

Report On
Rendering the Growth of an HR SaaS Startup in Bangladesh

By
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An internship report submitted to the **BRAC Business School** in partial fulfillment of the requirements for the degree of **Bachelors of Business Administration(BBA)**

BRAC Business School
Brac University
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Declaration

It is hereby declared that

1. The internship report submitted is my/our own original work while completing degree at Brac University.
2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.
3. The report does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.
4. I/We have acknowledged all main sources of help.

Student's Full Name & Signature:



Md. Hasibur Rashid
17304023

Supervisor's Full Name & Signature:



Mohammad Jahin Showic
Co-founder & CEO
Kalke

Letter of Transmittal

Mr. Saif Hossain

Assistant Professor,

BRAC Business School

BRAC University

66 Mohakhali, Dhaka-1212

Subject: Submission of the Internship Report

Dear Sir,

This is my pleasure to submit the internship report based on the experience that I had during my 3 months with Kalke Limited as an intern in HR & Operation. The title of the report is “**Rendering the Growth of an HR SaaS Startup in Bangladesh.**” This report has been prepared to fulfill the requirement of the internship program in Kalke Limited.

I have attempted my best to finish the report with the essential data and recommended proposition in a significant compact and comprehensive manner as possible. I trust that the report will meet the desires.

Sincerely yours,

Md. Hasibur Rashid

17304023

BRAC Business School

BRAC University

February 21, 2022

Non-Disclosure Agreement

This agreement is made and entered into by and between Kalke and the undersigned student at BRAC University, Md. Hasibur Rashid. That the report contains the culture and the systematic method of kalke. The report on "**Rendering the Growth of an HR SaaS Startup in Bangladesh**" is uniquely prepared by myself based on the experience I had in these 3 months of internship with Kalke.

I confirm that this report was only prepared for my academic requirements and not for any other purpose. I have never submitted this report anywhere else before. I also assure you that this report was not submitted to any other public or private universities.

Acknowledgement

First of all, I would like to express my special thanks and gratitude to my supervisor, Mr. Saif Hossain, Assistant Professor of BRAC Business School, BRAC University, for giving me this opportunity to work on this report. While preparing the report, I learned how to identify the entire structure of an organization and how to relate the organization's goals and current situation. I am thankful to my supervisor for giving me perfect guidance and helping me out with giving the right suggestions at the right time.

I would also like to thank my on-site supervisor, Mohammad Jahin Showic, Co-founder & CEO, Kalke, and Mayeesha Akram, Management Trainee, Kalke, for helping me to complete the work on this report. They gave me the idea and all the details of the organization that should be in the report. As an early-stage startup, the details of this organization are not too much to discover. But they have assisted me to complete the work on this report by giving the appropriate details.

Finally, I'd like to thank my parents for their support and for providing me with the opportunity to pursue my internship at Kalke and work in such a fast-paced startup, successfully completing my internship report.

Executive Summary

Bangladesh's startup ecosystem, which began in the early 2010s, has undergone remarkable changes and is expected to grow exponentially in parallel with the digital ecosystem. In an ever-evolving market, HR SaaS is one of the latest favorites in the ecosystem, where companies have not yet found the right candidates in the course of technological advances and students and graduates find the right jobs. Kalke Limited, a SaaS-driven, service-intensive model and company, is focused on transforming HR organizational processes as employers mature and HR software adoption grows rapidly. While fulfilling the goals of Kalke, the journey contains difficulties in this country's market. But against all odds, Kalke is still managing its way to achieving its goal slowly and gradually. To develop the country's ecosystem in the workplace, the organizations in this country should move forward to match the momentum in terms of digitalization.

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List of Acronyms

ATS	Application Tracking System
BI	Business Intelligence

Chapter 1

Overview of Internship

1.1 Student Information

Name	Md. Hasibur Rashid
ID	17304023
Program	BBA Internship Report (BUS400)
Major	Human Resources Management
Minor	Operation Management

Table 1: Student Information

1.2 Internship Information

1.2.1 Period, Company Name, Department/Division, Address

My internship period was from 21st of September to 21st of December, which is 3 months in duration. The company's name was Kalke. I was in the HR & Operation department. The company is located in Banani, Dhaka.

1.2.2 Internship Company Supervisor's Information

My direct supervisor at Kalke was Mohammad Jahin Showic, co-founder and the CEO of the organization.

1.2.3 Job Scope

In Kalke, I worked as an HR and Operations Intern from September to December 2021. At that time, my main job was to support the founders of the company and all the HR activities for the company and also the operational duties towards the clients of Kalke. According to the clients' requirements, I created the Job Description for each and every role and finding out the appropriate candidates for the position, informing the clients about the ongoing process and the market situations. I was also responsible to keep up to date with all the documents of activities of Kalke. However, the core responsibilities were:

- Working closely with recruitment team for editing and updating the job requirements/ descriptions for all vacant positions
- Assisting in the hiring process, schedule interviews and candidate management on our platform for our clients
- Participating in recruiting events such as attending job fairs and monthly outreach events and builds strategic business relationships with recruiting contacts
- Supporting the overall client/candidate acquisition strategy in collaboration with the talent acquisition specialists and HR business partners, including peak planning and targeted recruitment activities
- Making client presentations for prospective and existing clients
- Contributing to the development of sound profitable business by managing on-board new clients and increasing the client's portfolio
- Keeping up to date with Kalke's recruitment tool and human resource management strategies
- Developing and implementing effective client retention strategies

- Coordinating with clients & hiring managers to collect necessary requirements for newly open roles on our platform
- Working closely with the management on strategy, execution and maintenance of communication efforts to engage current and potential clients
- Serving as an ambassador of the employee experience
- Delivering insights and actionable findings for the management team

1.3 Internship Outcomes

1.3.1 Student's Contribution to the Company

During the time of the internship I was primarily involved in the HR & Operation department of the organization and I had to maintain all the HR activities more than other employees. As a result, my contribution to the company was very important. The most important and prioritized task was maintaining the client relationship and helping them at any time with any queries.

It allows to keep the reputation of the organization very carefully and also satisfying the clients is a very important part of any business. I was in touch with the clients and kept the update and activities very punctually.

Every day comes with new challenges in the workplace and I had to focus on the completion of the given tasks at a given period. As a whole, fulfilled the requirements within the given time, which helped me to move forward with the other projects so that I can contribute the better way to achieve the goals of the company. On the other hand, I had to present the product or the service of the company to the clients. I presented the product demo to the clients very elaborately.

I had to attend the interview session with some of the experienced people and had to take notes from both the interviewee and the interviewer's perspective, then discuss the note in detail with the hiring team from the interview.

For a startup, it is very common that execute new strategies to move forward so that the company can find out the better way and also in a different way than the others. I worked and helped my team and the management to build and execute the strategies. Moreover, working with the sales team and finding out the different methods to increase the sales. Worked closely with the sales team and increased the net sales of per month.

The most important contribution for me to the company was to keep up to date with documents. The documents contain the records, activities, results, contact info of the clients, comments by the clients, task completion and the next task details, deadlines, payment status, etc. It was a very important part of my duty because it allowed my supervisor to see the details of what was going on with the company.

1.3.2 Benefits to the Student

One of the most essential benefits of internships is the hands-on work experience that interns gain, which cannot be achieved in a classroom setting. It allowed me what I have learned in class to real-world situations, getting a first-hand look at the kinds of tasks I will be doing in my chosen career. An internship not only teaches specialized skills in a sector, but it also teaches transferrable abilities like communication, teamwork, and computer competence, completely equipping interns to enter the workforce after graduation.

The internship also helps to identify the next phase of the career. It allows exploring the individual to make a decision related to which field suits the individual more. For me, after completing the internship program I have identified that I am more interested in doing the HR related job, and also it helped me to think about the industry I prefer to work in.

Other key benefits of the internship are; a student can receive some remuneration. For me, an internship is a very big opportunity to earn some money as most of the internships are paid. It helped me to earn some money and use it properly. Most importantly it motivates someone to work harder so that the person can stay as long as possible and earn more. Improving the skills and enhance the knowledge.

The internship is a great platform to develop interpersonal skills and enhance the knowledge of each individual. For me, it helped me develop soft skills like communication, operating the new software, taking notes, etc. I was not that good in terms of communication but after joining the particular company I have been involved with so many people from different organizations that helped me to communicate with them differently and also very fluently. The internship program allowed me to develop the much-needed skills very much. Moreover, the internship program helped me to boost my confidence. Now I have the confidence that I can match the expectations of any organization and deliver the tasks at any time.

1.3.3 Difficulties

Every company has challenging situations. As an early-stage startup, I had to face so many difficult moments at Kalke. First of all, as an early-stage startup, the company has a very small number of people working there. In the HR & Operations department, there were only two people to look

after the activities. My supervisor was appointed to look after all the records and also maintain the client relationship. It was very difficult to look after the most important kinds of stuff at the same time. I had to keep in touch with 20 –30 clients every day and needed to reply to the queries and also give them an update about the procedure that we were involved in. After the conversation with the clients, I had to write down the records sheet regarding the comments of the clients and the new tasks they had appointed as well. Moreover, I also had to source candidates from a different platform to match all the expectations of the clients so that we could send the candidates to the interview board.

Sometimes I had to face problems regarding communication with some of the experienced personnel from different companies. They were very experienced and very knowledgeable, and sometimes I did not understand what they meant to say. But, somehow I have overcome the challenges.

I spent most of the time reviewing the resumes of the candidates. From tech to operational resumes all at the same time, I need to shortlist those for the given positions so that we can send them to the clients. Reviewing the resumes is a very important part of my job and also very time-consuming, which led me to finish the other tasks very slowly.

1.3.4 Recommendation

The numbers of employees are not enough, but for an early-stage startup, the structure is what it should be like. But, I think the company can increase the number of interns in every department. It will allow the interns to get the benefits of the internship program, and for the company, it will

increase the number of tasks completed. By increasing the human power of the company, people can share the tasks and do team work to develop the performance of the company.

So, I think the company should acquire more employees, especially interns, in every department to get the tasks done quickly and thoroughly.

Chapter 2

Organization Part

2.1 Introduction

2.1.1 Definition of HR SaaS

Technology-driven trends and innovations only change the future of work. From the hiring level to the cash inflow level, startup spaces are generally becoming more aware of technology in HR. HR technology is a generic term for software and related hardware for automating personnel tasks in an organization. This includes recruitment, onboarding, employee payroll and compensation, talent acquisition and management, workforce analysis, performance management, and performance management.



Figure 1: Categories of HR SaaS Marketplace

During and after implementing the HR SaaS platform the employees can use the software to use the marketplace much easier way.

- Talent Management Software (Learning Management System, certification, career management)
- Time & Attendance Software
- Employee Engagement and Performance
- Payroll (incentive programs, commission, and salary planning)

- Employee Recognition
- Off boarding Software

2.1.2 HR SaaS Startup

HR SaaS start-ups have gained a lot of support around the world for discussions on digitalization, collaboration, technology and automation. HR is by definition a human profession, and it's the people who drive the company, but this highly human and personal industry is where a new generation of HR Tech startups hire employers for a competitive advantage. So I'm completely happy with the digital transformation. And retain the best talent.

HR SaaS start-ups, newly established in Asia / Emerging Markets, have established themselves in the US and Europe for the past five years. However, while this ecosystem is new, it has no operational history in developing countries due to the rapid creation of cutting-edge technology. Apart from the obvious essential technical features that a growing company must have in its HR department, workflow automation has several other aspects that can be explored. In an increasingly unpredictable situation, these companies are developing cloud-based recruitment tools that target fast-growing, resource-constrained markets. Therefore, HR SaaS start-ups present a rare combination of features that present multiple barriers with multiple opportunities.

2.1.3 SaaS Organization in Bangladesh

In Bangladesh market, start-up business is growing day by day and some of the business is improving in many ways. In terms of start-up there are technology companies, FinTech

organizations, logistic organizations, ride-sharing, RMG etc. The amount of start-up business is growing and most of the people in this country is attracted by these organizations. In terms of variation of industries, the SaaS platforms are also on the line to make an impact in our country. From the research of the founder of Kalke has informed me, there are more than eight SaaS start-up in Bangladesh conducting the business as software provider, account management, marketing platform, HealthTech. He also added that, there were few other SaaS companies in other industries but those start-ups couldn't maintain the steam.

There is always a possibility to give a try in some unique way. In Bangladesh, the HR SaaS platform was very uncommon to most of the people and it was a challenge to create the value in this country. However, Kalke started the journey to make everyone believe that it is possible and the platform is a very useful to every organization's HR department. It is commonly viewed that, variety of departments in Bangladesh's market is going digital and more tech efficient like; marketing department has digital marketing, SEO, promotional execution; sales department has different variety of selling process like: direct sells and digital performance; there are tech departments which is fully dedicated in terms of tech stuff and even they are able to work from anywhere because of the software facilities and improvements. Nonetheless, there was one department that's been missing to become digital or tech efficient, which is HR department. Therefore, the initiative to combine some of the main key stuffs of HR activities in software service can create the value to many organizations.

2.2 Overview of the Company

2.2.1 Introduction of Kalke

Kalke is a dedicated job platform that focuses on recruiting promising talent and acts as HR SaaS (software as a service) platform for enterprises, automating all administrative tasks and allowing enterprises to focus more on business growth. I will be able to do it. It was launched in January 2020 by Mohammad Jahin and Tamim Ahmed. They were building such beneficial tools such as, an application tracking system (ATS), onboarding, human resources management, payroll, and SaaS (central location for all HR tools). Their goal is to provide a cost-effective SaaS solution, give employers a competitive edge to attract the right talent, find jobs of interest and redefine the Bangladesh recruiting industry to provide a portal. To elaborate the one stop platform services are;

- **ATS**

The talent market is more competitive than ever and attracting the best talent is harder than ever. In these situations, hiring managers should turn to solutions that fully automate the entire selection process. Candidate tracking system (ATS) Software solutions that support talent scouting, lead evaluation, interview process tracking, performance evaluation, proposal writing, and hiring processes. ATS provides access to a large reward pool and the ability to customize psychometric questions to help SMBs recruit candidates more effectively.

Applicant tracking system process



Figure 2: Application Tracking System of Kalke

- **Payroll**

Payroll software program is an answer for automating and streamlining payroll operations. To optimize record-keeping, simplify filing, and decrease the chance of mistakes, the right payroll application communicates together along with your time and attendance solution, accounting software program, and human sources software program. Kalke's goal is to create a payment mechanism for the digital age by expanding the use cases of fast-growing business management software to payroll. You need to provide robust payroll management, planning capabilities, and BI reporting.

- **Employee Management**

Employee management solutions are aimed at improving the measurement, analysis, management, and efficient use of human capital for employees' working hours. Kalke's employee management system is equipped with features designed to make the day-to-day work of employees easier and more convenient, delivering the long-awaited productivity gains. In the coming quarter, Kalke will develop features such as time and attendance management, absenteeism and vacation management, employee scheduling, and digital employee files.

2.2.2 Vision and Mission of kalke

2.2.2 (a) Vision

We empower HR professionals by giving them our cloud-based software which digitizes HR administrative tasks and makes HR processes more efficient freeing them from administrative chaos (Kalke, 2020).

2.2.2 (b) Mission

Our goal is to redefine the HR process of companies starting with hiring for employers and growing careers for talents and in the next couple of years we will include payroll, taxes and benefits so companies can hire at ease and across the country conduct their business faster (Kalke, 2020).

2.2.3 Business Model of Kalke

A business model is a way for a company to make money and make a profit from its business. The business model is why our startups choose to mitigate consumer misery, why our plans work better than our competitors, and the business between what customers pay and what they spend which shows how big can be. The subscription model is the best model for technology-based or SaaS businesses. The subscription method is represented as a company that sells products on a subscription basis rather than a one-time basis. By adopting this model, it is possible to generate reliable and continuous cash flow for each customer's life, which is effective for start-ups because it creates an economically safe business. Kalke follows the subscription business model by providing consumers with long-term, usually monthly, quarterly, and even yearly payment services. This model can generate recurring revenue from multiple customers. The principle is simple. Customers pay a fixed amount weekly, monthly, or yearly and receive the agreed service in return.



The Business Model Canvas



Figure 3: Business Model Canvas of Kalke

2.2.4 Features of Kalke

2.2.4 (a) Features of Candidates

Through Kalke's candidate-friendly applications enable them to create a profile that highlights their best skills, and achievements so that potential recruiters can find and contact you. Through the dashboard, applicants can view and monitor the status of each job listing they apply for. You can track every step from collecting your resume to interviewing. Candidates can also get real-time information after the interview to improve future performance. Kalke ensures that those who are selected and receive an offer letter from their employer will have a great onboarding experience. Kalke claims that onboarding reveals a consistent and compelling brand message in the workplace and lays the foundation for new employees to become reliable and effective team members over the long term.

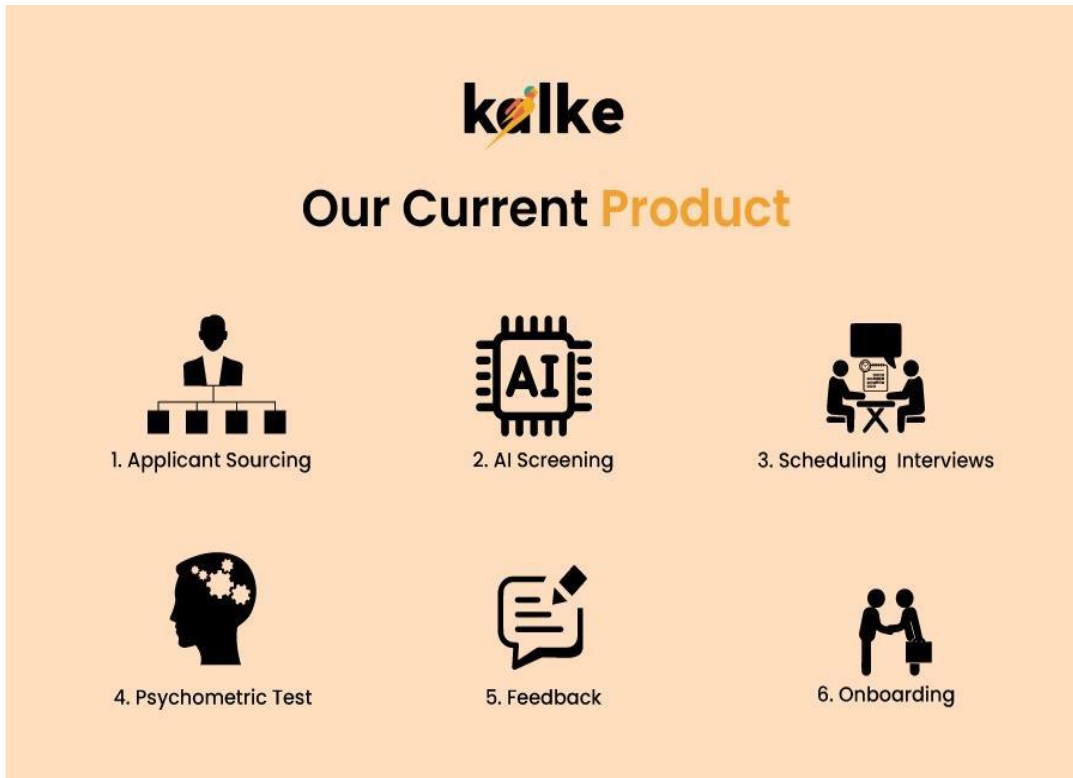


Figure 4: Current Features/Services of Kalke

2.2.4 (b) Features of Employers

With Kalke, employers can relieve stress by manually reordering resumes, avoid planning mistakes, and Kalke handles everything, keeping recruiting teams in sync and informed. You can provide over 100 job templates to post on multiple job boards or create a dedicated career page to make your company shine. We will also post job listings on LinkedIn and Facebook to extend the reach of our candidates. Employers ATS schedules interviews, sends emails and reminders, provides interview implements and customizable psychometric assessments, so you and your team apply a consistent and fair screening process and potential. Determines overall intelligence, behavior, leadership, and emotional intelligence so that a person can identify rent. A centralized

dashboard keeps teams aware of what has happened, what needs to be done, what needs to be done next, and what everyone's roles and assignments need to be.

The screenshot displays a user profile for Sabrina Islam, located in Khilgaon. The profile includes contact information such as a phone number (019-0669728) and an email address (sbrinaislam77@gmail.com). A navigation menu at the top offers options like Home, CV, Candidate Conversation (Email), Schedule Interview, Hiring Team Discussion, Send Assessment, Hiring Stage Activities, and Ask Documents / Send Offer Letter. The main content area is divided into two columns. The left column lists 'Experience' (October 2021 - January 2022), 'Other' (Current Digest Magazine), and 'Education' (North South University, Bachelor of Business Administration). The right column features a job listing for 'Marketing Associate' in Dhaka, published on October 23, 2021. A progress bar shows the hiring process stages: Applied (checked), Reviewed, Phone Interview, Interview, Offer, and Hired. Below the progress bar is a green 'Applied' button with a dropdown arrow. At the bottom of the right column, there is a 'Candidate Resume' section with a 'Download Resume' link.

Figure 5: Employers view for per applicant's profile

2.3 Management Practices

Kalke is an organization of a small group of people. The company has HR, marketing, sales, customer experience, product/tech departments. And all the employees of these departments work together to achieve the organization's objective. As a result, the management or leadership style

within the organization refers to participative. Participative management is a style of management wherein all participants of the company paintings collectively make decisions. At Kalke, the CEO discusses with the team or with employees of every department and gets the update on how the work or procedure is going then, tries to figure out the suitable approach to run the system which can help the company to reach its target. Moreover, all of the employees discuss with each other in the evening about who did what and how everything is going. We try to help each other by discussing the problems that each individual is facing and solving the problem. If we ought to change anything or have a better idea to help the growth of the business we share it with the CEO and from the meeting, we make the decision.

The tech team also seeks the help of the other departments. We share if there's any problem regarding the software or website that we are facing. The tech team discusses the problem that we are facing as well as the complaints from the visitors of the website. They figure out the problem and solve it as soon as possible.

So, in terms of the management style, it is very clear that the origination's management style is participative.

2.4 Marketing Practices

a)

Marketing strategy is very important for any type of organization. By using marketing strategies, a company can define the brand value and also what the company has to offer to the consumer. By using the marketing strategy, a company can identify the customer or the consumer needs so every company should give priority to developing the marketing strategy. For an early-stage startup, it

is very essential to use marketing strategy as well as possible. If we look at Kalke, the company is more based on digital marketing. The company has several platforms to use for marketing like; Facebook (page and group), LinkedIn, Twitter, CEO's profile. Every day the company shares the contents on social media. The contents contain the job-related articles, daily activities, top 5 jobs of the day, most wanted weekly jobs, the onboarding contents, an appraisal from the clients, etc. All the employees of Kalke share the contents in their account of every social media. As a result, the company has been able to get more and more followers every day. And more followers mean more visits to the website and they may feel interested in various jobs role. For an early-stage startup, this way of marketing gives an enhancement to implement the marketing strategy at a very low cost.

b)

Kalke is a middle bridge for both the job seekers and also for the companies. But, Kalke at this moment is more up to targeting the job seekers. The company is very new to its industry and there are some of the reputed companies dominating in this industry so it's very hard for Kalke to get recognized by the job seekers. Because they already following the companies which have been here providing the similar service for a longer period. This is the reason Kalke is lagging in this industry. However, Kalke has managed to target a good amount of job seekers who are active in this platform and go through the website and social media pages every day. From the past few months, I have been able to identify that there is a huge amount of job seekers for the tech role. Therefore, Kalke is trying to onboard the clients who are offering more and more tech jobs. At this moment, the amount of tech job seekers has been in increasing every day and they are more willing to spend time at Kalke.

c)

A marketing channel is a way where the products or services can be reached to the consumer, the whole process of distribution is involved in the marketing channel. Kalke is based on providing the service, it maintains the recruitment process through the software which is known as SaaS. So it is more like distributing the products to its clients for usage and providing the platform to the candidates for the job offerings. For marketing channels, Kalke has a website, social media pages, etc, which allows the consumer to reach through Search Engine Optimization (SEO). Whenever a consumer is looking to know about the service that Kalke has to offer, the consumer can use the keywords in the search engine to find and get the information. Through content marketing, the consumer is also able to know about the product of Kalke and how the organization is providing the service to the consumer. Sometimes the sales team of Kalke reaches to its clients for making an approach to use the platform regarding the job offering to the job seeker. In that meeting, the employees of Kalke give a product demo presentation to its clients which makes it very clear about the service. At the beginning of Kalke, the company offered some of the clients to use the platform free so that they may understand the value of the platform or the product of Kalke.

d)

In terms of brand activities Kalke shares various contents on its social media pages. Some of the most creative ways of branding are sharing content for the top 5 jobs for a day. Where it contains 5 new jobs from the reputed companies with the name, logo, position, amount of the salary, short link for the application. From this way, Kalke has obtained so many candidates for several positions. On the other hand, every Thursday there is content for the weekly jobs. The weekly jobs content starts with some of the top companies offering positions and with the salary range. The content is shared by all the employees on their social media and the CEO by himself. From the

network of each individual, we were able to acquire more candidates. As a result, the amount of job seekers has increased and the visit to the website has also been enlarged.

e)

As an early-stage startup Kalke has to maintain the costs very effectively. Consequently, the expenditure on advertising and promotional activities is very tight. In terms of advertising, the company only focuses on content marketing and attending the job fair. On the other hand, there is almost 63 campus ambassador of Kalke who is actively promoting the business. In terms of advertising, Kalke is looking to use the social media tools more seriously and also the company is also looking forward to the influencer marketing way as well.

For the promotional activity, at this moment the sales team of Kalke is promoting the business and the benefits of the service in different ways. There is a group of people who are actively visiting company to company and meeting with HR to acknowledge them about the service of Kalke. There is another group of people, who are actively communicating with the clients and the promising clients through phone calls and email. Through the phone calls, the team shares the information about the product, the price range of each package, and also the benefits from each package.

f)

The operation of Kalke in this industry is very new, the HR SaaS platform in Bangladesh is also newer to most people. So it is very clear that people have less idea about the product and the business of Kalke. For this, the company is struggling to make a huge statement in this industry. However, the marketing activities help a lot to promote the business and also recognizable. But there is always a drawback in everything and for an early-stage startup, it is a common issue. Kalke is lacking behind the goal in terms of the marketing strategy and the company should need a lot of

od investment in this segment. Because there are people who have a knowledge gap regarding the HR SaaS platform and how it works in the HR department. There's a delivery gap regarding sharing the information about the service. There's a huge gap in terms of the target audience of this business because the job seekers are yet to know much more about Kalke.

These are the gaps and the issues that I have identified during my internship. Kalke has already received a good amount of appreciation from both the companies and from the job seekers. And this year the company is going to expand the marketing strategy much wider to promote the business.

2.5 Financial Performance and Accounting Practices

Kalke has been operating the business for more than one year. In terms of the financial statement and accounting activities, it hasn't been published anywhere. At this moment the company is fundraising by showing the operational activities, especially the net sales of the business per month. So there are always ups and downs in terms of fundraising. That's the reason the company wants to remain confidential regarding the financial and accounting practices.

In terms of the sale of the business, according to my data, the direct sale for November was more than eighty thousand takas. The previous month's sale which was in October was around fifty thousand takas. The company has 15 employees in operation and a few in the tech department. The company is providing the salary to each individual by maintaining the right time. The company is also providing the office rent which is located in Banani and also, providing lunch every day. the company is also providing the mobile bill to every employee and transportation cost to the sales team member who goes out for a daily visit.

2.6 Operations Management and Information System Practices

For the operation part, the company is aiming to onboard new clients every month and provide the service in any way better for the existing clients. The information and data that are important are the ones that Kalke prioritizes: the number of people who have been chosen for interviews for various roles. Based on how many people attend the interview, the company makes the approach to the clients regarding the payment station. The company needs to show the data to the stakeholders every month. Basically, every company has a set time for meetings or discussions with stakeholders, such as a quarter of the year, half of the year, or at the end of the year. Kalke is required to present data and share operational activities with stakeholders every quarter of the year. The following information is prioritized by stakeholders: the amount of sales; the number of interviewees for each role; the number of new clients; the number of higher-paid clients; the employee number and turnover within the company, and so on.

2.7 Industry and Competitive Analysis

2.7.1 Porter's Five Forces – Kalke

1. **Competition in the Industry:** Kalke is conducting business in an industry that has a high number of competitors. There are so many organizations that are involved almost as this sort of business and those organizations are in this industry for a very long time. So, as an early-stage startup, Kalke has high competitors in this industry which also refers to lower the power of the organization.

2. **Threats of New Entrants:** The threats of new entrants in this industry are high. There are already firms and organizations offering a similar service as Kalke. However, other companies are trying to make an entry in this industry offering the almost same service as; HR consultancy, recruitment. Thus, the threat is higher.
3. **Power of Suppliers:** Basically, the power of the supplier is very low for Kalke. The service is based on the software system which is created by one of the co-founders of this organization. He hired some people to look after the software and improve the quality. So it is practically like self-supplement. As a result, the company has a lower risk for the power of suppliers.
4. **Power of Customer:** The power of the customer is very high for Kalke. Because this company is almost new to so many people or the customers that many of them do not know about the company and the service. The customers are used to taking service from the existing companies for a longer time so the negotiation within them is very high. On the other hand, Kalke tries to engage as many customers as can by providing the service at a lower cost than the other organizations. So there is a chance to reduce the power or the threat.
5. **Threat of Substitute:** At this moment Kalke is offering the ATS service, hiring procedure, payment system. The payment system is under development right now. Kalke has a whole software to provide to its clients which will add value to the whole procedure of HR. By analyzing the other companies, those do not have multiple solution services through the software. As a result, Kalke has a higher chance of substituting the service to retain customers.

2.7.2 SWOT Analysis – Kalke

Strengths: The most successful part of Kalke is the Application Tracking System and the collection of the resumes of the candidates within the software. Every company has its own credentials or profile, the companies can easily access its profile and see the applications whenever they need. Kalke offers a low-cost service than the competitors which created an opportunity for the companies to save the extended costs in other platforms. The regular customers or the job seekers are very active and reliable in Kalke's platform, especially for the tech job-related subject. The employees within the organization have been a great resource for the companies because of the knowledge they have in this industry which is a great advantage.

Weakness: The biggest weakness of Kalke is brand recognition. The competitors have the advantage to gain more customers than Kalke. Less investment in marketing and promotion. Less investment than the other startup. Every department consists lesser employees which are very difficult in the workplace to maintain steam.

Opportunities: Kalke is an HR SaaS platform, if people get to know more about the platform and the benefits of the tool it will be the most successful access towards developing the business. Investing more in marketing and promotion activities will create brand value. If the number of employee in the sales team increase the number of sales and operation will increase. So many organizations looking forward to the advancement of technology, Kalke is creating additional significance for those organizations.

Threats: The number of competitors of Kalke is huge so it will be a challenging journey for the company. Less number of people in the HR department will struggle to maintain communication with the clients which will lead towards abruption the company's satisfaction level. If the under-developing HR tools do not prepare soon it will cause more dissatisfaction.

2.8 Summary and Conclusion

For an early-stage startup, there are so many difficult phases the organization needs to complete to overcome and achieve success. At this moment, Kalke is doing good business in this industry, but there is so much room for improvement. The organization is lacking in marketing and promotional strategies, which is a big disadvantage. The company is very confidential regarding the financial analysis, which I believe is a lack of proper transparency towards the employees within the organization. The target audience of Kalke is the people who are looking for job openings. They need to know more about Kalke so that they can rely on this platform. The management practice is very good because the company has a small number of employees and the management should acquire the idea from all the employees and make the decision according to everyone's perspective so that the teamwork remains good.

However, Kalke aims to bring about the long-awaited sea change in Bangladesh's human resources industry. By integrating the technologies that are highly needed, we are working hard to make recruitment a hassle-free, hassle-free, interactive process for candidates and businesses. So far, Kalke has assisted 200+ applicants to obtain the desired jobs in such a short period, which is very impressive to the people who know about Kalke. Kalke has experienced consistent growth and momentum in just one year, which she hopes to maintain while working to represent both employers and talents. We hope to remain true to our name on this unique journey to reinvent the Bangladesh recruitment industry for a better and better tomorrow.

2.9 Recommendation

Kalke has been conducting the business for around two years. The journey is difficult because the startups in Bangladesh have to compete against some of the largest companies in this country. However, the success rate can be higher if the company's administration is conducted well and maintained properly. During the time of my internship with this company, I have figured out that some improvements need to be made within the company, which can help the company to move forward by breaking the obstacles. My recommendations are:

- Improvement in marketing and promotion strategies and conducting the activities more effectively.
- Enhancing the website's traction by using newer communication tools like influencer marketing, email campaigns and newsletters, webinars and training programs etc.
- Kalke is conducting the marketing activities through the digital marketing channel. Digital marketing is a prolific method for promotions. So the company should invest more in digital marketing because it can easily grab attention.
- To educate the customers and increase brand awareness, Kalke needs to begin the use of content material mapping so that you can use the proper content material at the proper time for undertaking value-upload conversations with prospects.
- Creating brand value as much as possible will help the company to obtain more customers.
- developing newer HR tools. The HR SaaS platforms in other countries offer so many features on their platforms. Kalke should follow some of the top HR SaaS platforms and

find out the tools that can be very useful to the origination's HR department. It will easily attract the attention of those people and encourage them to use Kalke's software service.

- More transparency regarding the financial activities so that the employees understand the current situation and the solution that can help the company to overcome it in the future.

Chapter 3

Project Part

3.1 Introduction

3.1.1 Overview

Bangladesh's startup ecosystem, which began in the early 2010s, has undergone remarkable transformation and is expected to expand multifold in parallel with the digital ecosystem. However, startups are flourishing as a result of the stable growth of digital enablers and increasing customer buying power. The startup ecosystem, which has primarily developed around Dhaka and Chittagong, has grown in response to sectors such as IT, e-commerce, and digital marketing. The focus has gradually turned to ride-sharing and logistics, as well as FinTech and EdTech.

Bangladesh's entrepreneurship ecosystem has gotten off to a slow start when compared to its overseas rivals. Bangladesh, on the other hand, can now publicly claim to be experiencing a startup boom. As a result of recent changes in technology and business processes, several other industries in our country, including the recruiting industry, are screaming out for fresh, tech-enabled revolutions. HRTech, as a rapidly evolving market, is one of the ecosystem's newest favorites, and

it faces a global problem, as employers continue to struggle to locate qualified employees, despite technology breakthroughs, while students and graduates continue to struggle to find suitable employment.

Globally, technology awareness is growing in startup places in HR, but in Bangladesh, the idea had not yet been developed prior to the launch of Kalke – A Cloud Based HR SaaS Startup. HR SaaS startups have always struggled to explained the value of technology in terms of HR technology, especially in Bangladesh. As a SaaS services-intensive-type model and organization, focus on transforming an organization’s HR process as employers mature and HR software adaptation progresses rapidly. It provides the businesses an easy usability technology system and helps to avoid enforcement issues and regulatory issues. Kalke is positioning itself as a specialized job forum for Bangladesh's modern workforces.

Although the HR industry is catching up to HR SaaS startups as never before, one of the most challenging obstacles for these startups is educating the consumer. Making their services known to their target market is the most difficult challenge for an early-stage venture business like Kalke. As a result, to let the consumer know about the company’s service it is very important to increase the marketing and sales promotions to everywhere which eventually lead higher cost at every point as for the early-stage startup.

3.1.2 Objectives

3.1.2 (a) Broad Objective

The main objective of the report is to identify the growth of an HR SaaS organization in Bangladesh, how the service can create value to different organization, the possibilities and the difficulties of an early-stage startup.

3.1.2 (b) Specific Objective

- Identifying the HR SaaS market in Bangladesh's landscape
- Identifying the overview of HR SaaS Startup Ecosystem based on Kalke
- Finding out the possibilities and challenges related to HR SaaS Startup in Bangladesh

3.1.3 Significance

3.1.3 (a) Origin of the Report

Internship program is a mandatory program for all the students of BBS in Brac University. In order to complete the course or the program I have chosen to work in a HR SaaS platform, Kalke, to identify the scenario of the business in Bangladesh working ecosystem. And my internship report "*Rendering the growth of an HR SaaS Startup in Bangladesh*" will define the studies about this organization.

It is generally accepted that there is a difference between experience and knowledge. Experience is gained through hands-on training, in-depth training and analysis. During the learning cycle, students primarily acquire theoretical knowledge. However, there is no substitute for practical knowledge and experience in today's labor market. My three months of internship with Kalke taught me that an internship program acts as a period of preparation for a recent graduate, supporting him or her in preparing for the working world.

As I have completed the major courses in ‘Human Resource Management’ so it has been a great opportunity to work in a platform that oversees the whole HR and people management process. The internship program has allowed me to utilize the studies and the knowledge that I have gained for the last 4 years and helped me to become a better personnel in the workplace. The report will identify the comporment of a HR SaaS platform’s growth, failure, success, and recommendation on how to better the activities and make it more efficient.

3.1.3 (b) Rational of the Study

The aspects of this report;

- Exploiting the concept of HR SaaS organization
- Exploring the possibilities of an HR SaaS company in Bangladesh
- Effectiveness of HR SaaS functions

3.2 Methodology

3.2.1 The Study Area

Population refers to the complete set of individuals with common characteristics that researchers are interested in. The population of my study was determined based on an objective sampling system. One of the most common sampling strategies, purposeful sampling, groups participants according to preselected criteria related to specific research questions. The target sample size is often determined by theoretical saturation.

3.2.2 Sample Size

My sampling element for this study is the core members of a HR SaaS Startup, I have conducted in-depth interviews from two participants, founder and management trainee of Kalke. Because such small studies allow researchers to gain a deeper understanding of a participant's experience and develop a rich and rich explanation of that experience (Creswell et al., 2009).

3.2.3 Data Sourcing

For my primary data source, I have used in-depth interview with two core members of Kalke. For the secondary data, we have reviewed a variety of sources, including reputable published journals, articles, websites, existing research, and other sources.

3.2.4 Data Collection Method

For the primary data collection, I have conducted in-depth interview with the core member of Kalke where the participants gave me all the ideas and the background of the organization. And for the secondary data collection, I used magazines, articles, company websites, and published reports as secondary data sources.

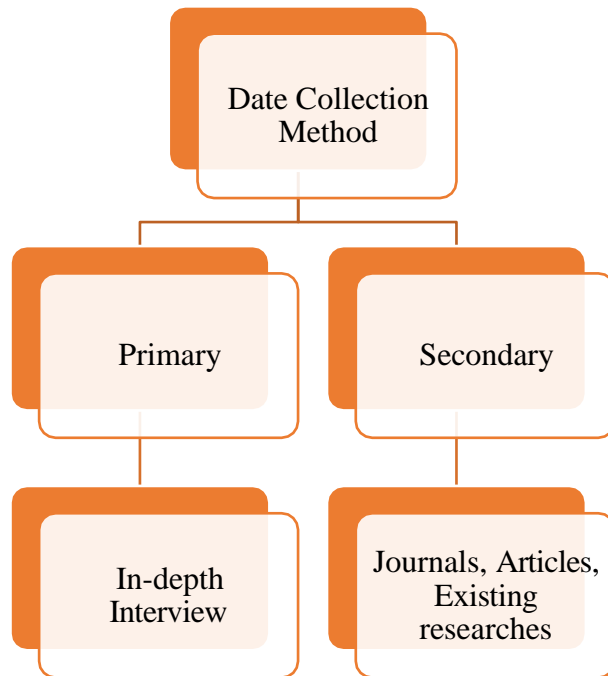


Figure 6: Data Collection Method (Author Generated)

3.3 Findings and Analysis

3.3.1 Finding of the In-depth Interview

In-depth interviews with different people help researchers gain much deeper and more specific ideas. (Stroke et al.,2006). Two different individuals from early-stage startups were chosen to participate in the in-depth interviews. One was the co-founder and CEO of Kalke, and another one was Management Trainee of Kalke. Interviewing them, I have got an in-depth knowledge of the tools that are being strategically used to gain traction and pulled out the strategies and tactics to they used to succeed.

Participant	Name	Designation	Company Name	Years of Experience
1	Mohammad Jahin Showic	Co-founder and CEO	Kalke	8
2	Mayeesha Akram	Management Trainee	Kalke	2

Table 2: Profiles of the Participants

During the interview, asked the participant regarding their perception on Kalke regarding how can the company grow in Bangladesh and also asked how to overcome the challenges or the difficulties that the company is facing and also how to get more recognition of the company. After getting the answer I transcribed it like;

- One of the good way to reach out to more people is using the LinkedIn. The CEO has many people in the connection and he always try to reach out to them so that they use the service or give it a try.
- Lack of investing in paid media, because we don't currently have the capital to do this properly and we don't think it will make a profit.
- Kalke is clearly keen to invest time and budget in digital marketing in order to deliver results.
- Kalke avoids blindly aping their competitors. That's why the company do not promote way too much.
- Few of the startups investing to marketing agency to promote the business. But the CEO thinks that, the strategic way of kalke's promotion and reaching out to the people is very sufficient.

- The Employers of Kalke should maintain the appropriate relationship with the clients in different manner so that they feel we care for the clients and restrain them much longer period of time.
- Improvement in head hunting and sourcing from different way.
- Increase the sales team, so that they can visit to different offices to approach them with the Kalke's service.
- Collecting and also giving away more visiting cards of the HR departments of different organizations to contact them in need.

3.3.2 Possibilities of an HR SaaS platform – Kalke

As I have mentioned that, HR SaaS platform is very new in Bangladesh market and so many people don't have the idea about this service. But technology is creating value to every aspect of the industry and HR SaaS platform is also a part of the revolution. From the perspective of Kalke there are so many chances to create the value and utilize the possibilities. There are companies and people from different organizations who appreciate the service that Kalke provide. In this two years in the market Kalke has served some of the renowned companies like; Praava Health, Pathao, Loop, BanglaCAT Group, Bongo, Reformedtech, Penta Global Ltd., Digital Healthcare Solutions, Maya, Shuttle, Sazim Technology Ltd., Merchant Bay etc. These companies consistently using the service from Kalke and the support from these companies are very appreciate able. People from the HR departments appreciate the service of Kalke because it utilizes the tasks and all the recruitment process for a candidate very efficiently. The employers can manage the profile of each

candidate very sufficiently. And they can also use the resumes before and after the job openings because the resume stays with the company's profile and can be used and reached at any time.

From the perspective of an applicants, some of the employees of Kalke are dedicated to reach the candidates or the applicants during the job openings to let them know about the newly posted jobs. The employees go through the resumes of the candidates from the resume poll of Kalke and find out he matched candidates according to the job description and make call to them and let them know about the new jobs. This helped the clients of Kalke to get candidates at right time. Other than that, the candidates also appreciate the effort we give at Kalke to make and try to give the opportunity to apply for new jobs, always gets a higher obligation.

3.3.3 Challenges of an HR SaaS Platform – Kalke

During the two years, the journey of Kalke was not an easy thing. There are so many challenges that the company had to face in terms of fundraising, marketing, recognition etc. which led the journey of this company very challenging. Let's point out the common drawback of Kalke, HR SaaS platform, in the Bangladesh market;

- **Limitation in Fundraising**

It is one of the most important and difficult part of an early-stage startup like Kalke. The investors that Kalke have are mostly from the North America. From their perspective the SaaS market is very common and regular thing and they are more established and way to ahead than the Bangladesh's market. The investors always want the higher progress of the platform and the usability of this service to increase at a higher rate. Which is very difficult task for us because in our market HR SaaS is very new and it may take time to reach enough clients and make them use

the software regularly. As a result, the negotiation of fundraising with the investors does not go well.

- **Lesser Promotion and Marketing**

One of key part of recognition in the market is done by the marketing and promotional activities. However, marketing is a very expensive part of the company. Being the early-stage startup it is not always a better idea to invest so much amount in marketing. Kalke at this moment posting the content in the social media platform but there is not so much in boosting the posts or pages. The employee size of Kalke is very few, if Kalke dedicates the investment in marketing than the company also need to hire more people in marketing and digital marketing department which will lead higher cost for the organization.

- **Maintaining the Relationship with Clients/Candidates**

The service that Kalke provides needs to maintain by the employers of Kalke to its clients and also to the candidates. It means, the employers of Kalke needs to keep in touch with the clients and get the information about everything whether everything is right or wrong. After figuring out the information we need to make strategies to deliver the new way to provide the service to them which lead us to so many difficulties. We also need to approach to the candidates to know about the next procedure after the interview so that we can take part as a third member of the recruitment process correctly.

3.4 Summary and Conclusion

SaaS industries in North America, Europe, and even in Asia is being developed very well. The value of this industry is very identical because most of the developed companies from developed and developing countries prefer to advance the technology usage. SaaS platform is an easy method to put all the working stuffs under one software and making it more user friendly. For HR department of several organizations it is a great opportunity to make the working conduction to become tech efficient and easier method. Which will lead the department to maintain the whole recruitment process, payroll, and HRIS in one stop solution service.

Kalke has reached an undeveloped business space in Bangladesh. There, people know little or no about HR SaaS companies. The effect that Kalke has been delivering to its clients and candidates is very promising. The activities of this organization has already been praised by some of the very experience people from Bangladesh and also outside of the country because Kalke is also providing the service to foreign companies and the praise from them is very valuable. Moreover, the job seeker is visiting the website more and more and so many people already preferring Kalke over BDjobs.com, Kormo and other HR firms. The candidate base of Kalke is very talented and very promising as a result, most of the existing clients are very satisfied so far.

Kalke targets to result in a much-wanted major shift in Bangladesh`s human sources industry. By integrating much-wanted technology, we're running difficult to make recruiting a stress-free, hassle-free, and interactive technique for each candidates and organizations.

3.5 Recommendation

As an early-stage startup like Kalke has lot to offer to the Bangladesh market. The value of the SaaS service is very well known around the world so this country should practice the usage of

technology more effectively. But Kalke needs to overcome the obstacles and create the brand value and its prior to the market very rapidly. So that, the company will be able to contain more clients and also more candidates who regularly will visit the website. Moreover, there are some other recommendation that I think Kalke should initiate;

- Improving the website regularly and maintain the bugs and also adding more sufficient tools of HR.
- Increase the number of sale is a great way to approach to the clients and encouraging them to use the software.
- Digital marketing is a prodigious method for promotions. Kalke should invest more in marketing segments and create attractive contents so that it clasps the characteristics of the company very well.
- Posting more jobs and notifying the existing candidates about the jobs through email or phone calls can create a great impact in terms of the recognition of the company.

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Appendix

The in-depth interview questions with the participants.

- **If marketing and promoting is too expensive for an early-stage startup, then how the company will promote the existence in the market?**

Answer

At this moment, the company is not looking for extra expenses. If it comes in terms of branding and promotional stuffs, then the safest and easiest way to reach to people is through LinkedIn. On the hand, we are looking to hire more people in sales department and customer experience role, so that they can visit to different companies and also make phone call to different places to let the people know about the service of Kalke.

- **How you will manage the fundraising and what will be the plan after getting the capital?**

Answer

We have investors who have been investing money for almost two years, at this moment the meeting will be held within few weeks and we will show the whole data of the year and the plans for the upcoming quarter. Where we will add the necessity of investing on marketing and also adding the human resource in the company.

- **How you are avoiding the risk of existing rivals in this market?**

Answer

As we do not promote way too much it is an easy way to lower the risk to let the competitors know about the activities that we are doing. But it is also downfall for us, without promotional activities it is very hard to reach the job seeker. But we have a dedicated department for sourcing candidates from several ways. And we are building this department as strong as we can.

- **What is the current plan?**

Answer

As we are more based on the recruitment procedure, we need to make sure we have enough candidates for several positions to offer them to different company's job openings. We also need to make sure we screen the resumes according to the requirement for each and every job. Moreover, the sourcing team need to make sure they are improving the quality of sourcing the rightful candidates. In terms of marketing, Ms. Mayeesha, Management Trainee, is leading the marketing and corporate communications team so that we can share good contents in our social media pages, which I believe will attract the people and make them to visit the website. And also, we need to utilize the capital very effectively.