

Internship Report
on
Revolutionizing Mobile Recharges:
An Insight into bKash's Telecom Strategy



Submitted To:

Islamic University of Technology

in partial fulfillment of the requirements for the degree of
BBA in Technology Management (BTM)

I understand that my final report will become part of the permanent collection of the Islamic University of Technology (IUT) in partial fulfillment of the requirements for the degree of BBA in Technology Management. My signature below authorizes release of my final report to any reader upon request.

Submitted By:

Marzan Sultana

Student ID: 200061123

Department of Business and Technology Management
Islamic University of Technology (IUT)

Approved By:

Farjana Nasrin

Assistant Professor

Department of Business & Technology Management
Islamic University of Technology (IUT)



الجامعة الإسلامية للتكنولوجيا
UNIVERSITE ISLAMIQUE DE TECHNOLOGIE
ISLAMIC UNIVERSITY OF TECHNOLOGY
DHAKA, BANGLADESH
ORGANISATION OF ISLAMIC COOPERATION



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This internship report is submitted to the Department of Business and Technology Management (BTM) at the Islamic University of Technology (IUT) as part of the course BTM 4800.

Submission date: 25th July, 2025

Letter of Transmittal

Date: July 25, 2025

Farjana Nasrin

Assistant Professor

Department of Business and Technology Management

Islamic University of Technology

Subject: Submission of Internship Report on “*Revolutionizing Mobile Recharges: An Insight into bKash’s Telecom Strategy*”

Dear Madam,

It is my pleasure to submit the internship report titled “*Revolutionizing Mobile Recharges: An Insight into bKash’s Telecom Strategy*”, prepared as a partial requirement of the internship program under your supervision.

This report encapsulates my internship experience at **bKash Limited**, specifically in the **Commercial Division (Telecom Payments Department)**. I have made a sincere effort to analyze the mobile recharge ecosystem, strategic collaborations with MNOs, and cashback campaign dynamics, while also reflecting on the learning and contributions made during my tenure.

The experience of working with bKash has been both enriching and transformative, helping me gain practical exposure in one of the most dynamic segments of the MFS industry. Your guidance and support throughout the report preparation have been invaluable.

I respectfully request you to accept this report and would deeply appreciate any feedback or evaluation you may provide.

Sincerely,

Marzan Sultana

ID: 200061123

Department of Business and Technology Management

Islamic University of Technology

Declaration

I, Marzan Sultana, a student of the Department of Business and Technology Management (BTM) of Islamic University of Technology (IUT), hereby attest to the fact that this report is purely my own work and has been prepared under the supervision of Farjana Nasrin, Assistant Professor in the Department of Business and Technology Management.

I also ascertain that I have not given this report to any other person or organization in return for any kind of certificates. Furthermore, I take full responsibility for any violations of the university's plagiarism and AI detection policies.

Student's Signature

Marzan Sultana
ID: 200061123
Department of Business and Technology Management
Islamic University of Technology

Supervisor's Signature

Farjana Nasrin
Assistant Professor
Department of Business and Technology Management
Islamic University of Technology

Acknowledgement

I would like to express my heartfelt gratitude to everyone who supported and guided me throughout the completion of this report. Their contributions—both direct and indirect—have played an essential role in bringing this work to fruition.

First and foremost, I am deeply thankful to Almighty Allah for granting me the strength, patience, and perseverance to complete this report within the stipulated time.

I am immensely grateful to my parents for their unwavering encouragement and continuous support throughout this journey. Their belief in me has been my greatest source of motivation.

My sincere appreciation goes to my respected academic supervisor, **Ms. Farjana Nasrin**, for her insightful guidance and generous support. Her mentorship has been instrumental in shaping this report and enriching my learning experience.

I would also like to extend my deepest thanks to my organizational supervisor, **Md. Anik Hasan**, for his exceptional cooperation, valuable insights, and consistent encouragement during my tenure. His mentorship has been key to understanding the practical aspects of this field.

Lastly, I want to thank all those who, in various ways, contributed to the successful completion of this report. Your support and encouragement have been truly appreciated, and I remain deeply grateful to each one of you.

Executive Summary

This report explores the impact of bKash Limited, the leading mobile financial service provider in Bangladesh, in shifting mobile recharge trends from traditional retail models to personalized, app-based digital transactions. During my internship at bKash in the Commercial Division (Telecom Payments Department), I had the opportunity to immerse myself in the dynamic fintech environment, gaining practical experience in digital finance, telecom partnerships, and user behavior analytics.

Through my tasks, including market research, data analysis, Competitive analysis, and performance tracking, I developed a deep understanding of bKash's customer-centric approach and its role in driving financial inclusion. I witnessed firsthand how bKash's innovative services, strategic partnerships with mobile network operators (MNOs), and focus on data driven decision-making are transforming the financial ecosystem in Bangladesh.

This internship allowed me to apply theoretical knowledge from my studies, while also honing my problem-solving, collaboration, and adaptability skills in a fast-paced, evolving industry. I worked alongside professionals who offered valuable insights and mentorship, further enriching my learning experience.

Overall, the internship provided me with significant exposure to the fintech sector, enhancing my understanding of the broader commercial and digital landscape. The experience has been a crucial stepping stone in my professional journey, equipping me with the skills and knowledge necessary to pursue a career in this rapidly growing field.

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Chapter 1 - Introduction

1. Introduction

1.1 Origin of the Study

This report has been prepared as a requirement for the successful completion of the internship program for the undergraduate degree in Business and Technology Management at the Islamic University of Technology (IUT). The internship is designed to integrate academic knowledge with real-world business practices, preparing students to navigate the professional landscape with confidence and competence. As part of this academic curriculum, I completed a four-month internship at **bKash Limited**, Bangladesh's leading mobile financial service provider. This report summarizes the key learnings, tasks, and analytical insights gathered during my placement in the **Telecom Payments Department** under the **Commercial Division**. It also evaluates the role of bKash in accelerating the shift from traditional mobile recharge methods to personalized, app-based digital transactions.

1.2 Objective of the Study

The mobile financial services industry in Bangladesh is witnessing rapid evolution, with increasing emphasis on digitization, customer-centricity, and strategic partnerships. bKash, being a frontrunner in this sector, plays a critical role in transforming user behavior and enabling access to digital financial services.

The core objective of this study is to gain a practical understanding of how bKash manages its telecom partnerships, promotes digital recharge behavior, and ensures efficient campaign and performance management. During the internship, I was involved in analyzing telecom data, monitoring market trends, and supporting strategic decision-making through dashboards and research-based insights. This report reflects those activities and highlights the broader implications of digital transformation in the telecom recharge space.

1.3 Methodology

Primary Sources of Data

The findings and observations presented in this report are primarily based on first-hand experience and involvement in projects during my four-month internship at bKash. Valuable support and knowledge were provided by my supervisor and colleagues from the Telecom Department, who guided me through technical and strategic aspects of the company's commercial operations.

Secondary Sources of Data

To complement my observations and project contributions, I have referred to a range of secondary sources, including:

- bKash Limited's Official Website and Annual Reports
- Internal departmental documents and performance tracking tools
- Project notes and meeting records maintained throughout the internship
- Industry reports on mobile financial services and digital recharge behavior
- Online research articles, case studies, and previously published reports on bKash and the fintech industry in Bangladesh.

1.4 Limitations

While the four-month internship provided me with a deeper understanding of bKash's commercial operations, certain limitations persisted. Due to organizational confidentiality, access to sensitive data, internal financials, and strategic decision documents was restricted. Moreover, my focus remained within the Telecom Payments Department, which limited my exposure to other divisions such as Finance, Technology, and Compliance. Additionally, the report emphasizes qualitative insights drawn from specific projects and performance monitoring tasks rather than broad-scale data analytics. Nonetheless, every effort has been made to ensure the accuracy and relevance of the information presented. The findings of this report are expected to contribute meaningfully to the understanding of digital transaction trends and the strategic role of mobile financial services in Bangladesh.



Chapter 2 - Company Overview

2. Company Overview

bKash Limited is Bangladesh's most important mobile financial services provider. The company is regulated by Bangladesh Bank and a subsidiary of BRAC Bank Limited. Established in 2011, bKash focuses on providing simple money transfer and payment options to various groups with the goal of increasing financial inclusion in rural regions. bKash enables safe digital transactions for over seventy million clients with a countrywide network of agents and merchants. bKash has achieved worldwide acclaim for its contributions to financial inclusion via strategic collaborations.

2.1 Brief History of bKash

bKash was founded in 2011, and the company has seamlessly woven itself into the fabric of daily life in Bangladesh. bKash has now evolved into a household verb, people no longer say “send me money,” but rather, “bKash Me.” bKash has 330,000 agents and 550,000 merchants nationwide, bKash empowers over seventy million customers through fast, easy, and secure digital transactions. This remarkable platform of bKash is driven by a commitment to financial inclusion, technological innovation, and unwavering compliance. Its robust network extends across the country, connecting individuals, businesses, and institutions (Bkash, n.d.). bKash Limited, a subsidiary of BRAC Bank Limited, operates under the approval of Bangladesh Bank. With a primary focus on serving unbanked, banked, and underbanked communities, bKash offers a variety of services aimed at promoting financial inclusion. Its main offerings include simple and convenient money transfer and payment solutions. The organization's primary goal is to enhance access to financial services throughout Bangladesh, particularly targeting low-income individuals who face challenges accessing traditional banking channels. According to research, only 15% of rural dwellers have access to formal banking services, although 68% own a cell phone. As a result, bKash plans to deliver financial services via mobile devices leveraging its vast network of agents.

2.2 Joint Ventures of bKash

bKash is a venture that has collaborations with BRAC Bank, Money in Motion LLC, the International Finance Corporation (Part of World Bank Group), Bill and Melinda Gates Foundation, Ant Group and SoftBank Vision Fund. bKash operates under the regulatory framework of Bangladesh Bank. BRAC group is an NGO which is dedicated to providing social services in Bangladesh. BRAC group consists of other eighteen enterprises that are also dedicated to social services. Among the eighteen enterprises is BRAC Bank which is a renowned commercial bank in Bangladesh. BRAC Bank owns almost 51 percent of bKash. According to the law of Bangladesh

formulated in 2011 every mobile financial service company must be provided by either a bank or a company that is a bank subsidiary by the central bank. bKash oversees all areas of mobile financial services, but BRAC bank oversees regulatory compliance. That means bKash must deposit the entire value of the mobile account

balance to an authorized commercial bank. Money in Motion LLC, a US-based firm invested the original minority 49 percent shares in bKash. The International Finance Corporation (IFC) and the Bill & Melinda Gates Foundation became minority investors in 2013 and 2014, respectively, with BRAC Bank maintaining 51 percent ownership. (Chen & Rasmussen, 2014). In 2013, the International Finance Corporation (IFC) invested \$10 million in bKash, acquiring a 12.5 percent share. This backing aided bKash's expansion, leading it to become Bangladesh's top mobile financial services provider. Globally, bKash is the second largest, with thirty million registered users and a network of around 220,000 agents across the country in 2019. bKash relies heavily on these agents, who include airtime providers and grocery store owners. They provide critical "cash-in and cash-out" services, allowing consumers to deposit and withdraw money quickly and efficiently. Furthermore, they assist users with transaction operations. Customers can also make cash withdrawals and deposits at BRAC Bank ATMs. The IFC's investment considerably aided bKash's success and growth (Shrier, 2022).

2.3 Factors that resulted in bKash's fast start

Despite multiple licensed mobile service companies issued by the central bank almost 80% of the total transactions are managed by bKash Limited. bKash is not a mobile network operator (MNO), so the company did not have any existing client base to integrate with its MFS. Instead, bKash obtained each client on its own. Three factors have combined to drive bKash's fast start:

- A specialized organization built to deliver mobile financial services.
- A shared vision for scale among a diverse investor group
- An enabling and flexible regulatory environment.

These factors combined together to drive bKash's fast start (Chen & Rasmussen, 2014).

2.4 Organization Policy of bKash

bKash strictly adheres to a set of organizational policies that are essential to their day-to-day operations and corporate goals. These policies focus on essential topics, such as:

- Compliance with Law: bKash promotes compliance with all applicable rules and regulations regulating the mobile financial services business. By strictly adhering to legal criteria, bKash preserves its integrity within the legal

framework.

- **Compliance Requirements:** The company upholds stringent compliance standards to meet industry regulations and internal policies. Compliance requirements encompass various aspects such as anti-money laundering (AML), know your customer (KYC), data protection, and financial reporting standards. bKash follows several compliance requirements like the NIST (National Institute of Standards and Technology) cyber security framework. Compliance with standards and requirements makes bKash trustworthy and gives consumers confidence to use their service.
- **Compliance with Regulatory Body:** bKash maintains close collaboration and compliance with regulatory bodies overseeing the financial sector. The regulatory body of bKash is the Bangladesh Bank. The company ensures alignment with industry standards and regulatory changes by the Bangladesh Bank.

2.5 The vision and mission of bKash Limited

Vision: “bKash aspires to be a global trendsetter in financial inclusion, and a contributor in enriching people’s lives through alternative platforms.”

Mission: “To be the most preferred financial service provider for all walks of life by providing affordable and innovative service for empowering lives.”

2.6 Competitors of bKash

Mobile Financial Services (MFS) represent a novel banking approach that leverages the infrastructure of Mobile Network Operators (MNOs), as outlined by Bangladesh Bank in 2012. MFS combines financial services with mobile wireless networks which allows customers to carry out banking transactions smoothly. Bangladesh Bank has started issuing MFS licenses to bring those who do not have bank accounts into the official financial system. MFS appeals to governments because of its diverse influence and revenue-generating possibilities. Since its beginnings, the MFS industry has enjoyed rapid expansion, owing to factors such as a tech- savvy population, broad mobile access, and growing internet penetration. (Bangladesh Bank, 2012) With 1.53 million MFS agents spread across Bangladesh, the top four providers: bKash, Nagad, Rocket, hold significant market shares of 39.9%, 18.1%, and 11.7%, respectively. This significant increase in customers has allowed MFS to broaden its product offerings and better meet consumer demands. Despite this bright prognosis, recent financial results raise questions about the long-term viability of all these firms. Unquestionably, bKash and Nagad emerge as the leading companies in the MFS market, providing a diverse range of services to their clients. Notably, bKash handles more than 60% of all MFS transactions in Bangladesh, and over 70% of active clients have accounts on the platform. Furthermore, bKash generates more than 70% of the sector's income, demonstrating its dominant position. As a result,

other MFS providers including Rocket, SureCash, MCash, and Upay are struggling to retain a large market share. Continued developments in this direction may cause some smaller businesses to leave the sector. (Rubaba Tahasin, 2022). There are many other players in the MFS industry the list of all the MFS providing companies alongside the name of the banks they are operated under is stated below:

SL No	Name of Bank	MFS companies
1	BRAC Bank Ltd	bKash
2	Bangladesh Post Office with interim approval of Bangladesh Bank	Nagad
3	Dutch Bangla Bank Ltd	ROCKET
4	United Commercial Bank Ltd	UPay
5	Mercantile Bank Ltd	MYCash
6	Islami Bank Bangladesh Ltd	Islami Bank mCash
7	Trust Bank Ltd	Tap (Trust Axiata Pay)
8	First Security Islami Bank Ltd	FirstCash
9	One Bank Ltd	OK Wallet
10	Rupali Bank Ltd	Rupali Bank SureCash
11	Southeast Bank Ltd	TeleCash
12	Al-Arafah Islami Bank Ltd	Islamic Wallet
13	Standard Bank Ltd	Spot Cash
14	Meghna Bank Ltd	MeghnaPay
15	Rupali Bank Ltd	Rupali Bank SureCash

Table 1: Competitors in the MFS Industry of Bangladesh

The current competitive situation in the MFS market tends to favor a monopolistic or oligopolistic structure, providing obstacles for both existing and future entrants. Such an atmosphere may stifle innovation and development potential for industry participants. Here are some details about bKash's major competitors:

Nagad: Nagad, launched by the Bangladesh Post Office, offers a wide range of digital financial services, including money transfers, bill payments, and mobile top-ups. Since its start, Nagad has swiftly gained market share, becoming a major competitor to bKash. With a 25.3% market share in 2022, Nagad continues to grow its user base and agent network, posing a substantial challenge to bKash's dominance.

Rocket: Rocket is a mobile banking service provided by Dutch-Bangla Bank Limited that allows customers to conduct a variety of financial operations, including money transfers and bill payments, from their mobile devices. Using the resources of Dutch Bangla Bank, Rocket has established itself as a viable challenger to bKash. Despite having a slightly lower market share than bKash, Rocket is a major

participant in Bangladesh's MFS sector, accounting for 18.1% of the market in 2022.

Upay: Upay is a comparatively new player in Bangladesh's mobile financial services market, providing a variety of financial services. While Upay's market share is lower than that of bKash, the company has been actively extending its market presence and service offerings.

2.7 Organizational Structure

Number of Employees: bKash is an organization with a workforce of 1500 employees.

Main Offices: bKash operates across three office buildings: Shadhinota Tower, RAOWA, and SKS Tower. Shadhinota Tower is referred to as the admin building. The CEO's office is situated at the Shadhinota Tower. RAOWA serves as the Customer Service Building. SKS Tower accommodates two offices on separate floors: the fifth floor and the 11th floor, which is recognized as the commercial headquarters of bKash.



Divisions of bKash Ltd: bKash currently has ten divisions, each responsible for a separate function inside the organization. The list alongside the description of the functions of the divisions is given below:

Finance and Accounts Division: This division oversees managing payments to suppliers and creditors, setting up budgets, forecasting future costs and revenues, preparing financial statements, tracking, and collecting payments from customers, adhering to tax laws and regulations, filing tax returns, and paying taxes.

Figure 1: Divisions of bKash Ltd.

Commercial Division: This division's duties include creating and implementing sales strategies, finding, and bringing on new clients or customers to increase the company's clientele, deciding on product pricing strategies, overseeing revenue streams, carrying out market research to pinpoint client demands and market trends, and establishing alliances and partnerships with other businesses to increase business opportunities.

Marketing Division: To comprehend consumer demands, tastes, and market trends, this division carries out research. It works with product teams to develop or alter goods that satisfy consumer needs; it oversees advertising campaigns to increase awareness and boost sales; it cultivates and preserves the company's reputation; and it deals with crisis management and media relations.

External and Corporate Affairs Division: Tasks include interacting with legislators and government agencies to influence laws and rules that impact business operations; maintaining the company's public image and image; speaking with shareholders and prospective investors about financial performance and future prospects; creating and executing communication plans to update stakeholders on company goals and activities; and supervising sustainability and corporate social responsibility initiatives to show the company's commitment to social and environmental responsibility.

Product and Technology Division: The division in charge of product and technology is responsible for developing the company's offerings from conception to launch, implementing new technologies to maintain a competitive edge, conducting research to enhance current products or generate fresh concepts, maintaining software applications and systems that are essential to day-to-day operations, verifying that products fulfill quality and performance requirements through testing and validation, overseeing the company's IT infrastructure, which includes servers, networks, and cybersecurity, and using data to make well-informed decisions about technology and products.

Customer Service Division: This division's duties include responding to inquiries and concerns from customers regarding mobile banking, helping them with app-related problems, managing their accounts including opening new ones, updating details, and closing ones assisting them with fund transfers, bill payments, and other financial transactions, responding to and resolving customer complaints or disputes, and offering advice and information on how to use the MFS efficiently.

Human Resource Division: This department oversees recruiting, screening, and employing new workers; making sure they meet the requirements for their positions; helping with the onboarding and training process; managing and overseeing benefit plans for staff members, like health insurance and retirement plans; managing payroll procedures and pay scales; making sure labor laws are followed; settling disputes; handling grievances; and cultivating a happy work environment.

Legal Division: The Legal Division ensures the company complies with local and international financial regulations such as anti-money laundering and know your customer requirements, drafts, reviews, and negotiates contracts with partners,

vendors, and customers, identifies and mitigates legal risks associated with company operations and products, protects the company's intellectual property, trademarks, and patents, and handles legal disputes, litigation, and arbitration on behalf of the company.

Internal Control and Enterprise Risk Management Division: Responsibilities include identifying and assessing potential risks, including financial, operational, compliance, and strategic risks that could impact company operations, developing strategies and policies to mitigate identified risks, ensuring compliance with relevant laws and regulations and know your customer requirements, implementing data security measures to protect sensitive customer and financial data, and preparing for potential disruptions such as cyber-attacks and system failures.

2.8 Range of Services Offered by bKash

bKash Limited, as the leading Mobile Financial Service (MFS) provider in Bangladesh, offers a wide range of digital financial services designed to make everyday transactions more accessible, convenient, and secure for all users—regardless of their socioeconomic background or digital literacy. These services are delivered through the bKash app, USSD (*Dial 247#), and integrated platforms.

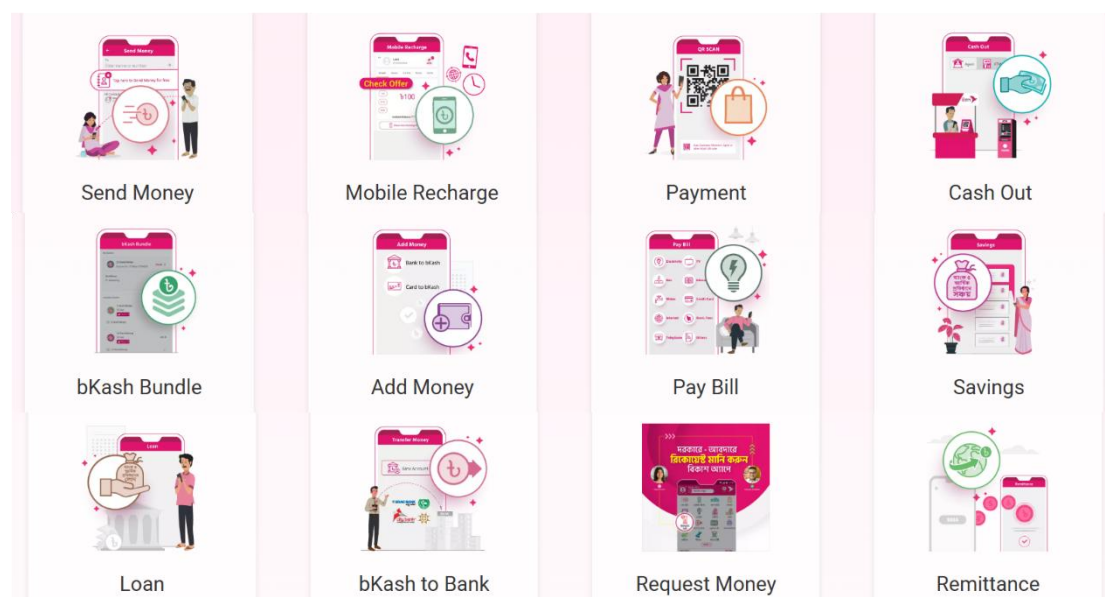


Figure 2: Services of bKash Ltd.

1. Mobile Recharge:

One of the most popular services of bKash is mobile recharge. Customers can top up airtime for all major mobile network operators (Grameenphone, Robi, Banglalink, Teletalk, and Airtel) directly from the app, web portal, or USSD. Cashback campaigns and personalized bundle offers further enhance user engagement.

2. Send Money (P2P Transfers):

The Send Money service allows peer-to-peer money transfer within seconds, enabling users to send funds to any bKash account holder across Bangladesh. This feature is widely used for personal remittances, household support, and emergency transfers.

3. Cash In and Cash Out:

Customers can deposit money (Cash In) into their bKash account via agents or bank transfers and withdraw (Cash Out) through the vast bKash agent network or ATMs in partnership with selected banks.

4. Payments (QR and Online):

bKash enables payments to thousands of merchants through QR code scanning at retail shops and online platforms. This service supports purchases in e-commerce, supermarkets, restaurants, and other outlets, ensuring cashless convenience.

5. Utility Bill Payments:

Users can pay electricity, gas, water, internet, and other utility bills using their bKash wallet. This helps reduce time and effort associated with manual payment queues and deadlines.

6. Add Money and Transfer to Bank:

Users can add money to their bKash wallet from linked bank accounts or cards (Visa, Mastercard, etc.). Additionally, funds can be transferred from bKash to designated bank accounts for seamless interoperability between MFS and banking channels.

7. Savings & Loan Services:

In collaboration with banks and financial institutions, bKash offers digital savings products and micro-loans. Users can open savings schemes directly from the app and apply for collateral-free digital loans in real-time.

8. Salary Disbursement & Business Solutions:

bKash facilitates bulk salary disbursement and business payments for corporates and SMEs. This ensures transparency, efficiency, and traceability in payroll and supply chain operations.

9. Ticketing and Subscriptions:

bKash enables purchasing tickets for buses, launches, movies, events, and even subscriptions for platforms like T Sports or Bioscope—broadening the app’s lifestyle offerings.

10. Insurance & Donation:

bKash partners with insurance providers to offer health and life coverage via micro-insurance products. The platform also supports donation payments to trusted NGOs and religious institutions.

2.9 Departments under the Commercial Division

The commercial division is the biggest division of bKash and deals with all sales and revenue generation activities. The Commercial division consists of eleven departments. The distribution and retail business are the largest department of the commercial division of bKash.

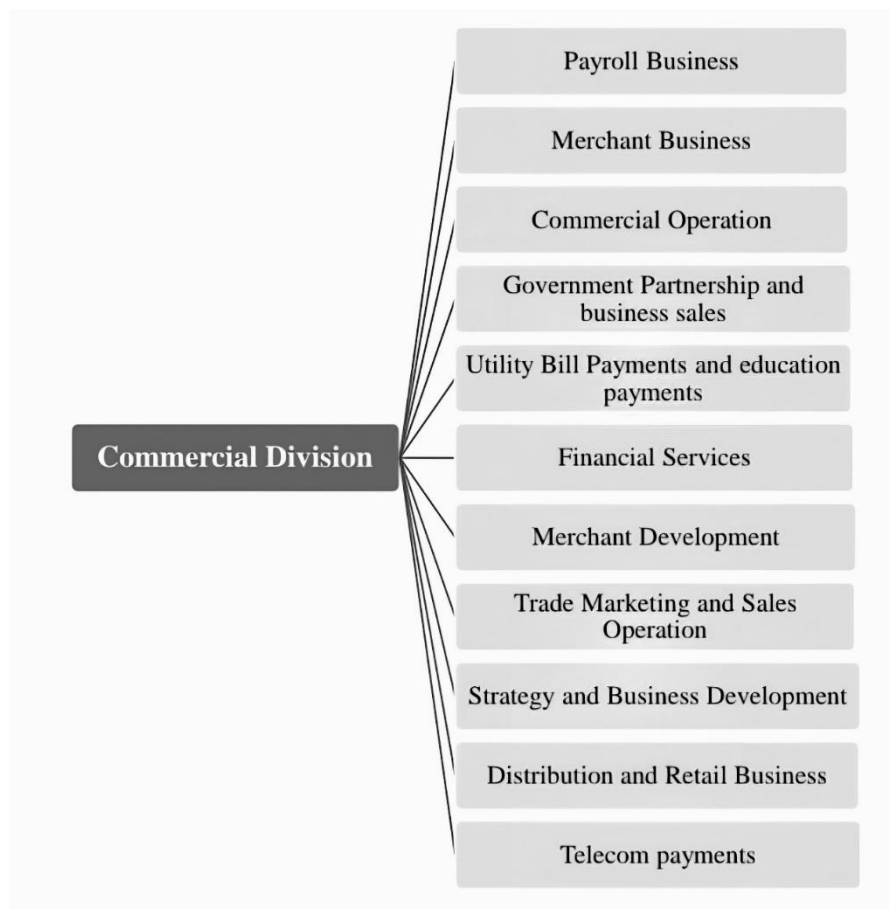


Figure 3: Departments under the commercial division of bKash Ltd.

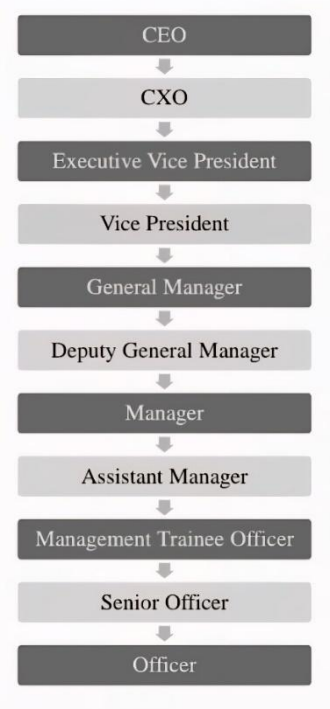
Each department within the commercial division is responsible for distinct activities that contribute to revenue generation for bKash. The heads of these departments report directly to the Chief Commercial Officer (CCO) to provide updates on their respective department's operations and performance.

2.10 SWOT Analysis

Strengths	Weaknesses
Market Leadership: Largest MFS provider with 53% market share.	High Dependency on Mobile Operators: Service quality tied to network availability.
Strong Brand Recognition: Almost synonymous with MFS in Bangladesh.	Security Concerns: Despite improvements, mobile fraud and scams still challenge user trust.
Diverse Service Offerings: Payments, savings, remittances, airtime, loans, insurance.	Limited-Service Penetration in Rural Areas: Urban-centric growth compared to total rural potential.
Strategic Partnerships: With Ant Financial (Alibaba Group), commercial banks, and major corporates.	High Transaction Costs: Higher service charges compared to new entrants (e.g., Nagad offering lower fees).
Regulatory Compliance and Trust: Licensed and supervised by Bangladesh Bank, builds trust.	Operational Complexity: Managing vast agent network and customer base efficiently is a challenge.
Opportunities	Threats
Growing Smartphone and Internet Penetration: Especially in semi-urban and rural areas.	Intensifying Competition: Nagad, Rocket, Upay, and new fintech startups are gaining ground.
Digital Financial Services Expansion: Opportunity in microloans, insurance, investments.	Regulatory Risks: New laws or restrictions could impact business models.
Cross-border Payments: Huge potential with remittance inflow opportunities.	Cybersecurity Threats: Increasing need for robust fraud prevention and data security measures.
AI and Data Analytics: Personalizing offers, fraud detection, and customer service enhancements.	Alternative Payment Systems: Cryptocurrencies and decentralized finance (DeFi) models could disrupt MFS later.

Table 2: SWOT Analysis

2.11 Organizational hierarchy of bKash Ltd.



The CXOs are the division heads. In the previous section the name of the divisions of bKash was described. Each CXO is the head of each division. That means for ten divisions there are 10 CXOs. The CXOs reports to the CEO. The executive vice president or the vice president is the department head. Under a division there are several departments. The department head reports to the CXO of the respective division. The entry level position is the officer position. The management trainee officers are recruited through bKash's GenNext Program, and they are trained to be the future managers of the company. After 2 years of training the management trainee officers are promoted to Manager or Assistant Manager. From general manager to officer level of the hierarchy, every employee report to the Head of Department.

Figure 4: Organization Hierarchy of bKash Limited.

2.12 Comments on the organization structure of bKash

bKash's organizational structure follows a hierarchical approach, with a defined hierarchy from CEO to officers. This structure supports simplified operations and effective communication by establishing clear reporting lines within each division and department. The organizational structure at bKash Limited allows for effective communication from lower to top management. bKash's open culture encourages employees to engage freely, providing them with direct access to top management. Specialized divisions within each division specialize in certain duties, such as finance, marketing, technology, and customer support. Centralized control systems ensure uniformity in operations, rules, and procedures throughout organizational segments.



Chapter 3 - Industry Overview

3. Industry Overview

3.1 Industry Size

In 2024, Bangladesh's Mobile Financial Services (MFS) sector experienced significant growth, with total transactions reaching **Tk 17.37 trillion**, marking a **28.42% increase** from Tk 13.53 trillion in 2023. This surge is attributed to the convenience offered in salary disbursement, remittances, and utility bill payments, making MFS a popular financial tool across both urban and rural areas.

As of December 2024, the total number of MFS accounts stood at **238.68 million**, up from 220.4 million in December 2023, indicating a year-on-year increase of 18.2 million accounts.

Year	Transaction Volume
2019	4.0
2020	5.3
2021	6.6
2022	7.4
2023	8.7

Table 3: Growth of MFS Transactions in Bangladesh (in BDT Trillion)

3.2 Maturity of the Industry

The MFS industry in Bangladesh has matured considerably, expanding beyond basic cash-in and cash-out services to include a wide range of financial products such as utility bill payments, mobile recharge, salary disbursement, government subsidy transfers, and digital loan products.

In December 2024, the number of MFS transactions reached **670.05 million**, up from 652.10 million in November, reflecting a 2.75% increase. This consistent growth indicates the sector's resilience and adaptability to the evolving financial needs of the population.

3.3 Key Industry and Growth Trends

Several emerging trends are shaping the evolution of the MFS and digital transaction landscape:

- **App-based personalization:** Customers are offered tailored suggestions for

recharges, utility bill reminders, and cashback campaigns.

- **QR Code Payments:** Encouraging cashless merchant transactions in retail and small business ecosystems.
- **Integration with government services:** Facilitating G2P payments like stipends, subsidies, and social welfare.
- **Partnership ecosystems:** Collaborations with e-commerce, telecom, ride-sharing, and fintech startups to drive adoption.
- **Rural penetration:** Digital literacy campaigns and agent network expansions are making services more inclusive.

Use-Case	% of Total Transactions
Person-to-Person (P2P)	35%
Mobile Recharge	<u>22%</u>
Utility Payments	<u>14%</u>
Merchant Payments	<u>18%</u>
Salary Disbursement	<u>6%</u>
Others (Loans, Savings)	<u>5%</u>

Table 4: Top Use Cases of MFS (2023)

3.4 Contribution of bKash to Bangladesh’s Digital Economy

bKash, as the leading MFS provider in Bangladesh, has played a pivotal role in the industry's growth. In the first nine months of 2024, bKash reported a net profit of **Tk 218 crore**, marking a staggering 147% increase from the same period in the previous year.

The company has also seen a significant rise in remittances, with a **65% increase** in 2024 compared to 2023. This growth is attributed to bKash's robust ecosystem for expatriates, enabling easy and secure remittance transfers. bKash's extensive agent network, strategic partnerships, and continuous innovation have solidified its position as a key contributor to Bangladesh's digital financial landscape.

3.5 The Rise of App-Based Digital Transactions: Evolution of Mobile Recharge

Bangladesh’s mobile recharge industry has undergone a transformative shift — moving from cash-based, retail-dependent transactions to app-enabled, and seamless digital top-ups. With over 190 million mobile subscribers and growing smartphone adoption, telecom users are increasingly choosing convenience, speed, and personalization offered by mobile financial service (MFS) apps like bKash.

Traditionally, mobile recharges were conducted through physical agents or stores.

However, with MFS providers integrating mobile recharge features into their platforms — coupled with digital incentives such as cashback, bundle offers, and app-exclusive discounts — customer behavior has seen a paradigm shift. As of 2024, more than 50% of total mobile recharge transactions in urban areas occur via digital channels.

bKash, leveraging its widespread brand trust and user base of over 75 million, has emerged as a leading force in facilitating this shift. The app's integration of recharge tracking, one-click repeat transactions, and customized recommendations based on user patterns has helped establish a habit-loop among consumers, especially Gen Z and millennials.

The transition not only increases convenience for users but also enhances revenue visibility and customer data access for both MFS providers and telecom operators. As digital recharges continue to grow in popularity — especially during special campaigns or telecom offers — this shift marks a vital step toward a cashless, tech-driven economy in Bangladesh.

3.6 Porter's 5 Forces Analysis

1. Competitive Rivalry: Competition from Nagad, Rocket (DBBL), Upay, and emerging fintech companies is fierce. Price wars, feature differentiation, and service expansions are common.

2. Threat of New Entrants: Although high regulatory and licensing barriers exist, tech startups and mobile operators can still enter with innovations or collaborations.

3. Threat of Substitutes: Substitutes like traditional banks' mobile apps (e.g., Citytouch), direct bank transfers, and emerging block chain-based payment solutions pose a future threat.

4. Bargaining Power of Buyers: Consumers have multiple options now. Lower switching costs and promotional offers make buyers powerful.

5. Bargaining Power of Suppliers: Suppliers (agents, telecom partners) have some power, but bKash's large scale and established agreements limit excessive supplier influence. However, agent satisfaction remains critical.

3.7 PESTEL Analysis of bKash Limited

1. Political Factors

- **Government Support for Financial Inclusion:** The Bangladesh government actively promotes digital financial services to enhance financial inclusion, especially among the unbanked population. bKash benefits from initiatives under Bangladesh Bank's National Financial Inclusion Strategy.
- **Regulatory Framework:** As a regulated entity under the **Bangladesh Bank**, bKash operates under clear mobile financial service (MFS) guidelines. Compliance is mandatory regarding transaction limits, KYC norms, anti-money laundering (AML), and terrorism financing laws.
- **Political Stability and Investment Climate:** While Bangladesh has enjoyed relative macroeconomic stability, political unrest or sudden regulatory shifts could affect fintech operations. Any changes in digital finance policies, taxation, or telecom regulations could directly impact bKash's operations and profitability.
- **Public-Private Collaboration:** bKash has partnered with various government agencies for disbursement of subsidies and relief funds (e.g., during COVID-19), indicating strong collaboration with the public sector, which enhances its political goodwill.

2. Economic Factors

- **Growing Middle-Class and Disposable Income:** Rising incomes and urbanization are leading to higher smartphone penetration and digital transaction adoption, which favor bKash's business model.
- **Remittance and Informal Economy Integration:** As Bangladesh is a major remittance-receiving country, integrating remittance flows through bKash's platform provides a critical growth opportunity.
- **Inflation and Currency Volatility:** High inflation or currency devaluation could reduce transaction volumes or affect operational costs (e.g., technology investments, marketing budgets). Such macroeconomic fluctuations pose risks to bKash's revenue streams.
- **Digital Infrastructure Growth:** Economic policies that support expansion of mobile networks and internet access enhance the usage of mobile financial services, allowing bKash to expand its user base across rural and semi-urban areas.

3. Social Factors

- **Changing User Behavior and Digital Literacy:** There's a noticeable shift among users toward cashless transactions, especially among urban youth and

professionals. Increased awareness of MFS benefits boosts bKash's usage frequency.

- **Trust in Digital Payments:** As a pioneer in the MFS space, bKash has built significant brand trust. However, continued awareness campaigns are needed to attract older or less tech-savvy demographics.
- **Financial Inclusion Drive:** bKash plays a vital social role by enabling access to banking services for the unbanked and underbanked segments—such as rickshaw pullers, farmers, and small shopkeepers—through their phones.
- **Cultural Preference for Cash:** Despite progress, Bangladesh still has a cash-dominated economy. Cultural inertia and informal financial practices in rural regions pose challenges to MFS adoption and require user education.

4. Technological Factors

- **Fintech Innovations:** As Bangladesh's fintech ecosystem grows, bKash continues to innovate with features like QR payments, utility bill payment, loan disbursement, and micro-savings. Investment in app-based user experience (UX/UI), AI for personalization, and backend analytics ensures competitive advantage.
- **Security and Fraud Prevention:** Cybersecurity is a top priority for MFS providers. bKash regularly invests in encryption, fraud detection tools, and multi-factor authentication to ensure safe transactions and build user confidence.
- **Partnership with Global Tech Giants:** With Ant Financial (Alibaba affiliate) as a strategic investor, bKash has access to cutting-edge technology for digital wallet operations, AI-driven analytics, and international remittance facilitation.
- **Interoperability and API Integration:** bKash's ability to integrate with e-commerce sites, banking systems, telecom operators, and government service portals is driven by technological compatibility and scalability.

5. Environmental Factors

- **Sustainability and Paperless Operations:** bKash's services inherently promote a lower environmental footprint by reducing the need for physical branches, paper receipts, and travel to payment centers. This aligns with eco-conscious digital transformation.
- **CSR and Green Awareness:** bKash has contributed to green awareness campaigns and disaster relief programs. Future initiatives in solar-powered agent outlets or green banking practices could strengthen its environmental credibility.
- **Climate Risks:** Bangladesh is prone to natural disasters (e.g., floods, cyclones). As bKash serves vulnerable communities, infrastructure resilience and uninterrupted service availability are critical during such emergencies.

6. Legal Factors

- **Licensing and Compliance:** bKash operates under strict oversight from Bangladesh Bank and follows Mobile Financial Services (MFS) regulatory guidelines. Compliance with KYC/AML norms is essential for license renewal and operational legitimacy.
- **Consumer Protection Laws:** Laws surrounding digital payment fraud, user data privacy, and customer grievance redressal influence how bKash manages risk and user trust. Upcoming data protection regulations could demand system upgrades.
- **Taxation and Cross-Border Transactions:** bKash is affected by VAT on digital services, service charges, and remittance taxation laws. Legal barriers to cross-border MFS expansion must be navigated carefully if bKash aims to expand internationally.
- **Labor and Employment Regulations:** As a large employer and internship host, bKash complies with employment laws and benefits frameworks. Ensuring fair labor practices supports its brand reputation and internal culture.



Chapter 4 - Main Internship Activities

4. Main Internship Activities

I was selected as a bNext Intern at bKash Limited, working under the Telecom Payments Department of the Commercial Division. My internship lasted from January 26, 2025, to May 25, 2025, and was based at the commercial headquarters located in SKS Tower, Mohakhali, Dhaka. Over four transformative months, I had the opportunity to gain in-depth exposure to Bangladesh's leading fintech ecosystem and contribute directly to its Telecom business. The following sections describe the major activities I was involved in during the internship.

4.1 Description of Telecom Payments Department of bKash Ltd.

Telecom Payments team is mostly about the mobile recharge section of bKash. This team plays a pivotal role in managing all telecom-related services offered through the bKash platform. It works in close collaboration with mobile network operators (MNOs) to facilitate the seamless purchase of airtime, internet packs, minute packs, and bundle offers directly via the bKash app. Beyond facilitating transactions, the department oversees offer development, campaign execution, cashback promotions, and revenue settlements from both bKash and partner apps such as MyGP, MyBL etc.

One of the main functions of the department is to orchestrate promotional campaigns with mobile network operators (MNOs) to enhance user engagement and increase transaction volumes. These campaigns, supported financially by the MNOs, also provide bKash with commissions in the form of airtime, which contributes to revenue and supports its recharge services. Additionally, bKash earns a portion of the payments made through its platform from MNO applications.

The department collaborates closely with MNOs to develop new projects that generate further business and revenue, benefiting both parties. The department also independently runs campaigns of bKash related to Telecom payments to attract new users and retain existing ones. The telecom payment features of bKash enable cost-effective execution of promotional offers and campaigns, as the small coupon sizes for mobile recharges make them easily accessible to customers. This accessibility not only encourages customers to avail themselves of these offers but also introduces them to other bKash services present within the bKash atmosphere, thereby contributing to revenue generation.

Promotional offers can be used to win back churned customers by enticing them with discounts and campaigns. The Telecom Payments Department oversees determining which customers have churned, examining their transactional patterns, and making tailored offers as an aim to regain the lost clients and reintegrate them into the bKash

ecosystem. By utilizing data analytics, the department manages to identify and re-engage customers who have stopped using bKash services. By analyzing transaction patterns, they tailor specific offers to re-attract these "churned" customers, effectively bringing them back into the bKash ecosystem.

4.2 Description of the Operation Activities of the Department

The Telecom Payments Department at bKash Ltd. plays a pivotal role in managing all aspects of telecom-related operations, from maintaining relationships with MNOs to executing promotional campaigns and ensuring efficient resource management to drive business growth and customer satisfaction.

Below are the main operational activities of the department:

Manage Relationship with the MNOs:

One of the primary operational activities is to maintain relationships and coordinate with the MNOs. The department members conduct regular meetings, communication, and strategic discussions with the MNOs to understand mutual business objectives, strategies, and ensure the seamless integration of bKash services with their platform. Additionally, the department's operational activities encompass resolving any issues that may arise during the collaboration process. Furthermore, the team actively pursues opportunities that will result in growth for both bKash and the MNOs, fostering a mutually beneficial partnership.

Campaign Management with Internal and External Stakeholders:

One of the major operational activities of the department is to coordinate with both internal teams of the company and external stakeholders, such as Mobile Network Operators (MNOs), to plan and execute promotional campaigns related to telecom services effectively. Initially, bKash manages the funding of these campaigns, and upon their conclusion, the MNOs refund the expenses alongside commissions. To facilitate this process, the telecom team collaborates closely with the finance team to ensure budget allocation and financial feasibility of the campaigns. They also coordinate with the marketing team to develop strategies for promoting the campaigns effectively.

Project Management:

For enhancing service delivery, revenue generation, and customer experience in acquiring telecom services through bKash, the Telecom Payments Department undertakes various projects and initiatives. These projects are managed by the telecom payment team, beginning with budget allocation, monitoring, defining project scopes, and coordinating with MNOs and other companies.

Budget Management:

The promotional campaigns of various MNOs, executed through the bKash platform, are initially funded by bKash. Upon the conclusion of the campaigns, the MNOs reimburse the expenses along with the commissions. The telecom payments team is responsible for allocating budgets for these campaigns. They coordinate with the finance team to conduct feasibility analyses of the campaigns and obtain approval, ensuring that sufficient funds are available to execute the campaigns. Additionally, the telecom payment department manages the budget for campaigns and projects related to the telecom services of bKash.

Promotion Management:

The telecom payments department coordinates closely with the marketing team to promote specific denominations that the MNOs are featuring in their campaigns. The primary objective of this coordination is to ensure effective communication of the campaigns to the target audience. By aligning promotional efforts with the marketing team, the telecom payments department aims to maximize the performance of the campaigns. A key factor in the success of these campaigns is their performance, which directly impacts the commissions received by bKash from the MNOs. By collaborating with the marketing team, the telecom payments department works to enhance campaign performance, leading to increased commissions for bKash.

Airtime Management:

To provide recharge facilities and other telecom payment-related services via bKash, the company must initially purchase airtime from all Mobile Network Operators (MNOs). This airtime procurement is a daily necessity to fulfill the ongoing demand of customers to avail telecom payment service through bKash. The telecom payments team is responsible for purchasing airtime daily from the respective MNOs. To facilitate this process, the team conducts forecasting based on years of historical data adjusted with seasonal factors to estimate the anticipated daily demand for airtime. Once the estimated demand is determined, the telecom payments team seeks approval from the finance team before proceeding with the purchase of airtime.

4.3 Tasks Assigned and Responsibilities

4.3.1 Consumer Behavior Survey:

One of my most comprehensive projects during the internship involved designing, conducting, and analyzing a consumer behavior survey aimed at enhancing the mobile recharge feature within the bKash ecosystem. This initiative focused on understanding user preferences, behaviors, and barriers related to mobile recharge services across

various platforms. The survey covered 100+ participants from diverse demographics—students, freelancers, homemakers, and working professionals—primarily based in urban areas, particularly Dhaka.

The questionnaire was strategically designed to gather insights on several key areas: preferred mobile recharge platforms (bKash, Nagad, Rocket, retail shops, MNO apps like MyGP, MyRobi, MyAirtel, and MyBL), recharge frequency, average denomination used, awareness of cashback and promotional offers, and factors influencing platform preference. Notably, 93% of respondents had used bKash for mobile recharges, with the primary motivation being cashback benefits, app usability, and transaction speed.

Survey analysis highlighted behavioral segments and key friction points that impact user adoption. While most users found bKash convenient, some preferred operator apps due to more personalized bundle packs and UI familiarity. Based on these findings, I recommended strategic improvements such as introducing habit-based personalization, collaborating with MNOs for exclusive joint offers, enhancing feature visibility on the bKash home screen, and improving the interface of the “My Offer” section. These recommendations were later presented to the team as part of my final internship presentation and received appreciation for their practical applicability.

Why do you prefer bKash for recharging?

93 responses

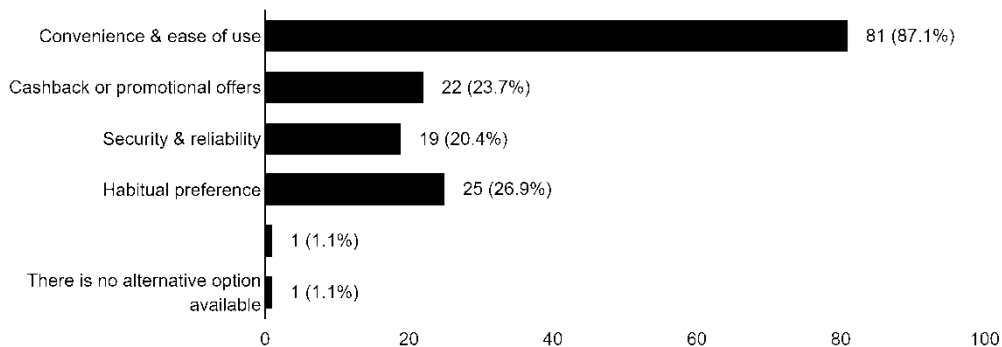


Figure 5: Survey Insights (On preferences of Using bKash)

Do cashback, discounts, or promotions influence your choice of recharge method?

100 responses

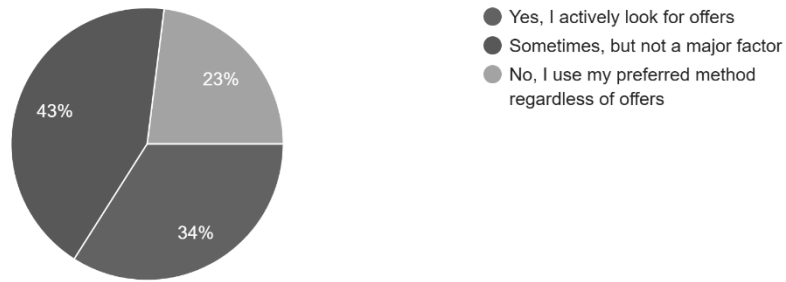


Figure 6: Survey Insights (On Offer Interests)

Why don't you use bKash for mobile recharge?

12 responses

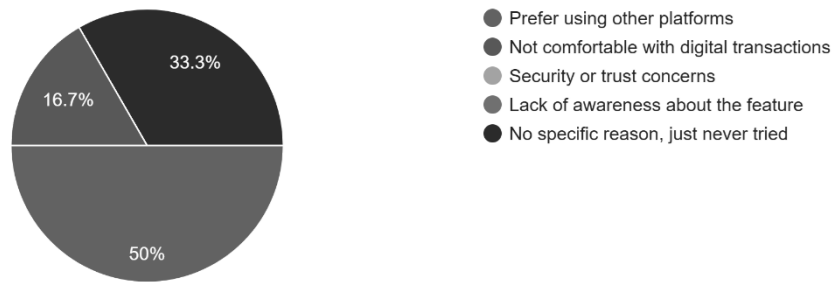


Figure 7: Survey Insights (On Alternative Interests)

What feature would attract you to recharge your mobile using bKash?

12 responses

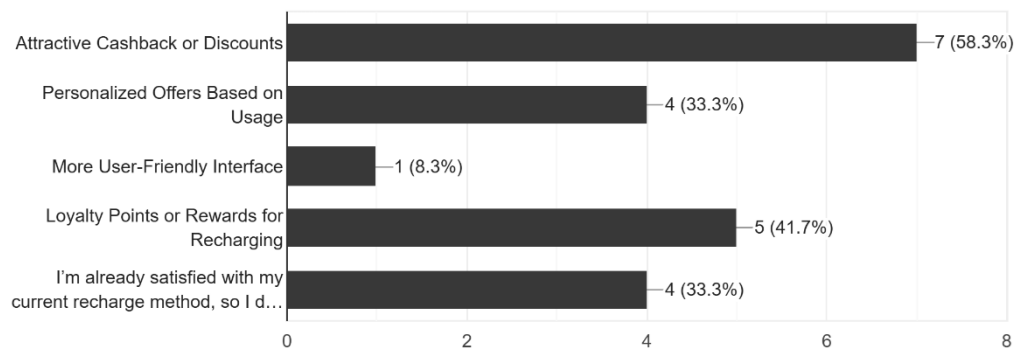


Figure 8: Survey Insights (On Attractive Features)

4.3.2 Data Analysis and Denomination-Wise Reporting:

Every week, I conducted in-depth analysis of the mobile recharge performance using denomination-wise sales and cashback data. I tracked the overall and operator-specific growth of recharge transactions across bKash and its main competitors. My analysis evaluated weekly revenue trends and compared the performance of CB-included denominations versus non-CB ones. Through this, I was able to provide reports showcasing which denomination ranges (e.g., BDT 20–50, BDT 100–150) saw maximum traction and which ones underperformed.

I also regularly used Excel functions such as COUNTIFS, VLOOKUP, and Pivot Tables to aggregate and analyze recharge data. A vital contribution was developing formulas that automatically categorized product comparisons into 'Better,' 'Same,' and 'Worse' relative to MNO apps. This automation saved team hours in repetitive analysis and allowed quicker identification of key patterns.

bKash App							My BL App						
Offer Type	Amount	Data	Talktime	SMS	Validity	CB	Amount	Data	Minut	SMS	Validit	CB	
INTERNET	149	6GB	n/a	n/a	7 Days	0	149	8GB+ 2 GB facebook	n/a	n/a	7 Days	0	
INTERNET	349	15GB	n/a	n/a	20 Days	0	349	15GB	n/a	n/a	20 Days	11	
INTERNET	199	15GB	n/a	n/a	7 Days	0	199	18 GB	n/a	n/a	7 Days	15	
INTERNET	169	7GB	n/a	n/a	7 Days	0	169	7GB	n/a	n/a	7 Days	0	
INTERNET	719	60GB (30GB/ month)	n/a	n/a	60 Days	0	719	60GB (30GB/ month)	n/a	n/a	60 Days	0	
INTERNET	56	3GB (2.5GB Toffee + IPL Access Incl.)	n/a	n/a	3 Days	0	56	2.5GB Toffee + IPL Access	n/a	n/a	3 Days	0	
INTERNET	36	3GB (2.5GB Toffee + IPL Access Incl.)	n/a	n/a	24 Hours	0	36	2.5GB Toffee + IPL Access	n/a	n/a	24 Hours	0	
INTERNET	118	10GB	n/a	n/a	72 Hours	0	118	10GB	n/a	n/a	72 Hours	0	
INTERNET	499	20GB	n/a	n/a	30 Days	0	499	20GB	n/a	n/a	30 Days	0	
INTERNET	899	Unlimited Internet (No Speed Limit)	n/a	n/a	30 Days	0	899	Unlimited Internet (No Speed Li	n/a	n/a	30 Days	0	
INTERNET	74	2GB	n/a	n/a	72 Hours	0	74	2GB	n/a	n/a	72 Hours	0	
INTERNET	124	15GB	n/a	n/a	72 Hours	0	124	15GB+ 5 GB facebook	n/a	n/a	72 Hours	0	
INTERNET	449	25GB	n/a	n/a	20 Days	0	449	25GB	n/a	n/a	20 Days	0	
INTERNET	249	7GB	n/a	n/a	20 Days	0	249	7GB	n/a	n/a	20 Days	0	
INTERNET	219	5GB	n/a	n/a	30 Days	0	219	5GB	n/a	n/a	30 Days	0	
INTERNET	99	3GB	n/a	n/a	72 Hours	0	99	3GB	n/a	n/a	72 Hours	0	
INTERNET	129	3GB	n/a	n/a	7 Days	0	129	3GB	n/a	n/a	7 Days	0	
INTERNET	1899	150GB	n/a	n/a	1 Year	0	1899	150GB	n/a	n/a	1 Year	300	
INTERNET	58	2GB	n/a	n/a	24 Hours	0	58	2GB	n/a	n/a	24 Hours	0	
INTERNET	1199	100GB (50GB/ month)	n/a	n/a	60 Days	0	1199	100GB (50GB/ month)	n/a	n/a	60 Days	0	
INTERNET	849	150GB	n/a	n/a	30 Days	0	849	150GB	n/a	n/a	30 Days	200	
INTERNET	1299	50GB	n/a	n/a	Unlimited	0	1299	50GB	n/a	n/a	Unlimited	0	
INTERNET	1599	75GB	n/a	n/a	Unlimited	0	1599	75GB	n/a	n/a	Unlimited	0	
INTERNET	196	20GB (18GB Toffee incl + Toffee Sports Access)	n/a	n/a	30 Days	0	196	18 Toffee incl + Toffee Spor	n/a	n/a	30 Days	0	
INTERNET	299	7GB	n/a	n/a	30 Days	0	299	8GB	n/a	n/a	30 Days	0	
INTERNET	69	5GB	n/a	n/a	24 Hours	0	69	5GB	n/a	n/a	24 Hours	0	
INTERNET	859	25GB	n/a	n/a	Unlimited	0	859	25GB	n/a	n/a	Unlimited	0	
INTERNET	239	60GB+ Unlimited Facebook	n/a	n/a	7 Days	0	239	80GB+ Unlimited Facebook	n/a	n/a	7 Days	39	
VOICE	97	n/a	110 Mins	n/a	7 Days	0	97	n/a	120 Mins	n/a	7 Days	0	
VOICE	297	n/a	370 Mins	n/a	30 Days	0	297	n/a	365 Mins	n/a	30 Days	27	
VOICE	247	n/a	500 Mins	n/a	30 Days	0	247	n/a	500 Mins	n/a	30 Days	47	
VOICE	79	n/a	120 Mins	n/a	72 Hours	0	79	n/a	120 Mins	n/a	72 Hours	4	

Figure 9: bKash vs MyBL App

My BL App						Differences						
Amount	Data	Minut	SMS	Validit	CB	Denc	Data (G)	Min	SMS	CB	CB Typ	Less/Better/Sar
149	8GB+ 2 GB facebook	n/a	n/a	7 Days	0	149	-4			0	NCB	S
349	15GB	n/a	n/a	20 Days	11	349				-11	YCB	L
199	18 GB	n/a	n/a	7 Days	15	199	-3			-15	YCB	L
169	7GB	n/a	n/a	7 Days	0	169				0	NCB	S
719	60GB (30GB/ month)	n/a	n/a	80 Days	0	719				0	NCB	S
56	2.5GB Toffee + IPL Access	n/a	n/a	3 Days	0	56				0	NCB	S
36	2.5GB Toffee + IPL Access	n/a	n/a	24 Hours	0	36				0	NCB	S
118	10GB	n/a	n/a	72 Hours	0	118				0	NCB	S
499	20GB	n/a	n/a	30 Days	0	499				0	NCB	S
899	imited Internet (No Speed Li	n/a	n/a	30 Days	0	899				0	NCB	S
74	2GB	n/a	n/a	72 Hours	0	74				0	NCB	S
124	15GB+ 5 GB facebook	n/a	n/a	72 Hours	0	124	-5			0	NCB	S
449	25GB	n/a	n/a	20 Days	0	449				0	NCB	S
249	7GB	n/a	n/a	20 Days	0	249				0	NCB	S
219	5GB	n/a	n/a	30 Days	0	219				0	NCB	S
99	3GB	n/a	n/a	72 Hours	0	99				0	NCB	S
129	3GB	n/a	n/a	7 Days	0	129				0	NCB	S
1899	150GB	n/a	n/a	1 Year	300	1899				-300	YCB	L
58	2GB	n/a	n/a	24 Hours	0	58				0	NCB	S
1199	100GB (50GB/ month)	n/a	n/a	80 Days	0	1199				0	NCB	S
849	150GB	n/a	n/a	30 Days	200	849				-200	YCB	L
1299	50GB	n/a	n/a	Unlimited	0	1299				0	NCB	S
1599	75GB	n/a	n/a	Unlimited	0	1599				0	NCB	S
196	5GB Toffee incl + Toffee Spor	n/a	n/a	30 Days	0	196				0	NCB	S
299	8GB	n/a	n/a	30 Days	0	299	-1			0	NCB	S
69	5GB	n/a	n/a	24 Hours	0	69				0	NCB	S
859	25GB	n/a	n/a	Unlimited	0	859				0	NCB	S
239	60GB+ Unlimited Facebook	n/a	n/a	7 Days	39	239				-39	YCB	L
97	n/a	120 Mins	n/a	7 Days	0	97		-10		0	NCB	S
297	n/a	365 Mins	n/a	30 Days	27	297	5			-27	YCB	L
347	n/a	500 Mins	n/a	30 Days	47	347				-47	YCB	L
79	n/a	120 Mins	n/a	72 Hours	4	79				-4	YCB	L
32	n/a	50 Mins	n/a	24 Hours	0	32				0	NCB	S

Figure 10: App Comparison Report

4.3.3 Phase-Wise Campaign Analysis (February to May):

Throughout my internship, I was assigned to conduct detailed phase-wise campaign performance comparisons. Each month was divided into four phases, and during each phase, bKash launched mobile recharge campaigns with varying cashback and product offers. My responsibility was to analyze these offerings and benchmark them against MNO apps and Nagad. For example:

- February Phase 1 to 4:** I began with cashback benchmarking for each phase. I evaluated which denominations were exclusive to bKash and which had better offer on Nagad or the MNOs. In Phase 2, I specifically worked on a Go-To-Market (GTM) audit identifying high-risk campaigns like Nagad’s “Lakh Takar Offer,” where top rechargers could win BDT 1 Lakh. I flagged such competitive threats to the team.
- March Phase 1 to 4:** I explored not only cashback and bundle comparisons but also began the groundwork for integrating IPL 2025 insights into our campaign strategy. I identified match schedules, fan-favorite teams, and potential timing windows to plan recharge-based T Sports subscriptions. This was a practical example of campaign timing alignment with cultural and entertainment events.
- April Phase 1 to 4:** I worked on Eid-ul-Fitr campaigns, which involved a larger volume of offers and customer activity. I prepared offer availability mapping, highlighting gaps in bKash offerings compared to operator apps during the festive period. I also created visual reports showing the distribution of CB offerings across

denominations and platforms.

4. **May Phase 1 to 3:** These weeks involved final campaign comparisons, refining the Cashback Dashboard with new sections for exclusive CB tracking, and preparing my final presentation for the internship. I created a summary report on how bKash fared month-over-month and shared recommendations for the next intern to follow through.

4.3.4 Campaign Competitive Analysis (Nagad and MNOs):

Another critical task I handled was tracking the cashback strategies of bKash versus Nagad. For each campaign phase, I compiled data on:

- Total number of CB-enabled denominations
- CB percentage per denomination
- Exclusive versus overlapping offers
- Offer visibility and promotion types

I compiled this into weekly reports where I clearly stated in which denomination ranges bKash outperformed or lagged behind. This helped the telecom team evaluate areas of strength and weakness. For example, Nagad often introduced higher cashback in lower denominations like BDT 30–70, which influenced mass recharge behavior. My insights helped our team recalibrate offers for the next phase.

4.3.5 'My Offer' Section Comparison (bKash vs MNO Apps):

Both bKash and MNO apps feature a personalized “My Offer” section. I was responsible for comparing this segment across platforms. Each week, I documented the frequency of refresh, volume of offers, type of bundles (data, talktime, combo), and personalization accuracy. I discovered that while MNO apps often updated their “My Offer” segments dynamically, bKash’s remained more stable, catering to broader user groups.

Using this data, I recommended enhancing algorithm-based targeting for bKash's “My Offer” section by integrating user recharge history, preferred operator, and time-based behavior.

o CB in Both	Only CB in bKash	Same CB but not 0	Total deno in bKash	Total deno in My Airtel
79	7	1	82	90
o CB in MyAirtel (Incl. Exclusive)				
90				
Total deno in bKash				
82				
CB deno				Non CB deno
10				72
Only in bKash	Higher CB in bKash	Lower CB in bKash	Same CB	Only in bKash
7	1	1	1	0
Offers				
Only in bKash	bKash=MNO	bKash>MNO	bKash<MNO	Not in bKash
0	66	5	11	11
Offer and CB combined				
Only in bKash	bKash=MNO	bKash>MNO	bKash<MNO	Not in bKash
0	73	8	1	11

Denom	Min	GB	Validity	Price/Min	Price/GB
148		5	7 days		29.60
275	400		30 days	0.69	
219		30	7 days		7.30
429		18	30 days		23.83

Denom	Min	GB	Validity	Price/Min	Price/GB
148		5	7 days		29.60
275	400		30 days	0.69	
250	399		7 days	0.63	
429		18	30 days		23.83
550		60	30 days		9.17
330	500		30 days	0.66	

MyOffer in bKash						
Denom	Min	GB	Validity	Price/Min	Price/GB	
140	100	5	7 days	1.40	28	
38		1	2 hrs		38	
300		50	30 days		10	
115	150		7 days	0.77		
148		5	7 days		29.60	
210		30	7 days		7.30	

MyOffer in MNO						
Denom	Min	GB	Validity	Price/Min	Price/GB	
548	500	30	30 days	1.10	18.27	
250	399		7 days	0.63		
300		50	30 days		10	
297	460		30 days	0.65		
148		5	7 days		29.60	
330	500		30 days	0.66		

Figure 11: My Offer Comparison Report

4.3.6 Data Visualization and Dynamic Dashboard:

One of my most valuable contributions was creating a dynamic Cashback Performance Dashboard. This Excel-based tool visualized phase-wise and denomination-wise CB trends across MNOs, Nagad, and bKash. The dashboard enabled quick comparative analysis of:

- Denomination-wise CB competitiveness
- Operator-wise CB trends (MyGP vs MyRobi vs MyAirtel vs MyBL)
- Campaign phase performance over time
- Volume movement per cashback bracket (e.g., <50 BDT, 100–150 BDT, etc.)

To build this dashboard, I implemented formulas using COUNTIFS, IFERROR, and Conditional Formatting. It auto-updated using dynamic ranges, allowing future users to plug in weekly data without breaking the structure. The dashboard was part of my final handover and presentation and was appreciated for being both analytical and scalable.



Figure 12: An Overview of The Dynamic Dashboard

4.3.7 GTM Audit and Competitor Campaign Tracking

As part of my extended responsibilities in the Telecom Payments Department, I occasionally supported the team by conducting **GTM (Go-To-Market) audits** focused on identifying, documenting, and analyzing the marketing campaigns and promotional strategies of key competitors—primarily **Nagad** and **mobile network operator (MNO) apps** like MyGP, MyRobi, MyAirtel, and MyBL.

These audits helped the team remain informed about the evolving promotional tactics used in the mobile recharge and digital payment space. One significant campaign I tracked was **Nagad’s “Lakh Takar Offer,”** which promised a grand cash reward for the user who recharged the most within a specific period. This posed a direct threat to bKash’s user retention, particularly during high-volume campaign phases.

During each GTM audit cycle, I:

- Monitored the MNO and competitor apps to identify new product launches, cashback campaigns, or limited-time offers.
- Captured screenshots and created a repository of visuals to document UI changes and promotional placements.
- Recorded campaign mechanics such as denomination targets, campaign duration, reward types (cashback, prize money, bonus packs), and customer engagement hooks.
- Compared competitor offers with bKash campaigns to evaluate whether any features needed urgent response or strategic alignment.

- Flagged potentially high-impact campaigns in internal reports to support war-room planning and strategic recalibration.

These audit activities enabled the team to stay agile and competitive in a rapidly evolving market, providing inputs for counter-campaign planning, offer redesign, and customer engagement enhancement.

4.4 Learnings from the Internship Program

Department Assigned:

I was assigned to the **Telecom Payments Department** under the **Commercial Division** of bKash Limited. This department is primarily responsible for managing all operations related to mobile telecom payments, including partnerships with Mobile Network Operators (MNOs), campaign planning, and strategic revenue initiatives.

Activities Performed and Performance Evaluation:

During my internship, I actively participated in a range of projects that allowed me to develop both technical and strategic skills. My key responsibilities included:

- Conducting market research and customer surveys to analyze user behavior in the mobile recharge ecosystem.
- Providing recommendations based on data-driven insights to enhance bKash's telecom recharge offerings and increase user engagement.
- Performing data analysis and developing a dynamic dashboard to track recharge campaign performance across operators.
- Executing competitive analysis of cashback campaigns offered by MNOs to both bKash and its competitors (e.g., Nagad).
- Preparing and presenting insights and findings to the Head of Department and senior leadership.

Throughout the internship, I received regular feedback from my line manager and other supervisors. Their constructive input helped me refine my analytical, communication, and problem-solving skills. The team's appreciation for my deliverables, especially the dashboard and survey analysis, was a highlight of my internship experience.

Overall Internship Experience:

My internship journey at bKash was deeply rewarding and transformative. Being a part of the leading Mobile Financial Services (MFS) provider in Bangladesh gave me firsthand exposure to a high-impact, fast-paced fintech environment. I had the opportunity to learn from an incredibly talented team, including my Line Manager, Deputy General Manager, and other senior officers who were always supportive and

open to sharing knowledge.

This experience enriched my understanding of:

- MFS business dynamics and digital payment ecosystems
- Cross-functional collaboration with MNOs
- Customer-centric product development
- Strategic campaign planning and execution

The professional guidance, hands-on responsibilities, and nurturing team culture made this internship an exceptional learning platform. I not only expanded my knowledge and skill set but also built valuable connections that I hope to maintain in my professional journey. In conclusion, this internship has been instrumental in shaping my career aspirations and has equipped me with the confidence and competence to thrive in the fintech industry.



Chapter 5 -Analysis

5. Analysis

The internship at bKash Limited offered a front-row view into how Bangladesh's leading Fintech Company is revolutionizing mobile recharge behavior—steering users away from conventional retail-based transactions and toward app-based, personalized digital solutions. The Telecom Payments Department, where I was placed, plays a crucial role in driving this transformation through strategic partnerships, operational innovation, and customer-centric offerings.

This section presents a multi-layered analysis of bKash's strategies and impact, broken down into three levels: Company-Level, Market-Level, and Professional Level Analysis.

5.1 Company Level Analysis

bKash's approach to transforming telecom payments is aligned with its broader mission to democratize financial services and deepen digital financial inclusion. The following aspects reflect how the company leverages digital innovation, strategic alignment, and customer value creation to lead this transformation.

1. Digital Product Personalization

A standout strength of bKash is its ability to personalize recharge options based on user behavior and preferences. The app dynamically offers curated packages—including talk-time, internet data, and combo bundles—optimized for different telecom operators. These recommendations are tailored based on user history and market trends, significantly enhancing customer convenience and satisfaction.

2. Strategic Collaboration with Mobile Network Operators (MNOs)

bKash maintains strong partnerships with major telecom players like Grameenphone, Robi, Banglalink, Airtel, and Teletalk. These collaborations allow seamless integration of operator offers, real-time synchronization, and optimized service delivery. It enables bKash to provide competitive features such as instant cashback, bonus minutes, and exclusive bundle offers—boosting both usage and trust among users.

3. Operational Efficiency & Agile Execution

The Telecom Payments team ensures smooth deployment of promotional campaigns and real-time management of recharge operations. With a focus on process automation, error minimization, and continuous improvement, bKash reflects Lean operational principles. These efficiencies are crucial for managing a high-volume,

time-sensitive service like mobile recharges.

4. Customer Retention through Consistent Value Creation

To sustain engagement and reduce churn, bKash runs timely promotional campaigns, including festival-driven offers, usage-based discounts, and loyalty rewards. These initiatives not only attract new users but also encourage repeat transactions. The company's emphasis on ongoing value delivery helps build brand stickiness and long-term customer loyalty in a competitive market.

5.2 Market Level Analysis

The mobile recharge landscape in Bangladesh is rapidly evolving, and bKash is at the forefront of this digital transition by leveraging changing consumer behaviors, technological penetration, and market gaps.

1. Shift from Retail to Digital Recharge

Previously dominated by scratch cards and retail agents, the recharge ecosystem is shifting toward digital platforms due to the widespread use of smartphones and growing internet penetration. bKash effectively capitalizes on this trend by offering a unified recharge interface for all major MNOs, making it a one-stop solution for users seeking simplicity and control.

2. Personalization as a Tool for Market Expansion

By offering denomination-based and operator-specific promotions, bKash tailors its offerings for various demographics—from urban youth seeking high-data packs to budget-conscious rural users. This personalized approach strengthens its market penetration and supports its mission of inclusive financial services.

3. Strategic Positioning in a Crowded Digital Ecosystem

In a market shared with telecom-specific apps (e.g., MyGP, MyRobi) and MFS competitors like Nagad, Rocket, and Upay, bKash differentiates itself as a cross-operator, all-in-one platform. Its legacy as a trusted financial platform, combined with user-centric recharge features, reinforces its **competitive advantage** and solidifies user preference.

4. Consumer Demand for Convenience & Rewards

Consumers increasingly value instant gratification, particularly when it comes with benefits such as cashbacks, discounts, and bonuses. bKash aligns with this demand by integrating seasonal promotions, bundle customization, and timely notifications—positioning itself not just as a transaction platform but as a lifestyle enabler for digital-savvy consumers.

5.3 Professional Level Analysis

The internship experience at bKash Limited played a pivotal role in shaping my professional capabilities, offering hands-on exposure to the strategic, operational, and collaborative dynamics of a high-impact team within Bangladesh's leading fintech organization.

1. Understanding Industry Dynamics

Working at the convergence of fintech and telecom provided a front-line perspective on how digital financial services are disrupting and redefining traditional markets. I gained firsthand knowledge of how data-driven insights, customer behavior, and competitive benchmarking inform strategic decision-making in a rapidly evolving digital economy. This exposure enhanced my business acumen and deepened my understanding of the forces driving innovation in financial technology.

2. Enhancement of Technical and Strategic Competencies

Throughout the internship, I was engaged in projects that demanded cross-functional coordination, analytical thinking, and commercial insight. Tasks such as campaign planning, performance monitoring, and offer benchmarking required me to align execution with business goals. I also developed proficiency in tools for data visualization and dashboard development, learning to extract actionable insights from complex datasets—an essential skill in tech-driven industries.

3. Strengthening Teamwork and Communication

Interacting with professionals across multiple levels—from officers to senior management—enhanced my ability to communicate effectively, collaborate in team settings, and adapt to diverse work styles. I actively participated in discussions during campaign launches, contributed insights during team reviews, and coordinated with internal stakeholders—developing confidence in both formal and informal professional communication.

4. Developing Leadership and Problem-Solving Abilities

Solving real-world business challenges—such as analyzing campaign gaps, addressing transactional errors, and streamlining internal reporting—sharpened my critical thinking and decision-making skills. The fast-paced and target-driven environment at bKash encouraged me to take initiative, offer process improvement suggestions, and approach problems with a solution-oriented mindset.

5.4 Intern's Strategic Reflections: Insights from the Mobile Recharge Consumer Survey

As part of my internship deliverables, I conducted a comprehensive **consumer behavior survey** with 100 respondents across Dhaka's urban demographic. This initiative offered deep, firsthand insights into how real users perceive, engage with, and evaluate mobile recharge platforms—especially bKash's telecom payment service.

The survey covered a mix of students, professionals, freelancers, and homemakers, reflecting the real user diversity that bKash caters to. Based on the trends, patterns, and behavioral triggers identified through this study, I present below a detailed reflection on user psychology, service gaps, and potential improvement areas from a customer-centric lens.

1. Habitual Loyalty to MNO Apps and Retail Shops

While bKash's digital recharge service is popular for its cashback and ease-of-use, a notable portion of users expressed long-standing loyalty to MNO apps like MyGP and MyRobi, or even physical retail stores. This was often rooted in:

- Familiarity with the app interface
- Operator-specific offers unavailable elsewhere
- Perception that bKash offers less granular control (e.g., pack validity, minutes/data combinations)

My Observation: There remains a significant inertia among users who feel more in control using operator-specific apps. bKash must intensify efforts in UI/UX personalization and offer transparency to bridge this perception gap.

2. Importance of Cashback and Promotional Visibility

An overwhelming majority of users highlighted cashback as the top driver for choosing bKash over other platforms. However, some users were unaware of ongoing offers, or found them hard to locate within the app.

My Observation: bKash should consider integrating a “Promotions Hub” or floating banner notifications on the app homepage for better visibility of active telecom offers. Making cashback terms simpler (e.g., reducing the fine print or showing net price after cashback) could also boost uptake.

3. Appetite for Personalization and Loyalty Benefits

Respondents repeatedly emphasized the appeal of personalized bundles based on their recharge history (e.g., auto-suggested 1GB internet if they buy it often). Additionally, users voiced a strong desire for loyalty programs such as:

- Tiered benefits based on recharge frequency
- Recharge streak rewards (e.g., 5 consecutive recharges = bonus)
- Gamification (e.g., “spin-the-wheel” for cashback)

My Observation: bKash has already taken the right step with its “My Offer” section. To strengthen differentiation, it should expand this feature into a personalized rewards ecosystem, powered by AI/ML-based behavioral segmentation.

4. Multi-Platform Behavior and Service Switching

Many users reported switching between bKash and competitors like Nagad or Upay, depending on which offers the best deal in a particular phase. These users are value-conscious but platform-agnostic—willing to switch for better cashback, user experience, or faster transaction.

My Observation: This reveals that users are not yet fully locked-in, and brand loyalty is still transactional. bKash could consider launching retention-focused micro-campaigns—for instance, limited-time “win-back” cashback for users inactive over 14 days, or bundle match offers that mirror Nagad campaigns.

5. User Experience Friction Points

Though bKash users appreciated the recharge process, a few user experience bottlenecks were highlighted:

- Delay in cashback reflection
- Confusion over cashback caps
- Missing recharge history or lack of transaction summaries

My Observation: These usability gaps impact user trust. Implementing real-time cashback notifications, detailed recharge invoices, and a “Track My Offers” feature could improve clarity and confidence in the service.

6. Emerging Demand for Value-Added Services

Respondents showed interest in having telecom-related value-added services bundled with recharge, such as:

- Auto-renewal or recharge reminders
- Bill-splitting or group recharge features (for family packages)
- Recharge scheduling

My Observation: These are significant white-space opportunities. Integrating telecom value chain extensions into the app will position bKash not just as a recharge platform, but as a smart telco utility assistant.



Chapter 6 - Conclusion & Recommendations

6. Conclusion & Recommendations

6.1 Conclusion

Completing my internship at bKash Limited, particularly under the Telecom Payments Department of the Commercial Division, has been a transformative experience that bridged the gap between academic knowledge and real-world corporate operations. As Bangladesh's most prominent Mobile Financial Services (MFS) provider, bKash offered me the opportunity to witness firsthand how a data-driven fintech ecosystem functions, competes, and adapts in a rapidly evolving digital economy.

Over the four-month period from January 26 to May 25, 2025, I was immersed in the strategic and operational processes that power bKash's mobile recharge business. This exposure was not merely observational; I was actively involved in end-to-end campaign performance tracking, real-time competitor benchmarking, consumer behavior research, and dashboard development—all of which gave me a strong sense of ownership and impact.

My responsibilities allowed me to participate in high-frequency campaign cycles, with each month segmented into four distinct promotional phases. I conducted 16 detailed campaign analysis reports, tracking denomination-wise performance, benchmarking cashback competitiveness, and identifying product gaps between bKash and platforms like MyGP, MyRobi, MyAirtel, MyBL, and Nagad. These reports became foundational tools for decision-making in the department and were complemented by a dynamic dashboard I developed to enable real-time insights and visual performance tracking.

One of the most insightful experiences came from a 100-person consumer behavior survey I personally designed and executed. The feedback gathered shaped several of my strategic recommendations for improving bKash's recharge feature, including interface simplification, personalized campaign delivery, real-time cashback visibility, and bundle suggestion logic. The final presentation of my survey findings to the department received strong appreciation and reaffirmed the value of user-centric thinking in fintech design.

From planning Eid-ul-Fitr and IPL 2025 recharge campaigns to auditing competitive threats like Nagad's "Lakh Takar Offer," I was exposed to both routine operations and strategic war-room thinking. These experiences instilled in me a deep appreciation for cross-functional collaboration, data-led decision-making, and the importance of micro-segmentation in today's competitive telecom-fintech space.

More than just skills, this internship gave me confidence—to take initiative, to question assumptions, and to communicate with clarity and purpose. I worked alongside professionals at various levels, from line officers to the Deputy General Manager, all of whom were supportive, insightful, and open to feedback. Their mentorship sharpened my communication, critical thinking, and stakeholder management capabilities.

Looking back, this internship has not only validated my interest in the fintech and digital services sector but also sharpened my professional aspirations. I've learned what it takes to operate in a fast-paced, target-driven environment where precision, adaptability, and innovation intersect every day. I've seen how strategy is shaped not just at the boardroom table but also in the details of Excel sheets, user behavior patterns, and competitor monitoring dashboards.

In conclusion, this internship has been far more than a degree requirement—it has been a defining phase of my academic and professional life. It has empowered me with hands-on experience, broadened my strategic thinking, and solidified my belief that technology, data, and human insight—when combined effectively—can shape the future of inclusive financial services in Bangladesh and beyond.

6.2 Recommendations

Policy Support for Digital Payment Ecosystem: To accelerate the adoption of digital financial services in Bangladesh, government support is crucial. Policies that foster a transaction-friendly digital environment—such as tax incentives for digital payments, simplified regulations for fintech operations, and collaboration with the private sector—can significantly boost the ecosystem's growth.

Mitigating Operational and Strategic Risks: Although bKash holds a strong position in the mobile financial services landscape, it must continue addressing various internal and external challenges. These include operational inefficiencies, potential misuse of services, regulatory complexities, and reputational risks. A proactive approach to risk management, regular audits, and compliance enhancements will help sustain long-term growth.

Building Trust Through Awareness and Communication: To strengthen user trust and engagement, bKash should scale up its communication efforts. This includes more robust advertising across digital and traditional channels, as well as public education campaigns on the safety, reliability, and convenience of using bKash. Such initiatives are essential to combat misinformation and increase user confidence.

Enhancing Platform Stability and Diversifying Services: bKash must ensure its technology infrastructure remains stable and scalable to support growing transaction volumes. Transitioning users from over-the-counter and agent-based models to account-based, self-managed services can improve efficiency. Furthermore, expanding the platform's offerings—such as micro-loans, savings options, and investment features—can further increase customer engagement.

Inclusive Financial Education Initiatives: To promote true financial inclusion, bKash should launch targeted programs for marginalized communities, including

rural populations, women, and low-income groups. Educational workshops, localized content, and partnerships with NGOs can empower these communities to understand and utilize digital financial tools.

Encouraging App-Based Usage Over USSD: To improve user experience and broaden service accessibility, bKash should focus on converting USSD-based users to its app platform. App-based transactions are not only more efficient but also offer greater features. Customized promotional campaigns and strategic merchant partnerships can facilitate this transition and deepen market penetration.

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Appendix
Weekly and Plagiarism Report

OVERVIEW OF INTERNSHIP ACTIVITIES

Name: Marzan Sultana (ID-200061123)
Company name: bKash Limited
Internship position: Commercial Division Intern
(Telecom Payments Department)

Reporting Week: 1
Date: 26 Jan - 30 Jan

Overview of tasks with brief description:

1) Orientation and Team Familiarization:

As I began my internship at **bKash Limited** under the **Telecom Payments team**, my initial days were focused on understanding how the **Commercial Division** functions. I engaged with various team members to learn about their specific roles—from purchasing airtime to managing operator partnerships and tracking customer recharge behavior. This gave me a strong foundational overview of how different units within the team collaborate to drive revenue and ensure customer satisfaction.

2) Understanding Telecom Business Planning:

I explored how mobile recharge services are delivered through the **bKash App, Web, and USSD platforms**. Offers are updated weekly in what the team refers to as “**phases**,” where new cashback rates, bundle packs, and denominations are introduced. I observed how these phases are strategically aligned with user engagement metrics and operator agreements to optimize customer value and market reach.

3) First Task: CB Comparison Report (Practice):

My first assigned task was to create a **Cashback Comparison (CB) Report for January Phase 4**. This was a practice exercise to help me understand how to benchmark bKash’s offers against those of competitors like Nagad. I analyzed denomination coverage, cashback percentages, and promotional structures, which helped me identify areas where bKash holds competitive advantages or faces gaps.

4) Hero Banner Selection for App

Additionally, I contributed to the selection of **hero banners**—the promotional visuals featured in the bKash app’s mobile recharge section. This responsibility deepened my appreciation for how **UI/UX** and creative content play a role in attracting customer attention and driving conversion during offer phases.



Company Supervisor:
Md. Anik Hasan
General Manager, Telecom Payments,
Commercial Division, bKash Limited
Contact no: +8801711084683



Academic Supervisor:
Farjana Nasrin
Assistant Professor
BTM Department
Islamic University of Technology
Contact no: +8801521220614

OVERVIEW OF INTERNSHIP ACTIVITIES

Name: Marzan Sultana (ID-200061123)
Company name: bKash Limited
Internship position: Commercial Division Intern
(Telecom Payments Department)

Reporting Week: 2
Date: 2 Feb - 6 Feb

Overview of tasks with brief description:

1) Cashback (CB) Offer Comparison:

During this week, I conducted the **Phase 1 Cashback Comparison** for February, along with a detailed **Weekend Phase 1 Offer Comparison**. The analysis involved reviewing cashback offers provided by bKash and comparing them with those offered by competitors, especially mobile network operators (MNOs) and Nagad. I assessed the variety of denominations, offer values, and promotional positioning to determine bKash's market stance and identify areas for optimization.

2) Review of Previous Intern Reports:

Additionally, I thoroughly reviewed and analyzed the reports prepared by previous interns. This helped me gain contextual understanding of ongoing projects, historical campaign performance, and previously identified trends, allowing me to align my analysis accordingly and ensure continuity in reporting standards.



Company Supervisor:
Md. Anik Hasan
General Manager, Telecom Payments,
Commercial Division, bKash Limited
Contact no: +8801711084683



Academic Supervisor:
Farjana Nasrin
Assistant Professor
BTM Department
Islamic University of Technology
Contact no: +8801521220614

OVERVIEW OF INTERNSHIP ACTIVITIES

Name: Marzan Sultana (ID-200061123)
Company name: bKash Limited
Internship position: Commercial Division Intern
(Telecom Payments Department)

Reporting Week: 3
Date: 9 Feb - 13 Feb

Overview of tasks with brief description:

1) GTM Audit & Competitor Campaign Tracking:

As part of the GTM (Go-To-Market) audit, I was assigned to monitor and analyze ongoing promotional campaigns by competitors, especially Nagad. One major campaign identified was the “Lakh Takar Offer,” where the highest mobile recharger through Nagad within a specific timeframe could win BDT 1 Lakh. Recognizing this as a potential threat to user retention, I recorded the campaign details for competitive intelligence and future strategy reference.

2) Cashback Comparison Analysis:

Alongside the GTM audit, I was responsible for preparing the weekly and weekend phase-wise Cashback (CB) Comparison Analysis (**February Phase 2**). This task involved compiling and comparing the cashback offers of bKash with its major competitors (primarily Nagad and MNO apps) to assess competitiveness in the market. I tracked changes in denominations, offer values, and campaign frequency to identify gaps and strengths in bKash’s approach. This analysis played a critical role in understanding user attraction dynamics and provided insights to support better campaign planning for the upcoming phases.



Company Supervisor:
Md. Anik Hasan
General Manager, Telecom Payments,
Commercial Division, bKash Limited
Contact no: +8801711084683



Academic Supervisor:
Farjana Nasrin
Assistant Professor
BTM Department
Islamic University of Technology
Contact no: +8801521220614

OVERVIEW OF INTERNSHIP ACTIVITIES

Name: Marzan Sultana (ID-200061123)
Company name: bKash Limited
Internship position: Commercial Division Intern
(Telecom Payments Department)

Reporting Week: 4
Date: 16 Feb - 20 Feb

Overview of tasks with brief description:

1) February Phase 3 Campaign Analysis

During this week, I conducted a comprehensive campaign analysis for **February Phase 3**, comparing mobile recharge offers across the bKash app and major MNO apps—MyGP, MyRobi, MyAirtel, and MyBL. The focus was on comparing denomination-wise products to identify gaps and highlight bKash's strengths in terms of data, talktime, and combo recharge values. I assessed bKash's positioning relative to MNO platforms by flagging which operator offered better, identical, or weaker offers.

2) Cashback (CB) Offer Comparison

I compiled a detailed evaluation of Cashback offers across different recharge amounts. The data was structured in a way that allowed the team to quickly visualize the denomination slabs where bKash had exclusive CBs or fell behind competitors. This comparative insight helped determine how effective the incentives were in attracting user recharges through the bKash platform.



Company Supervisor:
Md. Anik Hasan
General Manager, Telecom Payments,
Commercial Division, bKash Limited
Contact no: +8801711084683



Academic Supervisor:
Farjana Nasrin
Assistant Professor
BTM Department
Islamic University of Technology
Contact no: +8801521220614

OVERVIEW OF INTERNSHIP ACTIVITIES

Name: Marzan Sultana (ID-200061123)
Company name: bKash Limited
Internship position: Commercial Division Intern
(Telecom Payments Department)

Reporting Week: 5
Date: 23 Feb - 27 Feb

Overview of tasks with brief description:

1) February Phase 4 Campaign Analysis

This week was dedicated to analyzing mobile recharge offers rolled out during February Phase 4. I conducted a product-wise comparison of bKash's recharge offers versus MNO apps (MyGP, MyRobi, MyAirtel, MyBL), focusing on differences in data, talktime, and combo benefits across denominations. The objective was to evaluate user value and positioning against competitor offerings.

2) Excel Template Redesign for Weekly Campaign Analysis

To improve the clarity and efficiency of our reporting system, I designed a new Excel template to make the weekly, phase-wise campaign analysis more precise and understandable. The redesigned structure allows for dynamic comparisons, automated highlighting, and better data segmentation.

- **Formulas and Tools Used:**

- **VLOOKUP** to fetch product data across sheets
- **COUNTIFS** for conditional frequency analysis
- **IFERROR** to clean formula outputs and avoid data clutter
- **Pivot Tables** to summarize denomination-wise performance
- **Conditional Formatting & Visualization Tools** to auto-highlight better or weaker offers across bKash and MNOs

This upgraded template now automatically sorts offers based on defined parameters (such as denomination range and operator) and visually segments which platform—bKash or the MNO app—offered superior or inferior recharge options.

3) Enhanced Filtering System

Built a dynamic filtering logic into the workbook to segment offers into “Better,” “Same,” or “Less” categories. This system greatly improved the team's ability to pinpoint strengths, address weaknesses, and prepare strategic recommendations for future campaigns.



Company Supervisor:
Md. Anik Hasan
General Manager, Telecom Payments,
Commercial Division, bKash Limited
Contact no: +8801711084683



Academic Supervisor:
Farjana Nasrin
Assistant Professor
BTM Department
Islamic University of Technology
Contact no: +8801521220614

OVERVIEW OF INTERNSHIP ACTIVITIES

Name: Marzan Sultana (ID-200061123)
Company name: bKash Limited
Internship position: Commercial Division Intern
(Telecom Payments Department)

Reporting Week: 6
Date: 2 Mar - 6 Mar

Overview of tasks with brief description:

1) March Phase 1 Campaign Analysis

During this week, I focused on the in-depth comparative analysis of mobile recharge offers under **March Phase 1**. This included reviewing the recharge products offered on bKash versus MNO apps (MyGP, MyRobi, MyAirtel, MyBL), comparing features such as data volume, talktime minutes, combo packs, and pricing across various denominations. My findings were compiled to assess where bKash stood in terms of user value proposition.

2) Conceptualization of a Dynamic Dashboard

I proposed and initiated the development of a **dynamic dashboard from scratch**, using only real-time data extracted from my phase-wise analysis reports. This dashboard was designed to provide a holistic view of campaign effectiveness and offer positioning, with flexibility to filter by operator, denomination range, and offer type (data/talktime/combo/cashback). The goal was to create a reusable, scalable resource that would help future interns and team members perform quick and detailed comparisons across phases.

3) Denomination-wise CB Evaluation

Analyzed cashback (CB) offers under March Phase 1 to track how competitive bKash's cashback propositions were in relation to MNOs. I also visualized the exclusive and overlapping CB ranges to understand where bKash was leading or lagging in incentive appeal.

4) Template Refinement for Weekly Analysis

Refined the formatting and structure of the weekly analysis template to streamline comparisons and make the reports more visual and user-friendly. These improvements aimed at making the report insights easier to communicate to cross-functional stakeholders.



Company Supervisor:
Md. Anik Hasan
General Manager, Telecom Payments,
Commercial Division, bKash Limited
Contact no: +8801711084683



Academic Supervisor:
Farjana Nasrin
Assistant Professor
BTM Department
Islamic University of Technology
Contact no: +8801521220614

OVERVIEW OF INTERNSHIP ACTIVITIES

Name: Marzan Sultana (ID-200061123)
Company name: bKash Limited
Internship position: Commercial Division Intern
(Telecom Payments Department)

Reporting Week: 7
Date: 9 Mar - 13 Mar

Overview of tasks with brief description:

1) March Phase 2 Campaign Analysis

This week was primarily centered around analyzing mobile recharge offers from the second phase of the March campaign. I conducted a detailed comparison between bKash and MNO platforms (MyGP, MyRobi, MyAirtel, and MyBL), focusing on the availability, competitiveness, and structure of recharge packs in terms of data, talktime, and combo benefits. Emphasis was placed on user-centric offerings and denomination-wise value assessments.

2) Cashback (CB) Comparison and Effectiveness Check

I evaluated denomination-specific cashback offers on bKash against those of MNO apps. The purpose was to track any shifts in user incentives and identify patterns in CB rates offered across different ranges (e.g., under 50 BDT, 100–199 BDT, etc.). Insights were recorded to assist in refining the incentive structure for upcoming campaign phases.

3) Offer Overlap & Availability Study

As part of my continuous effort to track product coverage, I mapped out which recharge products were **exclusive to MNOs** and which had been incorporated into the bKash platform. This analysis helped the team evaluate product availability gaps and areas for potential inclusion to improve user retention.

4) Tracking Competitor Movement (Nagad & MNOs)

Gathered and logged mobile recharge campaign data from competitors, especially **Nagad** and relevant MNO apps. Noted any new product launches, significant cashback changes, or promotional tactics. These findings were included in the team's shared working files.



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Md. Anik Hasan
General Manager, Telecom Payments,
Commercial Division, bKash Limited
Contact no: +8801711084683



Academic Supervisor:
Farjana Nasrin
Assistant Professor
BTM Department
Islamic University of Technology
Contact no: +8801521220614

OVERVIEW OF INTERNSHIP ACTIVITIES

Name: Marzan Sultana (ID-200061123)
Company name: bKash Limited
Internship position: Commercial Division Intern
(Telecom Payments Department)

Reporting Week: 8
Date: 16 Mar - 20 Mar

Overview of tasks with brief description:

1) March Phase 3 Campaign Analysis:

During the third campaign phase of March, I conducted detailed product-wise comparisons of mobile recharge offers available on the bKash app and the MNO platforms (MyGP, MyRobi, MyAirtel, and MyBL). This included evaluating denomination-based data, talktime, and bundled recharge packs to assess bKash's competitiveness and value offerings in the market.

2) IPL 2025-Based Scheduling for T-Sports Campaign Offers:

As part of the upcoming IPL-related mobile recharge campaigns, I helped prepare the scheduling framework for integrating **T-Sports subscription offers** with recharge plans on bKash.

- Mapped the IPL 2025 match calendar to align promotional offers with match timings and high-traffic weekends.
- Identified **highly hyped teams** like **Sunrisers Hyderabad, Chennai Super Kings, and Kolkata Knight Riders** based on social media traction and user buzz to plan timely, team-targeted recharge campaigns.
- Suggested optimized time slots and popular recharge ranges to pair T Sports access with data-heavy packages, maximizing appeal to IPL viewers.

3) Cashback Trend Review

Continued monitoring and documenting CB (Cashback) trends across MNOs and bKash. This included tracking exclusive CB percentages, volume movement on different denominations, and how these offers aligned with campaign goals.

4) Competitor Offer Tracking

Collected and organized competitor recharge data—particularly from Nagad and MNOs—to support internal benchmarking. Noted similarities, gaps, and new entries in campaign offerings to aid real-time decision-making.



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Md. Anik Hasan
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Commercial Division, bKash Limited
Contact no: +8801711084683



Academic Supervisor:
Farjana Nasrin
Assistant Professor
BTM Department
Islamic University of Technology
Contact no: +8801521220614

OVERVIEW OF INTERNSHIP ACTIVITIES

Name: Marzan Sultana (ID-200061123)
Company name: bKash Limited
Internship position: Commercial Division Intern
(Telecom Payments Department)

Reporting Week: 9
Date: 23 Mar - 27 Mar

Overview of tasks with brief description:

1) March Phase 4 Campaign Analysis:

- Conducted product-wise comparison between bKash and respective MNO apps (MyGP, MyRobi, MyAirtel, MyBL) for the final phase of March.
- Focused on product positioning, cashback percentage, and overall offer variety.

2) Cashback Offer Benchmarking:

- Created a side-by-side comparison sheet for denomination-wise cashback offers from bKash and MNOs.
- Identified where bKash held a competitive edge, where it lagged, and where offers were identical.

3) Product Gaps & Overlaps Identification:

- Mapped unique and overlapping products between bKash and each MNO app.
- This helped the team understand which operator products were underrepresented or missing in bKash.

4) Dashboards Update:

- Updated the existing campaign dashboard to include Phase 4 data for March, adding visual graphs and tables for clearer analysis.
- This allowed for quick tracking of CB trends and denomination-wise performance.

5) Support in My Offer Comparison:

- Began groundwork for comparing the “My Offer” section of bKash with that of MNO apps.
- Collected screenshots and offer details for qualitative assessment in the following weeks.



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General Manager, Telecom Payments,
Commercial Division, bKash Limited
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Academic Supervisor:
Farjana Nasrin
Assistant Professor
BTM Department
Islamic University of Technology
Contact no: +8801521220614

OVERVIEW OF INTERNSHIP ACTIVITIES

Name: Marzan Sultana (ID-200061123)
Company name: bKash Limited
Internship position: Commercial Division Intern
(Telecom Payments Department)

Reporting Week: 10
Date: 6 Apr - 10 Apr

Overview of tasks with brief description:

1) April Phase 1 – Eid-ul-Fitr Campaign Analysis:

- Conducted a comprehensive analysis of mobile recharge offers during the April Phase 1 Eid-ul-Fitr campaign across bKash and MNO apps (MyGP, MyRobi, MyAirtel, MyBL).
- Focused on product-wise comparisons, including data, talktime, and combo packs across various denominations to determine market positioning during the festive season.

2) Cashback (CB) Offer Evaluation:

- Assessed denomination-wise Cashback (CB) offers to benchmark bKash's value proposition versus that of the MNO apps.
- Visualized exclusive versus overall CB trends to evaluate user incentives and identify areas where bKash could enhance its competitive advantage.

3) Offer Availability Mapping:

- Mapped product availability to highlight which recharge packs were exclusive to MNO platforms versus those integrated into the bKash app for the campaign.
- Identified gaps in product offerings on bKash that may influence user switching or preference during high-traffic festive periods.

4) Strategic Insights Compilation:

- Organized key insights from the campaign to support internal performance reviews and strategy recalibration.
- The insights served as inputs for campaign effectiveness evaluation and planning for future festive campaigns.



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Md. Anik Hasan
General Manager, Telecom Payments,
Commercial Division, bKash Limited
Contact no: +8801711084683



Academic Supervisor:
Farjana Nasrin
Assistant Professor
BTM Department
Islamic University of Technology
Contact no: +8801521220614

WEEKLY OVERVIEW OF INTERNSHIP ACTIVITIES

Name: Marzan Sultana (ID-200061123)
Company name: bKash Limited
Internship position: Commercial Division Intern
(Telecom Payments Department)

Reporting Week: 11
Date: 13 Apr - 17 Apr

Overview of tasks with brief description:

1) MyGP vs bKash App Offer Comparison

This week, my primary focus was developing a comparative analysis between the MyGP app and the bKash app in terms of mobile recharge offers. The report evaluated product-wise differences across data packs, voice bundles, and combo offers, highlighting where bKash offered superior value or faced a gap. Special attention was paid to identical denominations offered on both platforms to assess competitiveness in pricing and benefits. The analysis provided a clear visual benchmark for evaluating bKash's relative positioning in the digital recharge ecosystem.

2) My Offer Section Comparison

I also conducted a feature-based comparison between the "My Offer" sections of major MNO apps (MyGP, MyRobi, MyAirtel, MyBL) and bKash. This involved reviewing personalization algorithms, offer refresh rates, exclusive recharge deals, and UI/UX presentation. While MNO apps showed greater personalization and bundle targeting based on user behavior, bKash's My Offer section presented a strong base of stable, high-demand options. The findings from this comparison were structured to inform strategic recommendations around future personalization and competitive parity for bKash.

This week's analysis enhanced my understanding of platform-level differentiation and user-centered offer design in the mobile recharge space.



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Md. Anik Hasan
General Manager, Telecom Payments,
Commercial Division, bKash Limited
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Academic Supervisor:
Farjana Nasrin
Assistant Professor
BTM Department
Islamic University of Technology
Contact no: +8801521220614

WEEKLY OVERVIEW OF INTERNSHIP ACTIVITIES

Name: Marzan Sultana (ID-200061123)
Company name: bKash Limited
Internship position: Commercial Division Intern
(Telecom Payments Department)

Reporting Week: 12
Date: 20 Apr - 24 Apr

Overview of tasks with brief description:

1) April Campaign Phase 3 Analysis

This week, I worked on analyzing the third phase of the April mobile recharge campaign. The focus was to evaluate bKash's recharge offers in comparison to the respective My MNO apps (MyGP, MyRobi, MyAirtel, and MyBL). I reviewed data, talktime, and bundled product offerings to identify where bKash positioned itself competitively in terms of customer value. The analysis was structured in a comparative format and revealed several trends related to price sensitivity, denomination patterns, and campaign effectiveness.

2) Cashback Campaign Review

As cashback offers are a key differentiator in the mobile recharge market, I analyzed how bKash's cashback promotions fared in this phase. The breakdown included a denomination-wise comparison of CB rates across platforms. This data was used to assess promotional performance and customer response potential, contributing to the upcoming updates on the cashback dashboard.

3) Survey Progress

Work on the mobile recharge user survey was also in progress during this week. I continued to filter responses and began summarizing key usage patterns and consumer behavior insights. The survey aimed to gather perspectives from both frequent and occasional users of the bKash mobile recharge feature, offering qualitative context to the ongoing quantitative campaign analyses.



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Md. Anik Hasan
General Manager, Telecom Payments,
Commercial Division, bKash Limited
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Academic Supervisor:
Farjana Nasrin
Assistant Professor
BTM Department
Islamic University of Technology
Contact no: +8801521220614

WEEKLY OVERVIEW OF INTERNSHIP ACTIVITIES

Name: Marzan Sultana (ID-200061123)
Company name: bKash Limited
Internship position: Commercial Division Intern
(Telecom Payments Department)

Reporting Week: 13
Date: 27 Apr - 30 Apr

Overview of tasks with brief description:

1) April Campaign Phase 4 Analysis

During this week, I conducted a detailed analysis of Phase 4 of the April campaign, focusing on bKash's recharge offers compared to those of the MNO apps—MyGP, MyRobi, MyAirtel, and MyBL. The objective was to determine where bKash stood in terms of competitiveness across data, talktime, and bundled product segments. As this was the final phase of the month's campaign, it was important to summarize the month-long trends and identify areas where bKash either outperformed or fell short in comparison to MNO offerings.

2) Cashback Offer Breakdown

Special attention was given to the distribution of cashback (CB) offers across various denominations. I captured both exclusive and overall cashback rates, highlighting differences in user value across platforms. These insights were organized denomination-wise and prepared for inclusion in the updated dashboard, enabling a clear benchmark against competitors like Nagad and the MNOs. The findings contributed to evaluating the effectiveness of bKash's cashback strategy and assessing user appeal.



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Md. Anik Hasan
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Commercial Division, bKash Limited
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Academic Supervisor:
Farjana Nasrin
Assistant Professor
BTM Department
Islamic University of Technology
Contact no: +8801521220614

WEEKLY OVERVIEW OF INTERNSHIP ACTIVITIES

Name: Marzan Sultana (ID-200061123)
Company name: bKash Limited
Internship position: Commercial Division Intern
(Telecom Payments Department)

Reporting Week: 14
Date: 4 May - 8 May

Overview of tasks with brief description:

1) May Campaign Phase 1 Analysis – App Comparison Report:

- Conducted detailed product-wise offer comparisons between bKash and MNO apps (MyGP, MyRobi, MyAirtel, and MyBL) for the first phase of May.
- Highlighted app-based differences in terms of data, talktime, and bundle composition, particularly in exclusive offers.
- Mapped UI placement and offer visibility of each denomination across platforms.

2) May Campaign Phase 1 – Cashback Analysis:

- Analyzed and compared cashback (CB) offers by denomination range across MNOs and bKash.
- Documented CB trends and visualized gaps or advantages where bKash outperformed or underperformed.
- Structured findings for integration into the main CB Dashboard and campaign performance assessment.

3) Dashboard Finalization for April Campaigns:

- Updated and finalized the Cashback Dashboard to include April campaign data.
- Improved clarity with visual elements and added a section to benchmark denomination-wise CB trends across operators.
- Ensured consistency for ease of comparison across months and operators.



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Md. Anik Hasan
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Commercial Division, bKash Limited
Contact no: +8801711084683



Academic Supervisor:
Farjana Nasrin
Assistant Professor
BTM Department
Islamic University of Technology
Contact no: +8801521220614

WEEKLY OVERVIEW OF INTERNSHIP ACTIVITIES

Name: Marzan Sultana (ID-200061123)
Company name: bKash Limited
Internship position: Commercial Division Intern
(Telecom Payments Department)

Reporting Week: 15
Date: 12 May - 15 May

Overview of tasks with brief description:

1) May Campaign, Phase 2: Started compiling and comparing product-wise mobile recharge offerings from bKash and major MNO apps (MyGP, MyRobi, MyAirtel, MyBL) for the 2nd phase of the May campaign. The early part of this task focused on identifying variations in data, talktime, and bundle benefits by denomination and preparing the base for final dashboard updates.

2) Cashback Dashboard Update: Began populating the Cashback Dashboard with May campaign data. This included entry of CB offers by denomination and categorization based on exclusivity and competitiveness versus MNOs and Nagad. Set the groundwork for visual trend updates and cross-comparison breakdowns.

3) User Survey Summary & Insight Highlights: Finalized and analyzed insights from the Mobile Recharge User Survey involving 100 respondents across varied age groups, combining both frequent and occasional users. Key findings are as follows:

- **93% of respondents use bKash** for mobile recharge, indicating high penetration and trust in the platform for telecom payments.
- **Most preferred denomination range:** BDT 20–50 and BDT 100–150, showing a concentration in low to mid-tier recharge usage.
- **Top motivation for using bKash:** **Cashback offers** followed by **ease of use and instant recharge confirmation**.
- A significant portion of users said they prefer **exclusive in-app offers** over regular operator bundles.



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Md. Anik Hasan
General Manager, Telecom Payments,
Commercial Division, bKash Limited
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Academic Supervisor:
Farjana Nasrin
Assistant Professor
BTM Department
Islamic University of Technology
Contact no: +8801521220614

WEEKLY OVERVIEW OF INTERNSHIP ACTIVITIES

Name: Marzan Sultana (ID-200061123)
Company name: bKash Limited
Internship position: Commercial Division Intern
(Telecom Payments Department)

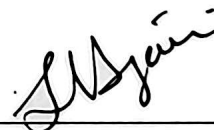
Reporting Week: 16
Date: 18 May - 22 May

Overview of tasks with brief description:

- 1) **Final Phase Analysis - May Campaign, Phase 3:** This week's major task was conducting the final phase analysis for the May campaign. I compared product-wise recharge data between bKash and the respective MNO apps (MyGP, MyRobi, MyAirtel, and MyBL), highlighting where bKash had better, lower, or similar offers in terms of data, talktime, and bundled benefits. Special attention was given to Cashback (CB) offers across various denominations.
- 2) **Cashback Dashboard Update:** I updated the Cashback Dashboard with April campaign data, ensuring accurate reflection of exclusive and overall CB offers. This visualized performance trends across MNOs and benchmarked bKash's position against competitors like Nagad. A new section was added to highlight CB differences by denomination range.
- 3) **Final Presentation of My bnext Journey:** I created and delivered a comprehensive presentation on 19th May summarizing my 4-month internship. It included the challenges faced, skills developed, tasks performed, and strategic recommendations based on my work. bKash HR and my Line Manager evaluated my contributions through this final presentation.
- 4) **Final Handover:** To ensure a smooth transition for future interns, I compiled and handed over all relevant documents, including campaign analyses from February to May, the CB dashboard, analysis templates, and user survey insights.



Company Supervisor:
Md. Anik Hasan
General Manager, Telecom Payments,
Commercial Division, bKash Limited
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Academic Supervisor:
Farjana Nasrin
Assistant Professor
BTM Department
Islamic University of Technology
Contact no: +8801521220614

Marzan Sultana

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This certificate is proudly presented to

Marzan Sultana

For bnext internship graduation and completion of the following training sessions-

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Shahriar Mahmood
EVP & HoD, Organizational Effectiveness and
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25/05/2025

Date