plays a great role in retaining customers and to achieve organizational success. CRM brings structure and definition to processes across a variety of departments including Marketing, Sales, Service, and Support and serves

a central hub of customer information. CRM (Customer Relationship Management) is a mature global market currently estimated at $20.4 billion annually (USD). North America accounts for 52.9% of the worldwide CRM market with Western Europe being the fastest growing market with a 15.2% increase in 2013. The CRM industry is continuing to experience double digit growth year-over-year as organizations focus on delivering great customer experiences using CRM data and tools.

4.4 Challenges

There are major challenges which must be addressed before the industry can flourish: Bangladesh has a "poor" rating in three vital areas – infrastructure, language skills and data, and intellectual property security. Poor infrastructure, including frequent power crises and slow and unreliable Internet connections are the most immediate problems for outsourcing. Ahmadul Hoq, president of the Bangladesh Association of Call Centre and Outsourcing (BACCO) stated that "We have told the government that we need an uninterrupted power supply and a second connection with high bandwidth, adding that progress on these issues was slow."

Power crisis

Bangladesh's businesses have long suffered from an acute power crisis, as plants generate only around 5,000 megawatts of electricity a day, but demand is over 6,000 megawatts and growing at a rate of 500 megawatts a year.

Low internet speed

The country has only one submarine Internet cable and desperately needs a second line to prevent frequent disruptions, Hoq said."We are connected to submarine cable network SEA-ME-WE-4, which provides an Internet bandwidth of 24 gigabytes, but more speed needed and an alternative connection is essential to woo overseas clients," Hoq said. 40% of the businesses are significantly affected by slow internet speed here in Bangladesh. Web developer and software developer firms encounter this problem more often than the others. However, companies seem to cope up with the situation and 60% companies have reported that they somehow manage it, although the working speed gets sluggish.

Chapter 5: Conclusion

Outsourcing involves the contracting out of a business process to another party which is also known as business process outsourcing. Companies primarily outsource to reduce certain costs such as peripheral or "non-core" business expenses, high taxes, high energy costs, excessive government regulation, production and labor costs. The unique age demography of Bangladesh, coupled with the low-cost work force and Government's Incentive for the IT service sector, makes Bangladesh a major player at the global service outsourcing market. The demand of Bangladesh's works among the outsourcing market is putting the maximum tax facilities in this industry and there outsourcers from abroad are making the benefit of spending less in any work from Bangladesh. Currently more than 100 organizations are exporting software and outsourcing to more than 30 countries and many are coming into this industry. This also represents a great opportunity for the outsourcing business to improve and strengthen its CRM practices. Proper CRM practice is a must for a outsourcing business to flourish and to survive among competition.

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