

Report on

Role of HRM in a hybrid workforce company using software  
solutions: To investigate cost and efficiency

By

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An internship report submitted to the BRAC Business School in partial fulfillment of the  
requirements for the degree of  
Bachelor of Business Administration

BRAC Business School

BRAC University

April, 2024

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## Declaration:

1. I hereby declare that the thesis project titled “Role of HRM in a hybrid workforce company using software solutions: To investigate cost and efficiency” has been written and submitted by me
2. This internship report is my original work, completed as part of the requirements for my degree at BRAC University.
3. The report does not contain any material that has been previously published or written by someone else, except where it is properly cited with full and accurate references.
4. The report does not contain any material that has been submitted for any other degree or diploma at a university or other institution.
5. I have acknowledged all main sources of help.

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Supervisor’s Full Name & Signature:

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Senior Lecturer, BRAC Business School

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## Letter of Transmittal

Zaheed Husein Md Al-Din  
Senior Lecturer  
BRAC Business School  
BRAC University  
66 Mohakhali, Dhaka-1212

Subject: Submitting this letter as transmittal for my final internship report

Dear Zaheed Sir,

Please accept this letter as transmittal of my final internship report titled " Role of HRM in a hybrid workforce company using software solutions: To find out if it reduces cost and improves efficiency ". This report fulfills the internship requirement for the Human Resource Management at BRAC University.

The report details my experiences and findings during my internship as a Human Resources Intern at CholoGhuri from 02/01/2024 to 31/04/2024. It includes sections on my internship insights on recruitment processes, onboarding procedures, employee training programs and especially performance management using software solutions and HRIS.

I would like to express my sincere gratitude for your guidance and support throughout my internship. Your insights into HR practices and information systems were invaluable in shaping this report.

I am available to discuss the report further at your convenience. Please do not hesitate to contact me if you have any questions. Thank you for your time and consideration.

Sincerely,

Shakib Rashid Khan

## Acknowledgment:

My profound gratitude is directed first and foremost toward my parents. My journey's cornerstone has been their unwavering love and support. Their confidence in me gave me the drive to keep learning and developing during this internship. I will always be grateful to them for the late-night conversations they had with me about my experiences, the advice they gave me when I was doubting myself, and the unwavering support they gave me.

Without extending my sincere gratitude to **Mr. Shoaib Bin Noor**, my internship supervisor, I would be negligent. The information and abilities I acquired during this internship have been greatly shaped by your mentorship. My professional development has been greatly aided by your persistence in believing in my abilities, your willingness to answer a plethora of questions, and your patience in explaining difficult concepts. I appreciate you fostering an atmosphere in which I felt free to take chances, grow from my errors, and push the limits of what I was capable of.

The entire staff at “CholoGhuri” deserves a sincere thank you for making this internship such a fulfilling and enriching experience. The sense of teamwork and friendship I experienced created a constructive and encouraging learning atmosphere. You have been more than just coworkers—you have been a reliable source of information, motivation, and support. Your support has been invaluable, whether it was in the form of explaining industry practices, providing a helping hand during busy times, or coming up with ideas for solutions during difficult tasks. I would like to thank **Daud Hossain** for his unwavering support and willingness to share his knowledge.

This internship report summarizes a transformative experience. The knowledge and skills I gained would not have been possible without the exceptional support system I found at “CholoGhuri”. Thank you to everyone who helped shape this journey. As I begin the next chapter of my professional development, I am filled with gratitude for these experiences and knowledge.

## Executive Summary:

This report investigates the changing role of human resource management (HRM) in the context of hybrid work models, with a particular emphasis on cost and efficiency. The research takes a unique approach, combining insights from industry trends with a detailed case study of CholoGhuri, a company that has successfully implemented a hybrid work model.

The first section gives a brief overview of CholoGhuri, focusing on its business operations and transition to a hybrid work environment. The second section describes the report author's internship experience at CholoGhuri's remote HR department, which provides firsthand insight into the practical challenges and considerations of managing a hybrid workforce. The third section of the report contains the report's main content, which is a comprehensive research investigation. Using direct financial and operational data from CholoGhuri, the study investigates the cost and efficiency implications of the company's hybrid work model and software solutions.

Through a comparison of these results with more general industry trends discovered via a review of credible websites, industry reports, and academic journals, the study demonstrates a strong link between strategic software implementation, efficient HR practices, and successful business outcomes in a hybrid work environment. The report ends with practical suggestions for businesses thinking about implementing a hybrid work model. The recommendations, which draw from CholoGhuri's experience, stress the significance of strategic planning, the need of results-oriented HR procedures, and the importance of putting cost-efficiency and productivity first by using the right software.

All things considered; this study offers insightful guidance to HR professionals navigating the evolving nature of the workplace. Organizations can be prepared to prosper in the hybrid work era by comprehending the possible advantages and considerations of hybrid work models, in addition to implementing efficient HR strategies and making use of technology.

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## List of acronyms:

1. HRM - Human Resource Management
2. HR - Human Resources
3. BPO - Business Process Outsourcing
4. HRO - Human Resources Outsourcing
5. WFH - Work From Home
6. WFA - Work From Anywhere
7. CEO – Chief Executive Officer
8. COO - Chief Operation Officer
9. CBO - Chief Business Officer
10. RWF - Remote Work Force
11. KPI - Key Performance Indicator

## Chapter 01: Overview of internship



## 1.1 Student Information:

**Name:** Shakib Rashid Khan

**ID:** 15104062

**Program:** Bachelors in Business Administration

**Major/Specialization:** Human resource management

## 1.2 Internship Information

**1.2.1 Company Information:** I finished my internship from a travel aggregator company named “CholoGhuri”. It began its journey in 2015 with many innovative ideas and a strong desire to take Bangladesh's travel industry to the next level. With a robust and demanding staff, Chologhuri.com prioritizes prompt service and high levels of client satisfaction. The objective is to double the current number of tourists from Bangladesh in the next several years by working closely with travel agencies.

### **Internship Company Supervisor's Information:**

Name: Shoaib Bin Noor

Designation: Co-founder & Chief Business Officer

### 1.2.2 Job Responsibilities:

An intern in human resources is an invaluable asset to the department. While their responsibilities can change, my responsibilities concentrated on monitoring and measuring performance. Taking care of performance management as my first HR role was a great learning experience. Performance management is an ongoing activity that makes sure the goals of employees and the business are in line with each other. It enhances communication, fosters skill development, and inspires excellence in employees through frequent goal-setting, progress monitoring, feedback, and evaluations. Employee engagement and progress are fostered by this method, which also helps firms by boosting output, bolstering talent management, and eventually attaining overall success. Thus, performance management involves multiple levels of analysis and is clearly linked to the topics studied in strategic

human resource management (HRM) as well as performance appraisal (Den Hartog, Boselie,2004).

### 1.3 Internship Outcomes:

#### 1.3.1 My contributions and daily activities: Management of Performance

With instructions from my supervisor and colleagues I was designated to help out with activities that includes every task regarding performance management. Breakdown of those activities are mentioned below:

##### **Performance Management:**

During my HR internship, I spent a significant amount of time collecting and analyzing data, which provided an interesting window into employee performance across the organization. It was more than just collecting data; it was also about transforming raw data into actionable insights for HR leaders. My role involved becoming a data detective. I delved into various sources, including goal-tracking software used by employees to monitor their progress towards individual objectives. Performance assessments conducted by managers and self-evaluations completed by employees themselves provided another layer of data. Here, the challenge was ensuring consistency and clarity across different formats to create a unified picture. Once the data was gathered and organized, the real magic began: data analysis. This entailed sorting through data and identifying trends or patterns. Did a particular department consistently outperform others? Were there any job categories in which employees struggled to meet specific goals? Analyzing these patterns across teams and roles helped to identify areas where targeted support or training could be provided. I was involved in more than just analysis. I helped the HR manager with the specifics of the performance reviews. This involved asking managers for their opinions on how well their staff members performed, including both praise and criticism. Performance improvement plans (PIPs), which specified precise objectives and deadlines for an employee to close any performance gaps, were frequently developed based on this feedback.

##### **Monitoring Performance:**

Assisted in the creation and upkeep of systems that monitor staff members' advancement toward predetermined goals or objectives. This entails monitoring key performance indicators (KPIs) and updating performance dashboards. Investigated industry best practices and new

developments in performance management measures through performance metric research. Help make sure the company complies with legal and regulatory requirements pertaining to performance management, including standards for recording of disciplinary actions.

### **Additional responsibilities:**

Every successful performance management system includes a meticulous administrative process. During my HR internship, I had the opportunity to work in this critical engine room, completing tasks that ensured the smooth operation of performance evaluations. This was more than just paperwork; it was about establishing a well-oiled system that encouraged open communication and fair evaluations for all employees. One of my primary responsibilities was to plan performance evaluations. This required working with the HR manager to create a clear timeline for the entire process. Setting deadlines for goal setting and scheduling review meetings was critical to ensuring everything ran smoothly and efficiently. This entailed developing detailed checklists and timelines, anticipating potential bottlenecks, and ensuring effective communication with managers and employees throughout the process. Performance reviews are more than just filling out forms; they provide opportunities for constructive dialogue between managers and employees. To help facilitate these discussions, I helped to create comprehensive meeting agendas. These agendas included key discussion points such as a review of employee goals, performance feedback, and opportunities for growth. I hoped to facilitate a balanced and productive conversation by incorporating feedback mechanisms such as self-evaluations and manager assessments into agendas. While the administrative aspects of performance management are less glamorous than other HR functions, their importance cannot be overstated. This hands-on experience gave me a greater appreciation for the meticulous procedures that ensure fair and effective performance evaluations. Contributing to the smooth operation of this system provided me with valuable insights into the critical foundation for successful employee development and organizational growth.

### 1.3.2 What I learned:

An HRM major's comprehension and practical abilities in this important field can be greatly improved by an HR internship that focuses on performance management. These are a few important learnings that I achieved during my internship:

### **Deep and practical knowledge:**

As a performance management intern at HR, I was given the opportunity to delve further into the framework. I personally went through the whole cycle, from jointly defining objectives to taking legal issues into account when conducting assessments. My practical experience gave me the ability to gather, evaluate, and understand employee performance data to spot trends and guide HR choices. It also helped me to develop my data analysis and reporting abilities. I also became proficient in tracking progress toward predetermined goals and measuring employee effectiveness using performance measurements, or KPIs. My ability to handle the administrative aspects of performance management has improved as a result of the internship. I received hands-on experience managing accurate and compliance documents. I improved my communication abilities by helping with reviews and writing concise comments. I assisted HR projects pertaining to performance enhancement, therefore this expertise also included project management.

### **Enhanced Abilities:**

When properly analyzed, performance data can reveal a wealth of information. I learned to analyze a variety of metrics, including individual goal completion rates, trends in manager feedback, and departmental performance variations. This entailed using data visualization tools to convert raw numbers into understandable charts and graphs. Analyzing these visual representations allowed me to identify areas where the performance management system could be improved. I honed my interpersonal skills by communicating with managers and employees from various departments. This included presenting my data-driven insights to HR leaders and facilitating discussions about potential solutions. Open communication with managers helped me understand the practical challenges they faced when implementing performance reviews. During these collaborative discussions, we were able to brainstorm strategies to address the identified weaknesses, such as developing training programs for managers or changing the performance review format to better capture specific skills. The modern HR landscape is brimming with innovative software solutions. My internship gave me invaluable practical experience with various HR software designed specifically for performance management. This included investigating performance tracking dashboards that provided real-time insights into employees' progress toward goals. I also gained experience with goal-setting tools that allowed managers and employees to collaborate on setting objectives. Experimenting with these software features enabled me to assess their potential for streamlining the entire performance process, saving time for HR professionals and fostering a more efficient system for all parties involved.

### 1.3.3 Problems and difficulties faced during the internship:

Looking back, I can confidently state that my four-month HR internship was a tremendous learning experience. However, I had a couple obstacles that I believe most HR interns confront at some time.

One of the most difficult challenges was overcoming the early time of feeling overwhelmed. Entering a new environment with complex HR processes and unfamiliar tools might be intimidating. There is a steady flow of information, legalese to comprehend, and a need to avoid mistakes, particularly when dealing with sensitive employee information. While senior HR experts were always willing to answer queries, it took time to feel comfortable taking the initiative and not need frequent clarification.

Another problem was striking the appropriate balance between being proactive and not overstepping bounds. As an intern, you want to contribute and demonstrate your worth, but it's critical to understand your job and constraints. There were instances when I recognized opportunities for process improvement or had ideas for new initiatives, but I wasn't sure if they were suitable to recommend. Learning how to manage these circumstances and successfully explain my views to my boss was a vital skill that I acquired.

I occasionally felt like I was stuck doing administrative work as well. Even while filing and data entry are crucial parts of HR, I wished there were more chances to participate in the strategic side of things. It might be challenging to strike a balance between the strategic and the administrative. But because these activities are the cornerstone of everything HR does, I have come to understand how important accuracy and efficiency are in these roles.

Managing intricate interpersonal interactions presented another unforeseen difficulty. Employee relations disputes frequently involve the HR department, and even during my internship, I saw some heated exchanges. Learning how to be professional, helpful, and retain confidentiality was crucial. All in all, I learned a lot and developed a lot during my internship. My difficulties gave me the opportunity to hone important abilities in communication, time management, and handling challenging circumstances.

### 1.3.4 Recommendations

Here are some suggestions “CholoGhuri” might put into practice to help future interns have a more enjoyable and fulfilling internship experience, based on my experience as an HR intern:

#### **Taking on the Overload of Information:**

- 1. Create a thorough onboarding program:** The first several weeks I spent there were a haze of strange abbreviations, intricate procedures, and countless policy documents. A planned onboarding approach with glossaries, explicit learning objectives, and online tutorials available might have significantly decreased the initial feeling of overwhelm.
- 2. System of buddies:** Assigning a committed "HR buddy" to every intern could be a great way to guarantee that they have continuous assistance and direction. This senior team member was able to provide immediate feedback, clarify workflows, and respond to brief inquiries.
- 3. Phased project involvement:** As interns acquire confidence, progressively raise the complexity of the duties from smaller, clearly specified ones. As a result, individuals may pick up the basics without becoming overwhelmed by the amount of knowledge available. Though CholoGhuri did that, I still think the phases could move a little slower.

#### **Empowering Initiative while Setting Boundaries:**

- 1. Regular brainstorming sessions:** Set aside a specific time each week for interns to brainstorm ideas and suggest improvements to existing processes. This demonstrates that the company values their unique perspectives and promotes an innovative culture.
- 2. Mentorship Program:** Assigning interns, a formal mentor within HR can provide a safe space for them to discuss career goals, overcome obstacles, and receive honest

feedback on their ideas. This mentor can also advocate for them to work on projects that are relevant to their interests and skills.

3. **"Intern Shadow Days" with senior human resource professionals:** Allow interns to accompany senior HR professionals to meetings, site visits, and training sessions. This gives them valuable exposure to the strategic side of HR and helps them understand how their duties contribute to the bigger picture

### **Finding the Right Balance in Tasks:**

Instead of limiting interns to administrative tasks, consider rotating them through various HR functions such as recruitment, onboarding, and employee relations. This provides them with a comprehensive understanding of core HR activities. One thing I did not appreciate in "CholoGhuri" was them pushing me to just focus on performance management. They could also supplement administrative tasks with "challenge assignments" such as data analysis, report generation, or project support. This enables interns to demonstrate their analytical and problem-solving abilities while also making a meaningful contribution to current HR initiatives. Giving interns the opportunity to present their work or project findings to the entire HR team. This will not only boost their public speaking confidence, but it will also allow them to have their ideas and contributions recognized within the department.

It's important to remember that these are only suggestions based on my experience. Companies should tailor their internship programs to their specific needs and culture. "CholoGhuri" can, however, create a more supportive and enriching internship experience by implementing some of these recommendations, laying the groundwork for a more engaged future generation of HR professionals.

## **Chapter 02: Organization overview**

### **2.1 Introduction**

Chologhuri.com is a travel package aggregator website. It began its journey in 2015 with many new ideas and a strong desire to elevate Bangladesh's travel industry to the next level. They are focusing on vital services such as package comparisons, one-stop shopping, the best offer at a cheap cost, and so on. Chologhuri.com, with its strong and challenging workforce, believes in providing prompt service and maximizing client happiness. Working tirelessly with travel agents, our goal is to treble the number of Bangladeshi travelers within a few years. They are one of the most trusted online travel brands due to their strong focus on meeting the demands of their customers and providing excellent service.

## 2.2 Overview of the company

CholoGhuri Limited is a leading online travel platform based in Dhaka, Bangladesh. CholoGhuri, founded in 2015, has established itself as a reliable travel companion for budget-conscious Bangladeshi travelers of all ages. Their mission is to make travel experiences accessible and affordable to all.

**Mission:** Their mission is to provide the best deals to the clients while ensuring satisfactory travel experiences for them.

**Vision:** The goal of CholoGhuri is to make it simpler and more trustworthy than ever to compare travel packages, inspiring and encouraging the people of Bangladesh to pursue their passion for travel.

### Services Offered

CholoGhuri operates as a travel package aggregator, in addition to being a traditional travel agency. They curate and offer a diverse range of travel packages that are meticulously designed to provide the best value for money. Their travel solutions include:

1. **Flights:** CholoGhuri works with a variety of airlines to provide a wide range of domestic and international flight options at competitive prices.
2. **Accommodation:** They offer a diverse range of hotels, resorts, and guesthouses in a variety of locations, ensuring options for all budgets and preferences.
3. **Visa Assistance:** Navigating the visa process can be difficult. CholoGhuri streamlines the process by providing visa assistance, making travel planning a breeze.



4. Tour group packages: CholoGhuri offers services to travel groups going to travel with a lot of people, these kinds of packages are the most affordable for tourism due to cost being split by the group.

CholoGhuri provides add-on options for tours, activities, and experiences at your preferred destination, allowing you to craft a complete travel itinerary.

One way that CholoGhuri sets itself apart is its unwavering commitment to affordability. Their knowledgeable staff bargains for the greatest prices on airfare, lodging, and other travel necessities by leveraging technology and solid industry relationships. Their consumers will save a lot of money as a result. CholoGhuri is a team of enthusiastic travelers and business professionals committed to providing their clients with outstanding travel experiences. The business promotes an innovative and customer-focused culture, guaranteeing a simple and easy booking procedure. If you're a Bangladeshi traveller looking for a memorable and reasonably priced trip, CholoGhuri is your ideal travel companion. Their easy-to-use online booking system makes booking simple, and their all-inclusive trip packages take care of all the necessities. You may travel the world without going broke thanks to CholoGhuri's dedication to quality and outstanding customer service. According to their LinkedIn profile the industry they provide their services in are: Hospitality, Information Technology, Tourism, Travel, Travel Agency

### 2.3 Management practices

During my four-month internship at CholoGhuri, I gained valuable insights into the company's management practices that contribute to its success.

#### **Leadership Style: Collaborative Approach**

CholoGhuri's leadership has a participative style. While the CEO, CFO, and CBO make final choices, they actively engage department heads and travel executives in brainstorming and project preparation. This instills a sense of ownership and participation among employees. For example, during my time there, we were redesigning the user interface for the mobile app and website. The CBO defined the project's objectives, but travel executives and customer service executives were actively involved in recommending ideas and offering comments.

This collaborative approach between departments produced a user-friendly and efficient software that resonated with customers experience.

### **Planning Human Resources: Creating a Powerful Team**

The HR division of CholoGhuri uses a clear recruitment and selection procedure. Postings of jobs are precise and comprehensive, drawing in eligible applicants. Panel interviews guarantee a comprehensive evaluation of candidates' abilities and cultural fit. The company's emphasis on a hybrid work model that offers options for both in-office and remote work expands the talent pool and serves a diverse workforce. Competitive pay is offered by CholoGhuri, which consists of a base salary structure plus performance-based bonuses. This encourages workers to go above and beyond and produce excellent outcomes.

### **Investing in people through training and development**

CholoGhuri prioritizes employee development. The company provides ongoing training in industry trends, travel technology updates, and customer service excellence. There's also a strong emphasis on internal knowledge sharing, with senior travel executives mentoring younger colleagues. The performance appraisal system is fair and transparent. Employees receive regular feedback and goal-setting discussions to ensure that their development aligns with the company's objectives. This commitment to training and development enables employees to excel in their roles and make significant contributions to CholoGhuri's success.

## **2.4 Marketing practices:**

CholoGhuri's success hinges on a well-defined marketing strategy that leverages digital tools and a keen understanding of their target audience.

### **1) Advertising Plan:**

CholoGhuri uses a multi-platform approach to digital marketing. Their top priorities are user-friendly conversion optimization, social media engagement, and search visibility.

### **2) Positioning Strategy, Targeting, and Customer Targeting:**

**Target Customers:** CholoGhuri primarily targets two groups of people:

**Young adults on a tight budget:** They draw in this demographic by showcasing deals and inexpensive vacation packages on their website and social media pages.

**Professionals in their middle years:** They are value and convenience seekers. CholoGhuri markets itself as a one-stop shop for all things travel, providing well-chosen packages and easy booking procedures.

CholoGhuri's targeting strategy combines search engine optimization (SEO) with demographic targeting on social media platforms to connect with their ideal clientele. Their website has great visibility because it ranks highly for Bangladeshi searches pertaining to travel.

### **3) Channels of Marketing:**

CholoGhuri uses a wide range of online platforms, including:

**Social Media Marketing:** Their Facebook page has a large following and frequent interactions. This gives them the opportunity to speak with prospective clients face-to-face, present travel offers, and get input for future development. They are aiming to attract working professionals looking for travel opportunities by being active on LinkedIn as well.

**SEO:** CholoGhuri's website has been optimized for relevant keywords through search engine optimization (SEO), which guarantees that it will rank highly in search engine results for travel-related queries in Bangladesh. This raises brand awareness and generates organic traffic.

**Pay-Per-Click (PPC) Advertising:** To reach their target audience segments, CholoGhuri uses targeted ads on a variety of platforms.

**Digital Banner Ads:** Showing banner ads on well-known websites and applications that their target audience uses is helping boost brand awareness even more.

**Content marketing:** CholoGhuri may produce interesting social media posts about specials, brief explainer videos, and educational copy about their packages and services. In addition to educating potential clients, this establishes CholoGhuri as a travel authority.

### **2.5 Product/New Product Development, Competitive Practices:**

**Product:** CholoGhuri's main offering is curated travel packages that include flights, lodging, and possibly visas at competitive prices.

**New Product Development:** CholoGhuri may consider expanding their product offerings to include travel insurance, activity booking within destinations, and car rentals.

**Competitive Practices:** Staying ahead necessitates ongoing innovation. CholoGhuri is likely monitoring competitor pricing and offerings to ensure that theirs remain the most appealing.

### **5) Advertising and promotion strategies (with a focus on social media and digital marketing):**

CholoGhuri's social media strategy succeeds in a variety of ways:

**Engaging Content:** By creating informative and visually appealing content (such as explainer videos and offer posts), they educate and entertain their intended audience.

**Social Listening:** Responding to comments and messages shows responsiveness and fosters customer relationships.

Paid social media advertising enables them to precisely target specific demographics.

### **6) Key marketing issues and gaps:**

**Customer Journey Mapping:** Mapping the customer journey from first awareness to booking a trip can reveal potential bottlenecks and areas for enhancement.

**Personalization:** CholoGhuri may investigate ways to personalize the user experience on their website and social media platforms. This could include recommending packages based on your browsing history or previous travel preferences.

## **2.6 Financial Performance and Accounting Practices**

### **1) Financial performance:**

Due to financial performance being irrelevant with my internship role and the data being highly confidential I wasn't able to analyze "Chologhuri" financial health and practices. But with the specific data on total assets, salary expense and revenue growth few insights are worth mentioning.

Chologhuri pays their executives in a fair manner. The disparity of pay among top management and mid management is not very high. This is crucial for good employee morale and leadership

They seem to be very efficient in fixed assets expense, such practices allow them to stay afloat during economic recessions or bad market conditions

CholoGhuri has started their operations back in 2015, we have data from 2018 and onwards. It is clear that 2018 and 2019 they were seeing a very slow growth and due to the pandemic in 2020 they hit rock bottom. This goes without saying that the tourism industry got hit in the worse possible manner during the pandemic. But by implementing technological help CholoGhuri picked up pace in generating revenue right after pandemic ended and travel bans were lifted. We can also notice that Air tickets produce the highest revenue for them.

## **2) Accounting Practices**

I was not able to understand their accounting practices due to not being able to access their past financial statements or balance sheet. As I did intern for HRM, they did not allow me to have access to their financial performance and accounting practices.

Completely out of observation I can say with confidence that ethics is being practiced. All of their other departments are very ethical and transparent about their work.

## **2.7 Operations Management and Information System Practices:**

CholoGhuri's success extends beyond its marketing savvy. They leverage a robust information technology infrastructure to streamline operations, ensure data security, and optimize decision-making.

### **1) Data Collection, Storage, and Processing:**

**Google Cloud Services:** CholoGhuri utilizes Google Cloud Services for data management and processing. This robust platform offers scalability, security, and real-time data analytics capabilities. Customer information, travel package details, and website traffic data are likely stored securely within the Google Cloud infrastructure.

**Project Management Tools:** Slack, a popular collaboration tool, is likely used for internal communication and project management. This facilitates real-time information exchange, task delegation, and tracking project progress efficiently.

## **2) Information Sharing with Stakeholders and Clients:**

**Google G Suite:** Collaboration and communication are key at CholoGhuri. Google G Suite, encompassing Gmail, Docs, Sheets, and Drive, fosters seamless information sharing amongst employees and potentially with clients. Travel executives can share and collaborate on itineraries with clients using Google Docs, while internal reports and presentations are being created and shared using Slides.

**Mailchimp:** For email marketing campaigns, CholoGhuri leverages Mailchimp, a popular email marketing platform. This allows them to segment their audience and send targeted email blasts about new travel packages or special offers.

## **3) Database and Office Management Software:**

CholoGhuri most likely uses a robust travel management software solution. This database system will manage:

**Customer information:** Customers travel preferences and booking history, can be securely stored to enable personalized service and targeted marketing efforts.

**Travel Inventory:** The system can incorporate real-time data on flight availability, accommodation options, and visa requirements, allowing for more efficient package creation and pricing.

**Financial Data:** The system can store transaction records, invoices, and accounting information, resulting in accurate financial reporting and streamlined accounting processes.

## **4) Quality management, planning, resource allocation, and operations management:**

**Project Management Practices:** CholoGhuri uses project management tools such as Slack to ensure efficient task allocation, deadline adherence, and clear communication channels. This promotes quality control and on-time delivery of travel packages.

**Google analytics:** CholoGhuri can track website traffic, user behavior, and conversion rates using Google Analytics. This information can be used to identify areas for improvement on their website and enhance the user experience.

**Data-Driven Decision Making:** The insights gained from Google Cloud data and website analytics enable CholoGhuri to make data-driven decisions. This could include optimizing marketing campaigns based on user demographics or strategically adjusting travel package pricing to reflect real-time market trends.

All things considered; CholoGhuri's IT infrastructure is essential to their success. Through the utilization of a blend of cloud services, project management tools, and software tailored to a particular industry, they guarantee effective data handling, smooth cooperation, and informed decision-making.

## 2.8 Industry and Competitive Analysis

### **CholoGhuri: Competitive Advantage and Industry Analysis Travel & Tourism in Bangladesh**

Bangladesh's travel and tourism sector is expanding significantly thanks to the country's growing middle class and rising disposable income. Travel agencies face a promising market as a result, but competition is also fiercer. The competitive environment of CholoGhuri is broken down as follows:

#### 2.8.1 Competitors:

GoZayaan: A large travel aggregator startup that leverages technology for an edge.

ShareTrip: Focuses on the youth demographic, offering niche travel services.

Flight Expert: Specializes in air ticketing within the same industry.

#### 2.8.2 Competitive Analysis:

### **CholoGhuri's Advantages:**

1. Hybrid Work Model: Lowers operational costs compared to fully in-office competitors.
2. Cost Leadership: By focusing on affordable packages, they cater to budget-conscious travelers.
3. Diversified Services: Offers flights, accommodation, visas, and potentially activity bookings unlike Flight Expert.

### **CholoGhuri's Disadvantages:**

1. Limited Service Diversity: May not match GoZayaan's broader service offerings.

### **2.8.3 Porter's Five Forces Analysis:**

1. Threat to New Entrants: Moderate: The travel industry is appealing, but barriers such as technology investment and brand building exist.
2. Supplier Bargaining Power (Airlines, Hotels): Moderate to High: Airlines and hotels have some negotiating power, particularly during peak seasons. CholoGhuri's negotiation skills and volume discounts can help mitigate this.
3. Bargaining power: Buyers' bargaining power is high because they have many options and can easily compare prices online. CholoGhuri's emphasis on affordability and a user-friendly experience is critical here.
4. Threat of Substitutes: While alternative travel planning methods exist (direct booking with airlines/hotels), CholoGhuri's curated packages and potential add-on services can be beneficial.
5. Competitive rivalry is high. The presence of GoZayaan, ShareTrip, and Flight Expert increases competition.

### **2.8.4 CholoGhuri's SWOT Analysis:**

#### **1) Strengths:**

CholoGhuri's hybrid work model and emphasis on affordability distinguish it as a cost-effective travel partner, particularly appealing to budget-conscious customers.

CholoGhuri provides a wide range of travel services, including accommodation, visas, and potentially activity bookings. This one-stop shop approach simplifies the travel planning process for customers. CholoGhuri takes advantage of technology by using



Google Cloud services, project management tools, and travel management software. This allows for effective data management, seamless collaboration, and data-driven decision making. CholoGhuri's strategic use of SEO, social media marketing, and potentially targeted advertising keeps the brand visible online and drives customer acquisition.

## **2) Weaknesses:**

While CholoGhuri's service portfolio is diverse, it may not be as comprehensive as competitors such as GoZayaan. Expanding services such as travel insurance, activity bookings, and car rentals may improve their competitiveness. Brand recognition is essential in the travel industry. CholoGhuri, as a relatively new player in the tech leveraged space in tourism industry, may struggle against established competitors. Targeted marketing efforts and brand loyalty are required to overcome this barrier.

## **3) Opportunities:**

Providing a broader range of travel-related services can attract a larger customer base and generate more revenue. By leveraging data and user behavior, CholoGhuri can recommend travel packages based on individual preferences, resulting in increased customer satisfaction and potential repeat business. Expanding marketing efforts to attract families and business travelers can open up new market segments and drive growth.

## **4) Threats:**

During economic downturns, lower disposable income can reduce travel spending, affecting CholoGhuri's customer base. The travel industry is constantly evolving, with new players emerging. Furthermore, established competitors such as GoZayaan may pursue aggressive marketing strategies, posing a challenge. The travel industry is vulnerable to disruption from new booking platforms or shifting consumer preferences. To maintain its competitive advantage, CholoGhuri must remain agile and adapt to changing trends.

## **2.9 Summary and Conclusions**

CholoGhuri, a Dhaka-based travel aggregator, has emerged as a dominant force in Bangladesh's burgeoning travel and tourism industry. Their success depends on a powerful

combination of factors. Their commitment to affordability, achieved through a hybrid work model and a focus on value-driven packages, appeals to cost-conscious Bangladeshi travelers, particularly young adults and middle-aged professionals. CholoGhuri's strategy also includes leveraging technology. They use Google Cloud services for efficient data management, project management tools to streamline operations, and travel management software to provide comprehensive service offerings. Their robust digital marketing strategy, which includes SEO, social media marketing, and potentially targeted advertising, helps them stay visible online and drive customer acquisition.

However, CholoGhuri cannot rest on its laurels. They are up against established competitors with larger service portfolios and stronger brand recognition. To strengthen their position, CholoGhuri should consider broadening their service offerings to include travel insurance, activity bookings, and car rentals. Furthermore, improving data-driven decision making can help to refine marketing campaigns, personalize user experiences, and optimize pricing strategies. CholoGhuri is well-positioned to capitalize on Bangladesh's burgeoning travel market by taking these factors into account. Their unwavering focus on affordability, combined with their dedication to technological innovation and data-driven strategies, positions them for long-term success. CholoGhuri can carve a unique niche in the industry and become a household name synonymous with affordable and hassle-free travel experiences for Bangladeshis venturing.

## Chapter 03: Research report:

Role of HRM in a hybrid workforce company using software solutions: To investigate cost and efficiency:

### 3.1 Introduction

The contemporary workplace is changing dramatically. The adoption of hybrid work models—where employees alternate between working remotely and in an office—has accelerated due to the COVID-19 pandemic. Organizations face both opportunities and challenges as a result of this change, especially in the field of human resource management (HRM). The concept of remote work or hybrid work, where stationary and remote work is

combined, is not a new idea. Already in 1974, the term “telecommuting” was used to describe work performed using ICT tools (Nilles, 1974) and in 1983, remote work was defined as organizational work, performed outside the normal boundaries of space and time (Olson, 1983). Extensive social distancing regulations have been implemented in response to the COVID-19 pandemic's effects on global health and the economy (Bick et al., 2020). Many companies have mandated that their employees work from home in order to reduce the risk of virus transmission and to prevent physical contact (Brynjolfsson et al., 2020).

This study looks into how HRM practices are affected by hybrid workforces. We examine the strategies HR departments are using to maintain worker engagement, productivity, and well-being in the face of a geographically distributed workforce. For diving deeper into the concise data, I have used “CholoGhuri” as the reference point. Using my experience working at the company and understanding of the industry, I aim to come up with unbiased findings. The role that software solutions play in optimizing performance in hybrid work environments and streamlining HR procedures is a crucial component of this investigation. In managing a geographically dispersed workforce, creating a sense of community and belonging among employees, providing equal opportunities for advancement, and keeping open lines of communication are some of the main challenges that HR departments face. HR Practices Are Changing, I examined how HR procedures are changing to meet the particular requirements of a workforce that is more hybrid. Examining tactics for hiring, onboarding, development, performance management, and employee relations in a hybrid environment is part of this. I also examined the ways in which HR departments are utilizing software solutions to enable the smooth and productive administration of a mixed workforce. This analysis will cover software used for various tasks including employee engagement, training and development, communication and collaboration, and performance

### 3.2 Background/Literature Review

The growing popularity of hybrid work models, in which workers alternate between in-person and remote work, brings new opportunities and challenges for human resource management (HRM). The present state of knowledge regarding HR practices in hybrid work environments is examined in this literature review, which also incorporates insights from a particular case study done on the company I worked in and industry trends.

HR procedures are changing in order to handle the difficulties and take advantage of the advantages of hybrid work. Several important areas of focus are identified by the literature. Performance Management: It might be necessary to modify conventional performance management techniques for hybrid teams. The emphasis now is on metrics that are results-driven and on using technology to provide frequent check-ins and feedback (SHRM, 2023). For distributed teams, encouraging efficient communication is essential. Digital collaboration tools, video conferencing software, and instant messaging systems are important (Bratton & Gold, 2021). Keeping employees engaged in a hybrid environment requires deliberate effort. HR initiatives should focus on promoting virtual team building activities, recognition programmes and opportunities for social interaction (Society for Human Resource Management, 2023).

This study uses primary data collected from “CholoGhuri” to investigate their HR practices and software use for managing a hybrid workforce. The results will be compared to the broader industry trends identified in the literature review. HR faces specific challenges when managing their hybrid workforce. The current HR practices used to address these challenges include recruitment, onboarding, performance management, communication, employee engagement, and training and development. The various software solutions used by “CholoGhuri” to support these HR practices. The perceived effectiveness of these software solutions in optimizing human resource processes for a hybrid work environment

### 3.3 Objectives

Analyze current industry research on the challenges and opportunities that hybrid work models present for human resources departments. Identify the best HR practices for managing hybrid workforces. Evaluate the role of software solutions in streamlining HR processes and increasing efficiency in hybrid environments. Examine HR practices and software usage for managing a hybrid workforce at CholoGhuri. Compare and contrast industry trends using data from "CholoGhuri". Evaluate the perceived effectiveness of the current HR practices and software solutions used at "CholoGhuri". Examine the cost and efficiency implications of incorporating software solutions into “CholoGhuri” hybrid workforce model.

### 3.4 Significance

The workplace of today is changing quickly, and the emergence of hybrid work models offers HRM a special set of opportunities and challenges. This study explores this important field by looking at a particular case study as well as industry trends. In order to determine the best HR practices for managing hybrid workforces, this report will examine recent research in addition to “CholoGhuri” real-world experiences. Comprehending these optimal methodologies and the function of software applications in optimizing procedures can substantially influence financial effectiveness, workforce involvement, and the general functioning of the enterprise. In the end, this study aims to provide insightful information that will help HR professionals navigate this new terrain and give them the skills and tactics they need to succeed in the age of hybrid work.

### 3.5 Methodology

This study investigates HR practices in hybrid work environments using a two-pronged approach. A thorough analysis of the body of current literature is the main goal of the first strand. We will use blogs, credible websites, industry reports, academic journals, and industry reports to learn about the latest developments and best practices in HR management for hybrid workforces. The study will examine this data critically in order to pinpoint major themes and issues that HR departments must deal with in this particular situation.

“CholoGhuri” is the subject of a thorough case study in the second strand. The study will investigate the HR practices that are specifically employed to handle the hybrid workforce by means of internal data collection techniques. This could entail looking over data on software usage inside the HR department, surveying or interviewing HR staff members, and examining internal documents. After that, we will look at companies available information to see if implementing general industry trends noted in the literature review makes the business efficient. Insights into the efficacy of various HR procedures and software programs in a real-world hybrid work environment will be gained from this combined analysis.

### 3.6 Findings and Analysis

The information gathered regarding the effects of software solutions and the hybrid workforce model on “CholoGhuri” performance is examined in this section.

### 3.6.1 Cost-savings and efficiency:

#### Salary Data:

Designation	Person	Salary							Year-7 (Till Date)
		Monthly	Year-1	Year-2	Year-3	Year-4	Year-5	Year-6	
<b>1. General &amp; Administrative</b>									
CEO	1	30,000		3,00,000	1,80,000	60,000	1,20,000	3,60,000	2,70,000
MD	1	30,000		3,00,000	1,80,000	60,000	1,20,000	3,60,000	2,70,000
CTO	1	15,000		1,50,000	90,000	30,000	60,000	1,80,000	1,35,000
CBO	1	15,000		1,50,000	90,000	30,000	60,000	1,80,000	1,35,000
Holiday Executive 1	1	25,500	1,53,000	3,06,000		51,000	1,02,000	3,06,000	2,29,500
Holiday Executive 2	1	25,500		2,04,000		51,000	1,02,000	3,06,000	2,29,500
Holiday Executive 3	1	25,500		1,02,000	1,53,000		1,02,000	3,06,000	2,29,500
Holiday Executive 4	1	22,500			90,000		90,000	2,70,000	2,02,500
Holiday Executive 5	1	15,000			60,000		60,000	1,80,000	1,35,000
Holiday Executive 6	1	25,500			1,00,000		1,00,000	3,00,000	2,25,000
Reservation Executive 1	1	25,500		2,04,000	3,06,000	51,000	1,02,000	3,06,000	2,29,500
Visa Executive 1	1	10,500		42,000	1,26,000		42,000	1,26,000	94,500
Manager-Accounts	1	20,500		82,000	2,46,000		82,000	2,46,000	1,84,500
Peon	1	9,500	57,000	1,14,000	1,14,000	19,000	38,000	1,14,000	85,500
<b>Sub-total General &amp; Administrative</b>	<b>14</b>		<b>2,10,000</b>	<b>19,54,000</b>	<b>17,35,000</b>	<b>3,52,000</b>	<b>11,80,000</b>	<b>35,40,000</b>	<b>26,55,000</b>
Festival Bonus			2,10,000	19,54,000	17,35,000	3,52,000	11,80,000	35,40,000	26,55,000
<b>Total General &amp; Administrative (Including Bonus)</b>			<b>4,20,000</b>	<b>39,08,000</b>	<b>34,70,000</b>	<b>7,04,000</b>	<b>23,60,000</b>	<b>70,80,000</b>	<b>53,10,000</b>
<b>Total Salary, Wages &amp; Allowances</b>	<b>14</b>		<b>4,20,000</b>	<b>39,08,000</b>	<b>34,70,000</b>	<b>7,04,000</b>	<b>23,60,000</b>	<b>70,80,000</b>	<b>53,10,000</b>

Table 1: Salary data

The salary data shows a clear cost savings from having a smaller, more focused team. This suggests that the hybrid work model may have enabled Chologhuri to optimize staffing levels while retaining critical functions.

#### Asset Data:

Asset Valuation			
Items	Qty	Price	Total Price
PC	5	1,25,000.00	6,25,000.00
TV	2	60,000.00	1,20,000.00
Table	10	9,000.00	90,000.00
Chair	17	5,000.00	85,000.00
AC	4	50,000.00	2,00,000.00
			11,20,000.00

Table 2: Asset Data

The decrease in spending on fixed assets is consistent with the transition to a hybrid workforce model. With a smaller office footprint and potentially fewer employees requiring dedicated workspace, Chologhuri's overhead costs for physical infrastructure were likely reduced. These findings show that the hybrid model, combined with potentially smaller team sizes, has resulted in significant cost savings for both personnel and office expenses.

### 3.6.2 Revenue Growth:

Below is the financial data of CHOLOGHURI, the data that has been sourced from the company represent their performance from 2017 to 2023, also provided with a projection for the second quarter of 2023.

	January	February	March	April	May	June
Package	12,59,163	11,42,285	17,72,260	19,04,942	14,15,827	16,15,264
Air-Ticket	6,32,700	2,36,080	18,800	94,000	-	11,24,200
Visa						65,800
<b>Monthly Revenue</b>	<b>18,91,863</b>	<b>13,78,365</b>	<b>17,91,060</b>	<b>19,98,942</b>	<b>14,15,827</b>	<b>28,05,264</b>
Package Profit	62,958	57,114	88,613	95,247	70,791	80,763
Air-Ticket Profit	20,421	7,888	800	2,150		35,917
Visa Profit						3,290
Profit	83,379	65,002	89,413	97,397	70,791	1,19,970
VAT	-	-	-	-	-	-
Revenue Growth		-27%	30%	12%	-29%	98%
Monthly Expenses	67,662	66,761	1,10,865	91640	99284	107270
Social Media Cost	5,000	5,000	5,000	5,000	5,000	5,000
<b>Total Acquisition and Retention Cost</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>

Table 3: revenue data for 2017 1<sup>st</sup> quarter

1st Year	July	August	September	October	November'18	December	January	February	March	April	May	June
91,09,741	5,42,430	28,03,955	4,88,496	20,26,586	6,85,031	12,00,438	16,58,900	6,78,720	12,49,299	40,66,600	11,64,000	59,81,384
21,05,780	26,34,235	14,50,720	8,97,700	12,24,900	37,19,008	38,91,000	60,13,415	39,30,114	11,23,240	22,92,973	50,50,985	36,49,784
	1,50,500	53,500	2,78,850	2,32,600	2,29,500	1,27,600	4,42,700	2,13,500	68,600		2,84,398	1,98,200
1,12,81,321	33,27,165	43,08,175	16,65,046	34,84,086	46,34,439	52,19,038	81,15,015	48,22,334	24,41,139	63,59,573	64,99,383	98,29,368
4,55,487	27,122	1,40,198	24,425	1,01,329	34,297	80,022	82,945	33,936	3,08,316	18,03,514	4,52,956	8,30,040
67,176	91,490	71,591	43,790	53,927	1,57,019	1,54,029	2,80,902	1,49,874	62,658	1,60,267	3,12,161	2,09,457
3,290	12,700	4,650	36,788	29,330	23,057	9,228	52,024	25,964	7,218		28,318	36,000
5,25,953	3,31,222	2,16,339	1,05,003	1,84,586	2,14,372	2,23,279	4,15,871	2,08,114	3,78,192	19,63,781	7,93,435	10,75,497
48%	19%	29%	-61%	109%	33%	13%	55%	-41%	-49%	161%	2%	51%
543482	89,679	82,719	93,144	2,38,293	2,02,579	2,43,643	3,87,662	3,07,865	3,24,987	2,87,987	9,14,242	8,16,026
30,000	5,000	5,000	5,000	5,000	5,000	5,000	8,000	8,000	8,000	8,000	8,000	8,000
30,000	5,000	5,000	5,000	5,000	5,000	5,000	8,000	8,000	8,000	8,000	8,000	8,000

Table 4: Revenue data for year 2018

2nd Year	July	August	September	October	November'19	December	January	February	March	April	May	June
2,55,46,739	22,01,500	46,86,894	29,46,900	47,32,000	31,59,910	27,25,000	35,94,380	1,26,050	10,15,700			
3,58,78,074	95,91,600	43,19,000	58,29,892	34,19,392	52,67,579	46,94,630	39,67,279	35,79,514	16,29,757	2,500	3,10,000	4,00,400
22,79,948	6,58,080	2,53,100	4,57,550	4,84,900	5,73,800	2,61,595	3,17,650	4,33,040	83,300			
6,07,04,761	1,24,51,180	92,55,994	92,34,342	86,36,292	90,01,289	76,81,225	78,79,309	41,48,604	27,28,757	2,500	3,10,000	4,00,400
38,99,099	3,20,774	11,62,332	4,07,013	6,63,296	1,57,996	1,38,260	1,79,719	6,893	50,785			
17,45,415	4,23,049	1,92,520	2,39,885	1,94,017	2,63,379	2,34,732	1,98,824	1,78,976	81,488	125	15,500	20,000
2,65,177	92,787	44,424	71,486	52,003	63,118	28,775	34,972	47,634	9,163			
99,09,991	8,36,979	13,99,276	7,18,384	9,09,916	4,84,492	3,98,767	4,14,024	2,33,413	1,41,436	125	15,500	20,000
195%	27%	-26%	0%	-6%	4%	-15%	3%	-47%	-34%	-100%	12300%	29%
3988826	9,24,010	9,14,025	8,53,058	9,07,865	4,07,615	3,47,837	3,56,807	1,87,865	1,23,569	113	14,038	18,132
78,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000			
78,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000			

Table 5: Revenue data for year 2019

3rd Year	July	August	September	October	November'20	December	January	February	March	April	May	June
2,51,98,334		40,850	8,215	1,75,000		9,76,500	6,43,500	88,700	4,74,750			840
4,30,11,543	11,39,100	10,85,600	5,50,244	11,07,279	4,29,700	27,78,385	21,60,014	9,05,620	15,47,945	6,43,570	4,46,073	6,48,905
35,23,015			1,500					10,648	45,100	26,500		32,200
7,17,32,882	11,39,100	11,26,470	5,60,959	12,82,279	4,29,700	37,54,885	27,93,514	10,06,168	20,67,795	6,70,070	4,46,073	6,82,045
30,84,967		2,043	461	8,750		48,625	32,175	4,485	23,738			47
29,42,054	56,955	54,291	27,512	6,63,296		1,38,260	1,07,801	45,291	77,397	32,178	22,304	32,445
4,44,292			165			21,485		1,171	4,961	2,918		4,542
55,75,314	56,955	56,324	28,138	64,114	21,485	1,87,744	1,39,676	50,947	1,06,096	35,094	22,304	36,034
-97%	184%	-1%	-50%	129%	-66%	774%	-26%	-64%	106%	-68%	-33%	53%
5054933,519	51,583	51,011	25,402	58,067	19,459	1,70,036	1,26,502	45,563	93,638	30,343	20,200	30,886
72,000,00												
72,000												

Table 6: Revenue data for year 2020

4th Year	July	August	September	October	November'21	December	January	February	March	April	May	June
24,10,455	21,800	2,95,000	18,11,825	22,75,150	33,47,490	12,64,210	16,83,500	40,99,028	38,43,716	48,62,047	47,29,056	40,54,920
1,34,32,655	10,61,350	15,56,807	37,08,069	29,01,657	57,81,503	46,83,031	36,50,763	83,14,960	72,16,104	61,62,301	68,41,781	93,53,654
1,15,948			1,01,300	2,08,780	1,08,660	1,19,100	1,64,800	1,95,348	3,72,734	7,37,131	9,90,792	12,91,167
1,59,59,058	10,83,150	18,51,807	56,21,194	53,85,587	92,37,653	60,66,341	54,99,063	1,26,09,336	1,14,32,554	1,17,61,479	1,25,61,629	1,46,99,741
1,20,523	1,090	14,750	90,591	1,13,758	1,67,375	63,211	84,175	2,04,951	1,92,186	2,43,102	2,36,453	2,02,746
6,71,633	53,068	77,840	1,85,403	1,45,083	2,89,075	2,34,152	1,82,538	4,15,748	3,60,805	3,08,115	3,42,089	4,67,683
12,754	-	-	11,143	22,966	11,963	13,101	18,128	21,488	41,001	81,084	1,08,987	1,42,028
8,04,910	54,158	92,590	2,87,138	2,81,806	4,68,402	3,10,463	2,84,841	6,42,188	5,93,992	6,32,302	6,87,529	8,12,457
-												
-40%	58.8%	71%	204%	-4%	72%	-34%	-9%	129%	-9%	3%	7%	17%
722690,2538	49,049	83,857	2,54,550	2,43,881	4,18,318	2,74,708	2,49,020	5,71,001	5,16,163	5,31,013.74	567139.3574	
-	0	0	0	0	0	10000	10000	10000	10000	10000	10000	
-	-	-	-	-	-	10,000	10,000	10,000	10,000	10,000	10000	

Table 7: Revenue data for year 2021

5th Year	July	August	September	October	November	December'22	January'23	February	March	April	May	June
3,22,87,742	33,70,512	28,80,489	45,08,456	55,25,426	45,64,978	73,51,040	42,04,437	34,56,524	44,81,967			
6,12,31,980	66,63,542	1,15,11,194	94,93,464	1,03,61,402	87,65,724	1,09,74,380	64,40,328	1,35,64,501	1,50,75,983			
42,89,812	5,92,253	12,02,916	14,46,256	10,03,190	10,87,913	10,29,987	7,69,251	10,05,420	11,69,878			
9,78,09,534	1,06,26,307	1,65,94,599	1,54,48,176	1,68,90,018	1,44,18,615	1,93,55,407	1,14,14,016	1,80,26,445	2,07,27,828	-	-	-
9,32,086	1,68,526	1,44,024	2,25,423	2,76,271	2,28,249	3,67,552	2,10,222	1,72,826	2,24,098	-	-	-
19,43,712	3,33,177	5,75,560	4,74,673	5,18,070	4,38,286	5,48,719	3,22,016	6,78,225	7,53,799	-	-	-
1,39,779	65,148	1,32,321	1,59,088	1,10,351	1,19,670	1,13,299	84,618	1,10,596	1,28,687	-	-	-
30,15,578	5,66,851	8,51,905	8,59,184	9,04,692	7,86,206	10,29,570	6,16,856	9,61,647	11,06,584	-	-	-
-												
955%	-27.7%	47%	-1%	9%	-15%	34%	-41%	58%	15%	-100%	#DIV/0!	#DIV/0!
26,60,549												
40,000.00												
40,000	-	-	-	-	-	-	-	-	-	-	0	

Table 8: Revenue data for year 2022

6th Year	Avg. Monthly Revenue	Projected 6th Year Revenue (BDT)	Projected 6th Year Revenue (USD)
4,03,43,829	44,82,648	5,37,83,604	5,06,914
9,28,50,518	1,03,16,724	18,09,11,796	17,05,106
93,07,064	10,34,118	1,40,38,536	1,32,314
14,25,01,411	1,58,33,490	24,87,33,936	23,44,335
20,17,191	2,24,132	26,89,180	25,346
46,42,526	5,15,836	90,45,590	85,255
10,23,777	1,13,753	15,44,239	14,555
76,83,494	8,53,722	1,32,79,009	1,25,156
-			
95%			
-			0.126%
-			0.9987
-			

Table 9: Revenue projection for year 2023

## CHOLOGHURI's Financial Analysis (2017–2023 Q2)

The financial performance of CHOLOGHURI from 2017 to the second quarter of 2023 is examined in this report. Important trends and the effect of strategic choices on the company's financial situation are shown by the data.

**Steady Growth (2017-2019):** CHOLOGHURI's revenue increased steadily during this time, demonstrating a solid business base.

**Impact of the Global Pandemic (2020):** The tourism sector was severely disrupted by the pandemic, which resulted in a decrease in CHOLOGHURI's revenue growth.

**Strategic Shift (2020):** CHOLOGHURI showed proactive adaptation by implementing a hybrid work model in response to the pandemic.



**Resurrection and Effectiveness (2021–2023, Q2):** Since 2021, revenue growth has quickened. This shows that productivity tools have enabled the hybrid work model, which has greatly increased efficiency and offset potential cost increases related to growth.

### 3.6.3 Increased Website Traffic and Productivity Tools:

The rise in customer queries on the company website post-pandemic indicates a successful transition to becoming a prominent tech solution for travel packages. Notably, the correlation between customer query volume and value chain implies efficient utilization of productivity tools like Slack and G Suite. This suggests these tools facilitated faster and more streamlined handling of customer inquiries, potentially leading to higher customer satisfaction.

Issue Id	Project	Tags	Summary	Reporter	Created	Updated	Resolved
CQ-2748	Customer Query	Star	Sri Lanka package- Tamanna Zahan	Sufia Akter	23 Mar 2024 11:58	25 Mar 2024 10:54	
CQ-2770	Customer Query		Nepal package- Istiak Ahmed	Sufia Akter	25 Mar 2024 10:41	25 Mar 2024 10:41	
CQ-2769	Customer Query		Nepal package- Sohel Hosaen	Sufia Akter	25 Mar 2024 01:28	25 Mar 2024 01:28	
CQ-2768	Customer Query		Nepal package- Mahmuda Akter Labonnyo	Sufia Akter	25 Mar 2024 01:23	25 Mar 2024 01:23	
CQ-2767	Customer Query		Maldives package- Oriana Sumaiya	Sufia Akter	25 Mar 2024 01:21	25 Mar 2024 01:21	
CQ-2766	Customer Query		Indonesia package- Seemanta Ghosh	Sufia Akter	25 Mar 2024 01:20	25 Mar 2024 01:20	
CQ-2738	Customer Query		Kashmir package- Shahriar Akib	Sufia Akter	22 Mar 2024 15:33	25 Mar 2024 00:55	
CQ-2765	Customer Query		Dubai Package- Shagor	Sufia Akter	24 Mar 2024 19:14	24 Mar 2024 19:14	
CQ-2641	Customer Query		Thailand Package- নাজনীন ইকবাল	Sufia Akter	10 Mar 2024 15:09	24 Mar 2024 18:44	24 Mar 2024 18:44
CQ-1639	Customer Query		Dubai, Turkey package- Ibrahim Khalil	Sufia Akter	2 Dec 2023 16:16	24 Mar 2024 17:22	24 Mar 2024 17:22
CQ-1859	Customer Query		Thailand+ Cambodia package - Nowshin	Sufia Akter	24 Dec 2023 12:17	24 Mar 2024 17:21	24 Mar 2024 17:21
CQ-1889	Customer Query		Thailand package- Abida Rimey	Sufia Akter	26 Dec 2023 12:27	24 Mar 2024 17:19	24 Mar 2024 17:19
CQ-1924	Customer Query		Singapore & Thailand package- Shams Ahmed Pranto	Sufia Akter	29 Dec 2023 14:28	24 Mar 2024 17:18	24 Mar 2024 17:18
CQ-2761	Customer Query		Thailand package- Samiul Alim	Sufia Akter	24 Mar 2024 12:52	24 Mar 2024 17:17	
CQ-2759	Customer Query		Dubai package- Nikita Sara Rozario	Sufia Akter	23 Mar 2024 16:21	24 Mar 2024 17:16	
CQ-2764	Customer Query		Thailand, Vietnam Package- Rashed	Sufia Akter	24 Mar 2024 16:26	24 Mar 2024 17:15	
CQ-2762	Customer Query		Thailand Package- Mahmood	Sufia Akter	24 Mar 2024 15:49	24 Mar 2024 17:15	
CQ-2755	Customer Query		Thailand Package- Shimul	Sufia Akter	23 Mar 2024 15:15	24 Mar 2024 16:13	

CQ-2715	Customer Query		Thailand package- Gazi Ishtiaq	Sufia Akter	20 Mar 2024 20:47	24 Mar 2024 16:11	
CQ-2717	Customer Query		Thailand package- Zayed Choudhury	Sufia Akter	20 Mar 2024 23:37	24 Mar 2024 16:10	
CQ-2724	Customer Query		Thailand package- Zaki Zawad Mahmood	Sufia Akter	21 Mar 2024 12:31	24 Mar 2024 16:09	
CQ-2726	Customer Query		Dubai & Thailand package- Md Arifat Rahman	Sufia Akter	21 Mar 2024 13:45	24 Mar 2024 16:08	24 Mar 2024 16:08
CQ-2750	Customer Query		Thailand package- Mosfeq Us Saleheen	Sufia Akter	23 Mar 2024 13:16	24 Mar 2024 16:07	
CQ-2643	Customer Query		Dubai package- Mujdana Rumki	Sufia Akter	11 Mar 2024 20:04	24 Mar 2024 16:05	
CQ-2634	Customer Query		Thailand Package- Ayma	Sufia Akter	7 Mar 2024 17:36	24 Mar 2024 16:01	
CQ-2628	Customer Query		Singapore package- Zahra Khan	Sufia Akter	6 Mar 2024 12:29	24 Mar 2024 15:59	

Table 10: Query management data table

This tables represents their query management sheet for just 30 of the queries. We can see Chologhuri’s efficiency for resolving being at an optimum rate. 6 out of the 26 queries were resolved on that day. This is being possible due to using a query tracking software solution called You Track.

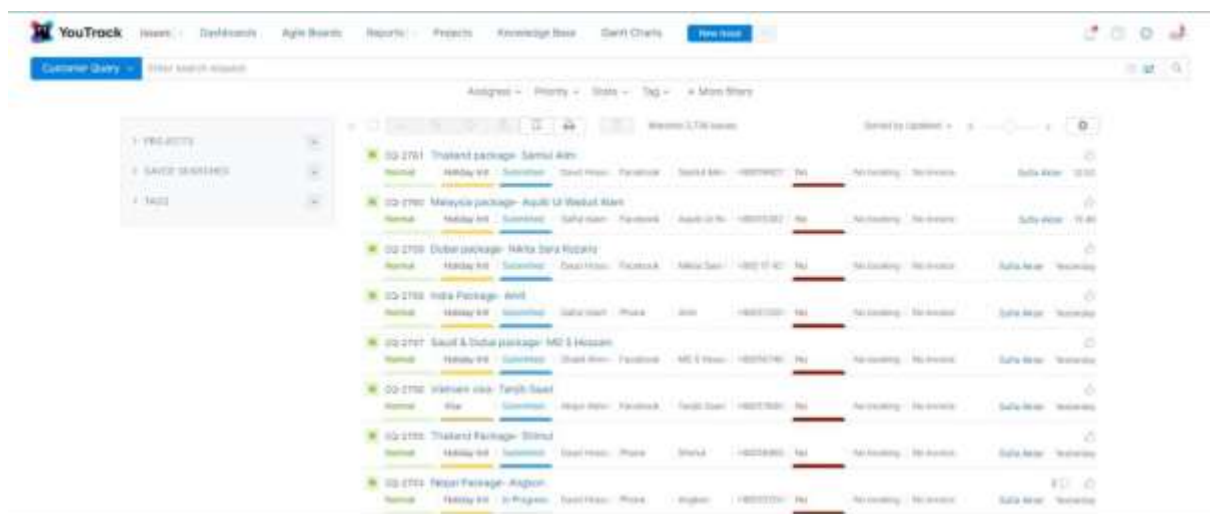


Figure 1: You Tracks query management spreadsheet

This software also provides them with custom dashboards to track their efficiency.

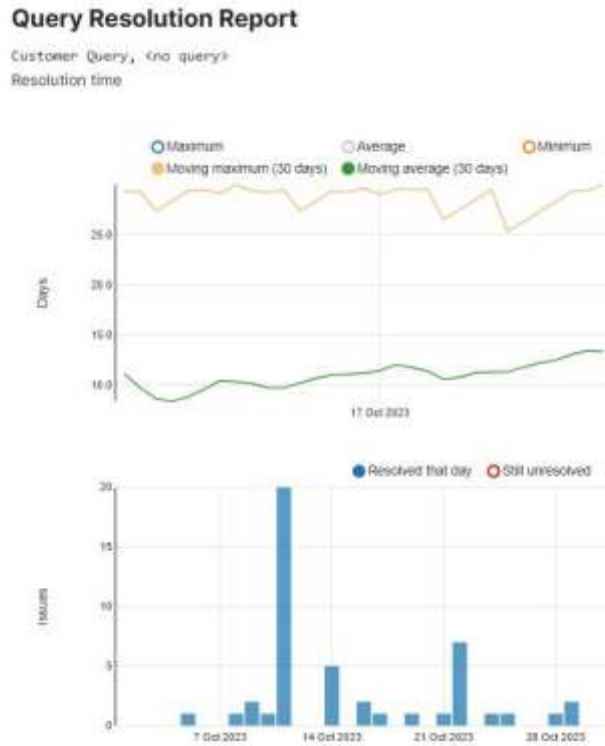


Figure 2: Query resolution report

### 3.7 Summary and Conclusions

The modern workplace is undergoing significant transformation, with the rise of hybrid work models in which employees work both on-site and remotely. This shift offers both opportunities and challenges to Human Resource Management (HRM) departments. This study looked into how HR practices are evolving to meet these challenges and capitalize on the opportunities provided by hybrid work environments. Drawing insights from industry research and reports, the study identified several key areas of focus for HR in hybrid work settings. These include:

Recruitment, onboarding, performance management, development, and employee relations strategies must be tailored to hybrid teams, with a particular emphasis on results-oriented metrics, technology-enabled feedback, and virtual collaboration and communication tools. Software helps to streamline HR processes and increase efficiency. This includes solutions for performance management, communication and collaboration, employee engagement, and training and development.

The study used primary data collected from CholoGhuri, a company that uses a hybrid work model, to investigate their HR practices and software usage. CholoGhuri's data analysis

revealed that the hybrid work model and software implementation produced positive results. Salary and asset data showed significant cost savings from a smaller team size and less need for office space in the hybrid model. The adoption of a software-based solution in conjunction with the hybrid work model resulted in revenue growth for the company. This suggests that CholoGhuri successfully used technology to adapt, potentially expanding their reach or streamlining operations. Following the pandemic, there was an increase in customer queries on the company website, which coincided with a shift toward becoming a technology solution provider. The correlation between customer query volume and value chain efficiency suggests that productivity tools like Slack and G Suite enabled faster and more streamlined customer service, potentially leading to higher customer.

The combined analysis of industry trends and the CholoGhuri case study indicates that hybrid work models, when combined with strategic software implementation, can provide significant benefits to organizations. The potential benefits include cost savings through optimized staffing and lower overhead expenses, increased efficiency through technology-enabled processes, and even revenue growth through adaptation and streamlined operations.

### 3.8 Recommendations/Implications

The positive findings from the analysis of CholoGhuri's hybrid work model and software utilization offer valuable insights for businesses considering this approach.

#### **Strategic planning and human resource practices:**

Before implementing a hybrid model, businesses should carefully consider their specific requirements, workforce composition, and roles that can function effectively in a remote or hybrid environment. Aligning HR practices with the hybrid model is critical. This includes policies for remote work arrangements, setting clear communication and performance management expectations, and developing protocols for employee well-being and community building. Implementing software solutions for performance management, recruitment, onboarding, training and development, communication, and collaboration can help streamline HR processes and increase efficiency.

#### **Prioritizing Cost Efficiency and Productivity:**

The hybrid model may enable the optimization of team size while potentially lowering overhead costs associated with office space. However, a thorough analysis of staffing requirements is required to ensure smooth operations. Change the focus from monitoring physical presence to measuring accomplishments and outcomes. Utilize technology to provide regular feedback and track progress. Choose and implement software solutions that address the specific requirements of a hybrid workforce. Prioritize tools that allow for better communication, collaboration, and workflow management. To assess the effectiveness of the hybrid model and software solutions, track key metrics such as productivity, employee engagement, and total costs on a continuous basis.

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## Appendix

Data for frequency of query resolve

