

Internship Report
On
**“Operational Activity and Compliance Framework for Supply Chain
Management of bKash Limited”**



Submitted to:

Islamic University of Technology

in partial fulfillment of the requirements for the degree of BBA in Technology
Management

Submitted by:

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 the release of my final report to any reader upon request.

Name: Rakib Ali Khan

ID: 200061132

Department of Business & Technology Management

Islamic University of Technology

Approved by:

Dr. Md. Nahin Hossain

Assistant Professor

Signature of the supervisor

Department of Business & Technology Management

Islamic University of Technology

Letter of Transmittal

July 20, 2025

Dr. Md. Nahin Hossain

Assistant Professor

Department of Business and Technology Management

Islamic University of Technology

Subject: Submission of Internship Report.

Respected Sir,

Respectfully, it gives me the pleasure to hand in my internship report that is entitled of supply chain operation at bKash limited through the supply chain operations that were used to complete my internship program. The report emulates the experience, the most critical work done and the knowledge that was gained when being on the internship. I have tried my best in getting the report as accurate and truthful and I believe that it will give fruitful ideas to my contributions within the organization. I am indeed grateful to you and the whole SCM team in bKash Limited, for the mentoring and assistance that was offered to me during the internship, and I appreciate all the resources that the SCM team availed to me during the tenure. I would appreciate any of your comments/advice concerning the report.

Sincerely Yours,

Rakib Ali Khan

ID: 200061132

Department of Business and Technology Management

Islamic University of Technology

Declaration

I, Rakib Ali Khan, 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 Dr. Md. Nahin Hossain, 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.

Rakib Ali Khan

Name: Rakib Ali Khan

ID: 200061132

Department of Business and Technology Management

Islamic University of Technology

Acknowledgement

I cherish the appreciation I hold for every person who provided guidance and backing throughout my internship experience. I remain deeply grateful to bKash Limited because they granted me this internship opportunity from which I obtained crucial professional experience. I owe a special debt of gratitude to Moshiur Rahman (Manager, Supply Chain Governance and Contract Management, SCM Department, Finance and Accounts, bKash Limited) and Saadat vai because they consistently backed me through nurturing advice while offering inspiration during my stay at the organization. The enlightening direction and mentorship from my supervisor proved essential to developing my learning skills.

I extend my gratitude towards Faisal Bin Raihan vai (Manager, Technological and General Procurement, SCM Department, Finance and Accounts Division, bKash Limited), Saad vai and Fuad vai for providing me with multiple Procurement Fact Sheets and Comparative Statements which helped me understand the overall procurement process of bKash Limited. I am also grateful towards Monir vai (Manager, Digital Procurement and Media Buying, SCM Department, Finance and Accounts Division, bKash Limited) for helping me understand how the unitary rates and total values of the digital procurement process work. Finally, I would like to thank Partha Sarathi Roy vai (DGM, Partner Lifecycle and Collaboration Management, Supply Chain Management Department, Finance and Accounts Division, bKash Limited), Rashad vai and Phoebe apu for giving me the opportunity to communicate with multiple partners and be a part of the 5th Partner Excellence Award.

The completion of this internship was made possible because of the valuable support from my academic advisor Md. Nahin Hossain Sir alongside all faculties from Department of Business and Technology Management, Islamic University of Technology.

Executive Summary

The mobile financial service provider bKash Limited operates as a subsidiary of BRAC Bank Limited while maintaining its position as the largest mobile financial service entity in Bangladesh. The company operates multiple financial services to provide money transfers alongside utility bill payment and mobile recharge functions while also offering savings schemes that advance nationwide financial inclusion. The innovative use of technology combined with a wide agent network enables bKash to provide secure financial services at convenience to millions of people including residents from rural locations and marginalized populations. The alliance with Ant Group (Alibaba Group's affiliate) combined with bKash's leading position in digital financial services enables economic empowerment of the Bangladeshi population.

My role in bKash is of an Intern in the Supply Chain Management Department under the Finance and Accounts Division. As an intern, I work with multiple teams within the department. However, my primary activity is to maintain contracts which fall under the jurisdiction of the Supply Chain Governance and Contract Management team and maintaining Procurement Fact Sheet (PFS)s of the Technology and General Procurement team. I have also worked on Comparative Statements (CS) of multiple teams.

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List of Abbreviations

Abbreviation	Full Form
SCM	Supply Chain Management
KPI	Key Performance Indicator
ERP	Enterprise Resource Planning
CS	Comparative Statement
B2B	Business-to-Business
MFS	Mobile Financial Services
USSD	Unstructured Supplementary Service Data
PO	Purchase Order
API	Application Programming Interface
SME	Small and Medium Enterprises
KYC	Know Your Customer
RFQ	Request for Quotation
AML	Anti-Money Laundering
GR	Goods Received
P2P	Person-to-Person
ISO	International Organization for Standardization
IFC	International Finance Corporation
PIN	Personal Identification Number
OTT	Over-the-Top

Chapter 1: Introduction

1.1 Background

As a student in the Bachelor of Business Administration (BBA) program in Technology Management in the Islamic University of Technology (IUT), I got the chance to do a four months internship at bKash Limited which is one of the most advanced mobile financial service providers in Bangladesh. The internship experience between January 2025 to May 2025 was done under Supply Chain Management (SCM) Department in which the functions of this department are important in the operational efficiency of any given organization.

The supply chain operations of bKash Limited are vital in order to sustain the huge network of the organization that stretches to all the 64 districts of Bangladesh. Being a mobile supplier of financial services to millions of active consumers, the supply chain speed influences the availability of the services, vendor satisfaction, and the compliance with regulations. With the range of duties spanning the procurement of critical technology and service agreements to organize the logistics of a multi-featured vendor ecosystem, the Supply Chain Management (SCM) division is one of the key structures helping the company to maintain its capacity to scale and innovate. Working under a financially competitive technology environment that is fast paced requires a well integrated supply chain that is responsive with equal balance between agility and control.

The internship was aligned strategically in the connection between documentation of procurement, engagement with the vendors and coordination of operations. I was not just a witness of the processes but became a part of the system and was exposed to real-time decision-making, inter-departmental communication, and digital tools that enabled procurement and management of the relationships with the supplier. The practical experience permitted me to witness the way an organization like bKash with extensive volumes of information and data matches its SCM practices with the overall needs of the company which could be efficiency of costs, management of vendors and openness of operations. It enlightened me as well on how regulatory compliance and internal controls are upheld in the procurement flow of a financial services organization, complementing my educational knowledge of risk-sensitive supply chain strategy.

1.2 Objectives

- **Gain Practical Exposure to Supply Chain Management**
To learn the application of supply chain concepts; procurement, inventory management, and the coordination of vendors in the real operation of a corporation, particularly one of the foremost fintech companies in Bangladesh; bKash Limited.
- **Bridge the Gap Between Theory and Practice**
To establish a bridge between the theoretical knowledge acquired by doing coursework in Business and Technology Management and real business operations so that a more consolidated view of the workings of a supply chain can be achieved.
- **Develop Technical and Operational Skills**
To improve my skill in developing procurement (e.g. Purchase Fact Sheets, Comparative Statements) documents, undertaking contract related work, and making use of the tools and templates used in day to day SCM activities.
- **Strengthen Communication and Coordination Abilities**
To discover the best-practices in engagement with internal teams and with vendors and suppliers in professional environment, to run the supplier onboarding processes, as well as to make a valuable contribution to the cross-functional efforts.
- **Understand Corporate Compliance and Procurement Standards**
In order to have an idea of how to document, audit and approve processes in order to ensure that procurement exercises are transparent, legal, and clean.
- **Improve Problem-Solving and Decision-Making Skills**
To encounter genuine difficulties in planning of procurement or the work on vendors, to analyze the situations critically, to make a contribution to effective solutions when being taken in hand by more experienced specialists.
- **Observe Strategic SCM Contributions to Organizational Goals**
To learn about the effectiveness of the supply chain practices regarding the cost control, quality of service and scalability of the operation of a fast growing and innovation driven company such as bKash.
- **Build Professional Discipline and Workplace Readiness**
In order to develop soft skills like punctuality, accountability, adaptability, and teamwork as these are essential quality to survive the structured and a performance-oriented corporate organization.

- **Explore Career Interests in Supply Chain and Operations**
To determine if a supply chain management career fits my long-term professional career interests and ambitions by having a feel of it first-hand in an organization, staffed with those that perform high and those that are regarded credibly.

1.3 Significance

- **Application of Theoretical Knowledge**
This report indicates how learnt theoretical ideas of the supply chain management like procurement planning, inventory control, and vendor coordination can apply in the real-world business scenario like bKash Limited. It gives a situational interpretation of the way theoretical models are modified to suit organizational requirements.
- **Exposure to Real-World SCM Practices**
Through the recording of the real supply chain activities, the report provides an invaluable perspective into the execution of procurement activities, contract handling, and planning of logistic activities in a technology-intensive financial service provider. It can be taken as a guide on how the SCM department in a corporate works on a daily basis.
- **Understanding the Strategic Role of SCM**
The report captures the contribution of supply chain activities to overall organizational objectives of cost optimization, operational efficiency, vendor performance and service continuity. It highlights the role of SCM as a strategic tool to guarantee supply of key resources to sustain the operations of a company in a timely manner.
- **Book of Reference to Future Interns and Students**
The present report can be of some assistance to those students and future interns who need to learn about the reality of SCM internships in large companies. It gives an overview of nature of type of work that will be performed, skill requirements and what they are likely to know at the end of their learning.
- **Documentation of Personal Skill Development**
The internship was valuable in honing professional skills to be a detail-oriented, analytical, time-management, and cross-functional communicator through a series of responsibilities. This report encapsulates the learning curve and individual development arrived at through and in the course of the internship.

- **Insight into Organizational Workflows and Compliance**

The internship experience gave an insight into the internal workings, documentation, standards and regulatory compliance protocols of an organization, which guarantee accountability in procurement and vendor operations. This knowledge is of paramount importance in such industries as fintech where the transparency and auditability are of essence.

- **Contribution to Academic and Professional Development**

It also boosts the professional portfolio of the intern, and it indicates knowledge to learn, adapt, and offer value in a corporate environment.

1.4 Methodology

The methodology of this internship report outlines the approach taken to gather, analyze, and present information and insights derived from the internship experience at bKash Limited, specifically within the Supply Chain Management (SCM) Department. This section explains how data was collected, what types of activities were performed, and how the learning outcomes were documented and reflected.

Nature of the Study

The report is by its nature a qualitative report and will be reliant on experiential learning that is derived through direct involvement in operational functions and support functions of the SCM department. The main aim was to learn, attend and witness how supply chain principles are used in the real corporation.

Data Collection Methods

1. Primary Data:

- Procurement work flow, procurement documentation and coordination across departments via first hand observation.
- Physical participation in activities like making Procurement Fact Sheets (PFS), Comparative Statements (CS), invoice formats and writing to vendors.
- Talks and feedback with supervisor of the internship and SCM professionals.
- Attendance in activities like Partner Excellence Award and supplier onboarding Session.

2. Secondary Data:

- Internal documents and formats such as procurement policies, contract templates, and vendor management procedures.
- Assessments in company publications, training material and official communication.
- Research papers and relevant academic materials have been used in order to link practice with theory.

Duration and Scope

The internship was conducted over a period of four months (January 2025 – May 2025). The scope of the report includes operational tasks assigned during this period, along with a broader understanding of the department's role in supporting the organization's supply chain strategy.

Analytical Approach

Tasks and observations were recorded and reported weekly and reflective journaling was used to analyze them. The feedback was aimed at discussing the performance, assessing the gap between the theory and practice in academics and the evaluation of professional development.

1.5 Limitations

While every effort has been made to ensure the accuracy and depth of this internship report, certain limitations were encountered during its preparation. These limitations are outlined below to provide context regarding the scope and constraints of the findings:

1. Limited Access to Confidential Information

Access to some of the documents that the procurement strategy depended on such as some procurement strategic documents, financial information, and the contracts with the vendors also had limitation because of the organizational policies, and the confidentiality agreements. Because of this, it was not possible to carry out in-depth discussion of some parts of the supply chain decision making process.

2. Time Constraints

Only four months was spent in the internship program and this lacked the engagement in every detail of the supply chain cycle including long-term supplier assessment, contract negotiation and end-to-end management of logistics.

3. Department-Specific Focus

The report will mainly be focused on the activities and observations that are undertaken in the Supply Chain Management (SCM) department. Communication with other departments (e.g. Finance, Legal, IT) was minimal and this could have hampered an expanded view of cross-functional dependencies.

4. Lack of Quantitative Analysis

This report is mostly based on qualitative findings compared to the measurable performance or data analysis because; the paper could not rely on the internship period that internal reporting tools and KPIs were not available to be used to track the performance.

5. Partial Exposure to SCM Tools and Systems

Although some supply chain templates and work processes were explained to me, I had no practical experience of all the supply chain software and enterprise resource planning (ERP) systems that bKash utilizes.

Chapter 2: An Overview of Company

2.1 Introduction

bKash Limited is the largest mobile financial service provider of the country, which started its journey in 2010 as the subsidiary of BRAC Bank Limited. Through the vision of financial inclusion, bKash has transformed the scenario of management of finances of millions of people in Bangladesh, where its safe and convenient services at affordable rates can be accessed using mobile phones. The company largely attends to the inadequate and unbanked customers in the country so that they can easily send money, receive money, pay bills, reload the mobile credit, shop and have access to their savings and loan facilities.

With Dhaka as its headquarters, bKash is licensed and subject to the regulations by the Bangladesh bank and has established a huge distribution network in the urban and rural locations. It has also built strategic alliances over the years with international bodies like the International Finance Corporation (IFC), the Bill & Melinda Gates Foundation and Ant Group (an affiliate of the Alibaba Group) and this has helped it in its technological and operation growth.

The innovation and customer focused services provided by bKash has made it gain popularity not only in its own country but also in other parts of the globe. In introducing novelties and innovations into the sphere of digital payments, bKash is on the forefront when it comes to the financial technology in Bangladesh, constantly extending its line of services in joining efforts to make the economic process more inclusive and cashless in operation.

2.2 Brief History

2010–2014: Foundation & Early Growth

bKash Limited was founded in 2010 as a joint venture between BRAC Bank Limited and Money in Motion LLC (USA), aiming to revolutionize financial inclusion in Bangladesh. In 2011, the company received its license from Bangladesh Bank to operate as a Mobile Financial Services (MFS) provider. It officially began commercial operations in July 2011, focusing on person-to-person (P2P) money transfers to serve the unbanked population. Between 2012 and 2014, bKash experienced rapid growth, aggressively expanding its agent network across the country. During this period, it also diversified its services by launching mobile recharge, utility bill payment, and merchant payment options, strengthening its presence as a trusted financial service for everyday transactions.

2015–2019: Recognition & Digital Transformation

From 2015 to 2019, bKash entered a phase of recognition and digital evolution. In 2016, it was named in Forbes’ “Change the World” list, acknowledging the company’s impact on global financial inclusion. That same year, it launched its mobile app, enhancing service accessibility beyond traditional USSD-based interactions. A major milestone came in 2018 when Ant Group, an affiliate of Alibaba, became a strategic investor further enhancing bKash’s digital transformation.

2020–2024: Product Diversification & User Experience Enhancement

Between 2020 and 2024, bKash focused on diversifying its product offerings and improving customer experience. From 2019 through 2021, it rolled out savings products, digital remittance services, and QR-based payment systems, allowing users to access more formal financial tools and transact digitally with greater convenience. In the 2022–2024 period, the company strengthened its infrastructure with advanced security measures and full compliance with Know Your Customer (KYC) regulations. It also prioritized user experience by enhancing its interface design (UI/UX), offering 24/7 customer support, and enabling API integrations for business clients.

2025–Present: Nationwide Impact & Market Leadership

In 2025, bKash continues to lead as the most successful fintech startup in Bangladesh, serving millions of active users across all districts of the country. Its services are deeply integrated into the daily lives of consumers and merchants alike, symbolizing its role as a pioneer in mobile payments and digital financial services.

2.3 Growth Trajectory of bKash Limited

Since its entry in 2010, the company, bKash Limited has recorded impressive growth to become the outstanding mobile financial service (MFS) provider in Bangladesh. The company started its way with the idea to distribute financial services to unbanked and underbanked stratum of the population. In a very short time, it became a national brand that is known to be innovative, reliable, and makes people financially included.

The start-up period (2011-2014) was characterized by a fast growth of bKash agent network on urban and rural areas where millions of people could now send and receive money via simple mobile phones. The higher the population called upon digital payments, bKash was constantly expanding its offers of services that encompassed mobile top-ups, payment of utility bills, processing transactions of merchants, and making payouts of salaries. A giant step up in its growth chart was made with the year 2018 following the entry of Ant group, which is an affiliate of the Alibaba Group, as a strategic investor. Capital was not the only gain with this investment, but also the technological know-how and international best standards in digital finance. It led to bKash gaining momentum in its digitalization and improvement of its mobile application and data security and compliance industry.

Since 2019, bKash became more oriented on the platform innovation and the development of financial ecosystem. It launched QR code payment, savings products, micro credit tie-up, and foreign remittance service. Its collaboration with the international development like Bill and Melinda Gates Foundation and International Finance Corporation (IFC) also enhanced its credibility and operational ability within the international development operations. Although it has a competitive fintech scenario, bKash has been able to stay on top of the game through innovation and making changes in relation to consumer demands. Its mobile application is among the highest downloaded banking applications in the country and its services have received confidence of millions of users across the socio-economic groups. By 2025, bKash still adds its service portfolio, connects with the financial system of the country, and helps the government implement the Digital Bangladesh vision.

The story of the company can be described as operational and firmly developed growth strategy utilizing the elements of technology and regulatory alignment, strategic investing, and the strong desire to financial inclusion.

2.4 Mission, Vision, and Core Values of bKash Limited

Mission Statement

bKash Limited has a mission to offer convenient, affordable and accessible financial services to the unbanked and underbanked in Bangladesh. With the help of technology and a huge network of its agents, bKash strives to achieve its mission to bring financial inclusion and give people secure and efficient mobile financial solutions.

Vision Statement

The vision of bKash is to live in a financially inclusive society in which all people, irrespective of geographic location or their socio-economic status, have access to, and the capacity to use and gain benefit of, formal financial services. The aim of the company is to become the digital financial revolution leader in Bangladesh to build an empowered, connected, and cashless economy.

Core Values

1. Customer Centricity

bKash aspires to know and grasp the changing needs of the customers and they are focused to make all of their services user-friendly, stable and accommodate real life requirements.

2. Integrity and Transparency

The company identifies itself with the top moral standards of business ethics, transparency and accountability in all facets of its business procedures, particularly because of exigencies of the financial dealings.

3. Innovation and Excellence

bKash is committed to constant advancement and adoption of technological innovation in the way that it offers a better user experience, increases the diversity of services offered, and stabilizes its operational performance.

4. Financial Inclusion

Reduction of economic inequality through provision of access to formal financial services by non-banked people has been at the core of the operations of bKash.

5. Collaboration and Respect

The organization prides itself on the teamwork and a cordial interaction with one another internally and with the customers, partners and regulating agencies.

6. Security and Compliance

bKash is highly concerned about the security of customer information and transactions, followed by all the regulatory measures and the implementation of the most sophisticated security solutions.

2.5 Organogram of Company



Fig. No. 2.1: Organogram of bKash Limited

The corporate structure of bKash Limited is relatively hierarchical though somewhat agile, which fits its mission to assure effective operational implementation and decision-making in the rapidly changing environment of fintech industry in Bangladesh.

1. Top-Level Leadership

At the top of the organogram sits the Chief Executive Officer (CEO), who leads the development of corporate strategy and oversees all business divisions. The CEO is supported by a leadership team comprising of CXOs such as:

- Chief Financial Officer (CFO)
- Chief Operating Officer (COO)
- Chief Technology Officer (CTO)
- Chief Marketing Officer (CMO)
- Chief Human Resources Officer (CHRO)
- Chief Risk Officer (CRO)

Each CXO manages their respective domain and reports directly to the CEO

2. Executive Tiers

Below the CXO level, the structure features several executive layers:

- Executive Vice Presidents (EVPs)
- Vice Presidents (VPs)
- General Managers (GMs)
- Deputy General Managers (DGMs)

These roles support departmental and cross-divisional operations, enabling both strategic and tactical execution of corporate initiatives.

3. Operational and Departmental Roles

Operational execution takes place through roles such as:

- Managers
- Assistant Managers
- Senior Officers
- Officers
- Junior Officers (Currently obsolete)
- Interns

Interns, like myself, often contribute at the officer or junior officer level, assisting various teams depending on the department placement.

4. Functional Divisions

The organization comprises five core divisions, each structured with departments and specialized units:

- **Commercial Division:** Includes corporate strategy, external affairs, brand management, and sales forecasting.
- **Marketing Division:** Covers product development, media/branding, event management, and indirect/direct sales operations.
- **Technology Division:** Responsible for IT infrastructure, digital platform management, and cybersecurity.
- **Finance Division:** Oversees budgeting, supply chain, revenue tracking, financial control, and reporting.
- **Human Resources & Internal Affairs Division:** Handles HR functions, compliance, KYC, legal affairs, and governance frameworks.

2.6 Product/Services of bKash Limited

bKash limited provides a wide variety of mobile financial services that are aimed at ensuring easy accessibility, convenience, and financial accessibility in Bangladesh. Having a vision of transforming to a cashless inclusive economy, bKash has increased its products to provide a complete financial package to individual and corporate customers.

1. Money Transfer Services

- **Send Money:** Enables people to send money rather safely to any other bKash user in Bangladesh.
- **Cash In / Cash Out:** The customer can deposit or receive cash through networks of agents and ATM across the country.
- **Add Money:** The users have an option to add money to the bKash account using bank accounts, debit/credit cards or MFS platforms.

2. Payment Solutions

- **Merchant Payments:** Enables QR-based and wallet-based payments at retail stores, e-commerce sites, and service providers.
- **Online Payments:** Facilitates bill payments, shopping, and ticketing on digital platforms via the bKash app or payment gateway.
- **Utility Bill Payments:** Users can pay electricity, gas, water, and internet bills directly from their mobile wallets.

3. Savings and Microfinance

- **Savings Products:** Collaborating with commercial banks, bKash offers interest-bearing savings accounts within the app.
- **Digital Loan Services:** bKash also offers microloans in collaboration with banks and financial institutions with the help of transaction history and user credit profiles.

4. Mobile Recharge and Subscriptions

- **Mobile Top-Up:** Real-Time mobile reload services to all leading telecom companies in Bangladesh.
- **Subscription Payments:** Payments can be made to subscribe to platforms such as OTT services, online classes and app-based memberships.

5. Remittance Services

- **International Remittance:** Customers can receive remittances from abroad directly into their bKash wallet, through partnerships with global money transfer operators.

6. Corporate and B2B Solutions

- **Salary Disbursement:** Employers have the ability to pay the employees directly to the employee accounts via bKash.
- **Vendor Payments:** Enables businesses to pay suppliers, distributors, or service providers through secure digital transfers.
- **Donation & Fundraising Tools:** With the help of dedicated merchant accounts, non-profits and institutions can gather donations and fees.

7. bKash App Features

- **Personal Finance Dashboard:** Users are able to see their transactions, allow limits and view balances.
- **Security Settings:** PIN change, biometric-login, device control, and immediate assistance are built in the application.
- **Ticketing & Lifestyle Services:** Users can book bus tickets, make restaurant reservations, and access event ticketing.

2.7 Future Endeavors

bKash Limited is a motivated and fast-growing mobile financial service provider in Bangladesh and is evolving continuously to tackle the changing dynamics of the digital economy. It is planning to concentrate on its future activities that relate to its vision of establishing a financially inclusive and a digitally enabled society. In order to sustain its leadership status and contribute to the government vision of a Digital Bangladesh, bKash is in the process of executing various medium and long-term strategic plans.

1. Deepening Merchant and SME Integration

The business is also very keen on onboarding more small and medium-sized businesses (SME) into its payment ecosystem by increasing QR payment infrastructure, allowing access to digital bookkeeping tools, and offer easy access to credit lines to the business owners via a collaborative effort with banks and microfinance institutions.

2. AI-Powered Personal Finance & Fraud Detection

bKash is researching the adoption of AI and machine learning to ensure better personalization of users, fraud, and risk mitigation. The tools will enable the platform to automatically secure accounts as well as giving smart financial advice to the users.

3. Cross-Border Payment and Regional Expansion

To ensure cross-border payment without any interruption, bKash is also trying to enhance its cross-border payment infrastructure by combining forces with international

fintechs and foreign banks. This can mean diversifying into regional economies or offering of services to expatriate populations in foreign countries.

4. Financial Literacy and Inclusion Programs

Following its mission, bKash will invest further in financial literacy campaigns to inform rural and semi-urban people of the safety and value of digital finance. These will be instrumental in building credibility, acceptance and sound financial management.

5. Strengthening Cybersecurity and Compliance Framework

As cyber threats have increased and regulatory needs have changed, bKash believes that it can improve its cybersecurity setup, data protection policies, and regulatory procedures further. They are likely to make investments in regulatory technology (RegTech) and on the ISO-level certifications.

6. Platform Innovation and Open API Integration

bKash is currently striving to become a more open digital platform that permits third-party developers, fintech startups, and institutional partners to give services via APIs. It will facilitate the development of a wider digital financial ecosystem as opposed to the central wallet services.

2.8 SWOT Analysis of bKash Limited

Strengths

1. Market Leadership

bKash, the first mobile financial service (MFS) provider in the country, is the most well-known and popular service with millions of active users and a solid brand name.

2. Extensive Agent & User Network

Having operations in all 64 districts and a large agent network, bKash promises to be readily available to both urban and rural users.

3. Strong Strategic Partnerships

Financial support, global experience and the support of technologies are ensured through investments of the Ant Group (Alibaba), BRAC Bank and IFC development partners, including the Gates Foundation.

4. User-Friendly Technology

The bKash application has a straightforward and safe interface and is multilingual, so users of any age and literacy level can use it.

Weaknesses

1. Limited Product Differentiation

The MFS competitors tend to provide similar core services (money transfer, pay bills, mobile recharge) thus innovation is important in order to maintain differentiation.

2. Overdependence on Domestic Market

The business of bKash is still confined to Bangladesh and cross-border expansion beyond Bangladesh has not so far been diversified as a base revenue source.

3. Complex KYC Processes

The submission and verification of documents have also been a challenge to some users who especially live in the rural settings in spite of efforts that have been made to simplify the process of onboarding.

4. Operational Strain During Peak Times

Some delays can appear when transactions are carried out or a surge of traffic appears on the network, and it impacts the end-user experience negatively.

Opportunities

1. Rising Smartphone and Internet Penetration

In Bangladesh, an ongoing sociological trend towards having more mobile and internet access is an advantage to bKash since it allows the company to increase the number of services on apps and users.

2. Expansion into Insurance, Investment, and Microcredit

bKash is in a position to expand into digital insurance, Savings plans, and investment gears that are available to individuals and SMEs.

3. Growing B2B and E-commerce Sectors

Through the provision of APIs and merchant solutions, bKash will be able to realise value creation of the fast-growing digital commerce ecosystem in Bangladesh.

4. Government Initiatives for Digital Bangladesh

The presence of support by the public sector in the domain of digital financial inclusion is good news to the cause of bKash and it does open the gateway to partnership and subsidies.

Threats

1. Intense Competition

Enterprise pricing and innovation pressure is provided by local providers (such as Nagad and Rocket) of MFS, as well as banks starting to offer their own digital services.

2. Cybersecurity Risks

Since bKash is a digital finance provider, it is under threat of information crimes, which necessitates continuous renewal of its system against frauds.

3. Regulatory Changes

Any changes in the financial regulations, taxation, or the limit of transactions adopted by the central bank can affect the business processes and the profitability of the business.

4. User Trust & Fraud Cases

Any major security breach or fraud case, even by users, would somehow negatively affect the brand image of bKash, and result in losing the customers.

Chapter 3: Industry Analysis of bKash Limited

3.1 Size and Growth of the Industry

The Bangladesh MFS industry has experienced massive growth in the last decade, becoming one of the stalwarts of financial inclusion and digitalization in the nation. Ever since its emergence in 2011, the MFS sector has transformed the financial transaction systems of people and businesses (particularly in the underserved and rural regions).

By 2024, the number of registered account holders in Bangladesh was above 120 million, of which an excess of 60 million was active and carried out transactions every month. The value of transactions takes place regularly on a monthly basis that amounts to over BDT 100,000 crore (approximately USD 9 billion) and includes but is not confined to person-to-person (P2P) transfer, merchant payments, salary-disbursements, government aid, payment of utility bills and other such services.

Major Players in the Industry

- bKash is still the market leader having the highest number of customer base and agent network.
- Nagad, which operates under the Bangladesh Post Office, is a fierce competitor in services that are linked to the government.
- The others to add to the competitive environment include Rocket (provided by Dutch-Bangla Bank) and Upay (provided by UCB) as well.

Growth Drivers

Several factors have driven the rapid growth of MFS in Bangladesh:

- High mobile penetration and widespread use of feature phones and smartphones.
- Government push for Digital Bangladesh, promoting e-governance and digital transactions.
- COVID-19 pandemic, which accelerated the need for contactless and remote financial services.
- Widespread agent networks, providing access in both urban and remote areas.

Transaction Trends

According to the Bangladesh Bank:

- Since the past five years, the volume of MFS transactions per day has experienced an increment of more than 15-20 percent annually.
- The number of payments made via merchants has been increasing exponentially in a way that signals the emergence of e-commerce and online retailing.
- Services such as reception of remittance, disbursement of loans, and micro-savings are becoming popular and this is an indicator of maturity and diversification of the sector.

Challenges

Despite the growth, the industry faces challenges such as:

- Ensuring data privacy and fraud prevention.
- Reaching the digitally illiterate population.
- Balancing regulatory compliance with innovation.

3.2 Maturity of the Industry

1. High Market Penetration

MFS industry has penetrated deep in the population living in urban and rural sectors. Having more than 120 million registered accounts and millions of active users every month, MFS has turned out to be a necessary component of routine economic life of the population, as well as businesses.

2. Service Diversification

What started primarily as a money transfer platform has evolved into a full-fledged digital financial ecosystem. Leading providers like bKash, Nagad, and Rocket now offer:

- Utility bill payment
- Merchant QR payments
- Salary disbursement
- Digital savings & microloans
- Insurance and remittance services

This broad scope reflects a shift from basic financial inclusion to more value-added, customer-centric services.

3. Established Regulatory Framework

Bangladesh bank has put in place a clear regulatory framework of MFS operations e.g. KYC/AML, limits on transactions and interoperability guidelines. Such regulations have stabilized and trusted the sector to a greater extent promising innovation within the limits.

4. Widespread Merchant Integration

The MFS has become firmly implanted in retail, e-commerce, transport and even in the area of public utilities. It is not surprising to see that QR payments and digital collections are becoming a norm, having advanced with all the shades of simple peer-to-peer transactions to more business-capable applications.

5. Robust Technological Infrastructure

The release of mobile applications, API-connections, biometric security and real-time transaction-alerts prove that the industry has reached the level of technological maturity. Providers are using AI, data analytics and cloud service to supplement user experience and fraud detection.

3.3 Seasonality of the Industry

1. Eid Festivals (Eid-ul-Fitr & Eid-ul-Adha)

- Indicate the peak hours of MFS operations on transfer of funds, purchasing and tourism.
- It is a period whereby the volume of cash-out and merchant payments shoots up.
- To nativize non-cash payment, MFS providers can implement special campaigns and cashbacks.

2. Dhaka International Trade Fair (DITF)

- DITF is the largest consumer trade fair produced in Bangladesh and it is organized annually, in January, recording attendance of more than a million visitors.
- During the fair, bKash and other MFS providers experience drastic growths in QR payments, cash-in and merchant activations.
- These activities are used as stages of mass adaptation, as well as the registration of small sellers and popularization of buying or selling without using money by means of discounts and informational desks.

3. Ekushey Boi Mela (Book Fair)

- Occurs every February and is the country's largest literary and cultural event.
- The use of bKash is expanded by use of payments in book stands, food shop vendors and shops that sell presents.
- Temporary merchant onboarding and user engagement rise due to bKash-led offers and ease of use for quick, small-value payments.

4. Remittance & Holiday Seasons

- The inflow of international remittances explodes before big holidays and in Hajj seasons.
- MFS platforms have enabled remittance payments to be directly transferred to the wallets of its users which boosts the wallet balance and also the transactions experience.

5. Government Disbursement Cycles

- Social safety net payments, stipends and grants often are paid through MFS platforms, particularly in the rural setting.
- These are the drivers of momentary spikes in user logins and wallet usages.

6. Year-End Bonuses and Shopping

- December will see higher wallet activity due to salary dispensation and end of year bonus.
- QR payments at ecommerce and retail also experience an increase in QR payments in winter sales and gifts.

3.4 PESTEL Analysis

Political Factors

- **Regulatory Oversight:** MFS industry falls directly under the control of the Bangladesh Bank and as a result, providers are highly regulated and transaction caps are in place.
- **Government Support for Digital Financial Inclusion:** With the launch of Digital Bangladesh and disbursements by the government through MFS services (stipends, grants, etc.) opportunities to grow are high.
- **Political Stability:** There is an increase in the general stability, however, the unstable state or change of policy can stall the work of agents or make digital systems untrustworthy of customers.

Economic Factors

- **Growing Economy:** Bangladesh is emerging with a growing economy where there is a growing demand of digital transaction, retail payments and financial services due to the increasing GDP and middle-income earners.
- **Remittance Dependency:** A substantial amount of the incoming remittance is now going via the MFS platforms and this has been raising the amount of transactions.
- **Cost Sensitivity:** The majority of MFS users are people of the low and middle income strata, hence the price setting (cash-out fee, charge) has to be affordable to ensure continuity.

Social Factors

- **Financial Inclusion Awareness:** Majority of the rural population currently enjoys access to basic financial services, a phenomenon mainly possible because of the efforts of MFS.
- **Digital Adoption:** Increasing use of smartphones and growing digital literacy among youth and rural populations.
- **Trust Issues:** The older or the traditionally less digitally literate users fear and will not readily incorporate MFS because of its trust complications and fear of fraud or inability to understand.

Technological Factors

- **Rapid Tech Adoption:** High mobile penetration, affordable smartphone penetration and high prevalence of 3G/4G internet makes it a vastly promising industry.
- **Innovation Race:** The MFS providers continuously implement QR payments, biometrics security, artificial intelligence facilitated fraud detection, and app based services.
- **Interoperability:** Bangladesh Bank is promoting interoperability (and seamless) platforms between MFS providers, banks and payment gateways.

Environmental Factors

- **Low Environmental Impact:** MFS activities are mostly in electronic form, decreasing the use of physical infrastructures and resulting in a smaller footprint of carbon dioxide.
- **Support for Paperless Transactions:** MFS favors sustainable financial activity by encouraging the paperless and cashless financial operation.
- **Event Dependency:** Extreme weather can occasionally cause outdoor events such as fairs, trade expos, and activity done by its field agents to be changed seasonally.

Legal Factors

- **KYC & AML Regulations:** Strict Know Your Customer (KYC) and Anti-Money Laundering (AML) requirements must be met for account creation and large transactions.
- **Consumer Protection Laws:** This area of data privacy and protection of consumers and their rights against frauds has been changing rapidly and necessitates the continuous amendment of both the legal and operational codes of practice.
- **Transaction Caps & Licensing:** Regulatory authorities impose limits on transaction amounts, wallet balances, and agent commissions, affecting revenue models.

3.5 Porter's Five Forces Analysis

1. Threat of New Entrants – Moderate to High

- **Entry Barriers:**
Although MFS industry demands a huge amount of technology investment and agents network, Bangladesh Bank has paved way to new entries (e.g., Nagad, Upay) who have different models.
- **Brand Loyalty & Trust:**
The established market operators such as bKash have high brand recognition and customer trust with them, and it becomes hard to attract customers to gain market shares at a short time especially by new market players.
- **Regulatory Hurdles:**
Adherence to the rules of KYC, AML, and transactions reporting serves as an obstacle, but new companies can get in via cooperation with banks or government.

2. Competitive Rivalry – High

- **Existing Players:**
Stiff rivalry with the main actors, such as bKash, Nagad, Rocket, and Upay, all of which provide similar basic services (P2P transfer, bill pay, merchant payments).
- **Low Switching Costs:**
The lack of cost of wallet creation and comparable service characteristics causes rivalry as the users can easily change the provider.
- **Innovation Pressure:**
Competitive pressures on differentiations using UX, rewards, security and value-added services (loan, savings, insurance).

3. Threat of Substitutes – Moderate

- **Cash Transactions:**

Cash is still a strong alternative even as it grows and particularly in small and rural markets and informal markets where digital literacy is low.

- **Banking Apps & Cards:**

MFS can be replaced by traditional applications of mobile banking and debit/credit cards, particularly in cities or high-tech people.

- **Agent Banking & Fintech Wallets:**

Growing agent banking models and fintech platforms offering app-based banking or microfinance may act as alternatives.

4. Bargaining Power of Buyers (Consumers) – Moderate to High

- **Multiple Options:**

There are various MFS providers that consumers can use thus they possess leverage in respect to services expected and prices.

- **Pricing Sensitivity:**

The majority of users are sensitive to pricing; little fee or cash back can change the preference or behaviour of the user.

- **Customer Retention Challenges:**

It is up to the providers to invest in user education, loyalty programs, and reliability of services in order to attract users.

5. Bargaining Power of Suppliers – Low to Moderate

- **Technology Providers:**

A majority of MFS providers construct their own platforms or scale up the resourceful cloud services, thus, liberating over reliance on particular technology providers.

- **Agent Networks:**

Agents are essential although they work with standard commissions. They only have power when they dominate the places with high traffic.

- **Banking Partners:**

Banks (such as BRAC Bank as the infrastructure partner of bKash or Dutch-Bangla as the infrastructure partner of Rocket) play a major role as infrastructure partners. Nevertheless, integration models are restricted in prices and strategy.

Chapter 4: Internship Activities

- **Contract Management:**

As mentioned before, my main task is to maintain contracts between bKash's Supply Chain Management Department and partners outside the organization. The contract will feature multiple sections including Title, Party description, Recital, Scope etc. Both parties will get to know the rates and other important in different sections. This also includes maintaining a comprehensive contract database and archiving executed contracts for future reference by team members. This archive will be crucial for resolving potential disputes or facilitating the exercise of contractual clauses. Furthermore, my duties will involve scheduling appointments for all signatories, including Mohammad Rashedul Alam (EVP, Head of Supply Chain Management) and two witnesses, to complete the signing and initialing process. I will also be responsible for coordinating with the vendor to ensure their timely completion of the execution process.

- **Preparing Procurement Fact Sheet (PFS)s:**

A procurement fact sheet is a concise, one-page document that summarizes key information about a specific procurement activity. At bKash, the PFS is made with information from multiple procurement documents including the main procurement agreement (addendums/ extensions of the agreement if any), daily/monthly bill(s), purchase orders and requisitions and so on. Material and service details, tax rates, order delivery dates, pricing details etc. are cross checked and converted into a complete PFS.

- **Aiding in scheduling meetings:**

My responsibilities within the Supply Chain Management (SCM) department include scheduling technical clarification meetings with vendors. This involves contacting vendors to arrange meeting times and providing a clear explanation of the meeting agenda. I performed these duties under the authorization of S M Saklainul Haque Rummon (General Manager, Technology and General Procurement, Supply Chain Management) and also joined a few meetings to understand the overall clarification process.

- **Preparing Comparative Statement(CS)s:**

The procurement tool known as comparative statement helps organizations conduct bid comparisons between suppliers to identify the ideal match. The document allows organizations to assess cost, quality, delivery terms and additional relevant factors. I also made the initial and revised Comparative Statements for Media and Digital Buying team under the supervision of Md. Moniruzzaman (General Manager, Digital, Media & Commercial Procurement, Supply Chain & Procurement, Finance & Accounts) and Nowshin Haque (Assistant Manager, Digital, Media & Commercial Procurement, Supply Chain Management, Finance & Accounts).

- **Partner Relationship Management:**

Under the supervision of Partha Sarathi Roy (Deputy General Manager, Partner Lifecycle & Collaboration Management, Supply Chain & Procurement, Finance & Accounts), Rashad Mustafa (Senior Officer, Partner Lifecycle & Collaboration Management, Supply Chain Management, Finance & Accounts) and Phoebe A William (Officer, Partner Lifecycle & Collaboration Management, Supply Chain Management, Finance & Accounts), I helped to maintain successful relationships with multiple partners, communicated with them regarding meetings and RFQs. I also contributed in the bKash's annual Partner Excellence Award and Supplier Onboarding session of the 1st quarter (January-March).



Fig. No. 4.1: 5th Partner Excellence Award Winners

- **Preparing GR Invoice template:**

An invoice template for GR was prepared by me which featured details including PO no., product details, invoice no., etc. I also made a presentation regarding the same template. Both were made under the supervision of A S M Wasif Chowdhury (Officer, Supply Chain Operation Management, Supply Chain Management, Finance & Accounts).

4.1 Monthly Breakdown

February

- Orientation with interns, Supply Chain team and people all over bKash.
- Understanding different segments of a contract including title, scope, related parties, payment terms, force majeure etc.

March

- Starting my end of the contract database.
- Collecting signatures from internal users of bKash and informing the partners to fulfill their part accordingly.
- Reminding partner POCs of RFQ deadlines, PO requirements, profile update through phone calls.
- Contribution in the “**Partner Excellence Award**” which is an annual celebration of most valuable supply chain partners over the past year.
- Understanding how to make a Procurement Fact Sheet (PFS) and proceeding accordingly.

April

- Maintaining the contract database and regularly checking on partners to ensure that they have participated and/or completed their end of the contract life cycle.
- Understanding how a CS is made and making Initial CS accordingly.
- Working on reviewing the initial CS and modifying the rates as given by suppliers.
- Completing PFSs as per need with the highest amount being 8 PFSs completed in a day.
- Regular checking in partners to ensure different activities are done according to requirements while maintaining regulations.
- Preparing invoice template for GR (Goods Received).

Chapter 5: Analysis of Internship Activities

5.1 Key Learning Outcomes

- **Understood the overall supply chain mechanism of bKash**

The delivery mechanisms of bKash depend on a wide-ranging ecosystem connecting its fundamental technology platform to every wireless telecom provider across Bangladesh using both USSD functions and an easy-to-use mobile application. Agents use the digital backbone platform to expand cash services throughout the nation for deposits and withdrawals and new merchants join through digital and physical QR code payments. Bangladesh Bank oversees secure financial transactions which enable its partnership with millions of users to process bank account transfers and bKash account transactions through multi-institutional platforms.
- **Learned how to make PFSs and CSs**

The PFS acts as a factual reference tool for suppliers by defining both essential requirements characteristics along with budget constraints and evaluation requirements. CS construction entails methodically comparing offers or proposals of different vendors against different parameters like price, technical requirements, delivery terms, and vendor reputation in order to allow objective side-by-side comparison.
- **Improved communication skills**

As mentioned earlier, the supply chain management department has to deal with multiple partners. Some of them may have issues in understanding a particular process like how to participate in RFQ, how to update profile and relevant documents in the bKash's ERP portal, and many more. Regular communication with the partners helped me to get an idea of their issues and take the necessary steps to solve them.
- **Understood variable purchase rates**

Many contracts are related to buying tangible materials including polythene, carton etc. for bKash warehouse and other administrative operations. Most of these items may have different pricing due to price fluctuations, delivery issues, quality differences and many more. It is imperative for me to understand the optimal rates for the materials by checking the contracts and proceeding accordingly.

- **Got accustomed to compliant documentation procedures**

The process usually begins with the identification of a need, which typically triggers the release of a Purchase Requisition. After internal approval, an RFQ is issued to potential suppliers with the requirements identified and requesting the suppliers to supply their quotations. The quotations are then evaluated on the basis of criteria specified, which typically triggers the release of a CS for unbiased comparison. Once a vendor has been selected, an official Purchase Order is drafted, which is legally enforceable the purchase. The culmination of this initial phase, and perhaps including lessons learned acquired throughout the RFQ process, can be summarized in a PFS. The PFS is a concise document that encapsulates the key features of the purchase, including the need, selected supplier, terms, and justification, providing a clear-cut snapshot for internal stakeholders and future reference. This formalized process ensures transparency, compliance, and informed decision-making in business purchasing.

5.2 Work Environment at bKash Limited

When I was an intern at bKash Limited in the Supply Chain Management (SCM) Department, I had the chance of working in a dynamic, organized, and supportive environment that provided opportunity for both professional growth and personal development. bKash upholds the standards of professionalism and fosters innovation and collaboration as one of the most opulent mobile financial service providers.

- **Collaborative and Respectful Culture**

Since the first day, I was accepted into the company as another important team member. The working environment was very cooperative, ideas and contributions were welcomed, even interns could give in. My teammates were friendly, supportive, and polite, ensuring a supportive atmosphere facilitating direct communication and knowledge. I was talking to the senior team members routinely who were nice to provide their instructions and comments.

- **Team Dynamics and Learning Environment**

I was engaged in the real work of preparing Procurement Fact Sheets, Comparative Statements and helping with supplier onboarding with the direct help of SCM department. As a member, I discovered a great atmosphere designed to include everyone and foster the learning process, and my input and outputs were valued, as well as, provided with the responsibility needed and adequate supervision. This greatly increased my morale and knowledge in corporate procurements.

- **Work Hours and Flexibility**
 My standard working hours were between 10:00 AM and 6:00 PM on Sundays to Thursdays. Though some tasks, such as helping with the Partner Excellence Award and working with urgent procurement documents, needed me to be more flexible, the team made sure that the workload was balanced and manageable. Professionalism and emphasis on punctuality contributed to me cultivating a good work ethic.
- **Communication and Feedback**
 The feedback meetings with my supervisor, as well as informal conversations with team members permitted me to outline my strengths and areas where I can work on more. The mentoring culture at the bKash organization helped us to clarify whatever is unclear easily when needed.

5.3 Company Level Analysis of my work

My internship experience at bKash Limited provided me with the opportunity to contribute directly to the organization's supply chain processes and understand how individual tasks at the intern level support broader company objectives. The analysis below reflects how my responsibilities aligned with bKash's operational priorities and strategic goals.

- **Alignment with Organizational Efficiency**
 Creation of Procurement Fact Sheets (PFS) and Comparative Statements (CS) were one of my major responsibilities. The documents play an important role in simplification of the decision-making process in the purchase especially to get the right vendors due to the factor of cost, quality and compliance. With my contributions, the SCM team was able to have correct records and the internal approvals proceeded faster, which had a direct effect of improving the efficiency of the procurement cycle.
- **Support for Vendor Relationship Management**
 I also engaged in the process of communication with the vendors and their onboarding, specifically, at the Q1 supplier onboarding cycle and the 5th Partner Excellence Award organization. These programs are part of the drawn commitment by bKash to support the performance-based and transparent relationship with its vendors. Through helping coordinate and communicate with suppliers I helped prove bKash as a professional and reliable client.

- **Enhancing Organizational Reputation**

Contributing to the implementation of the Partner Excellence Award, I partially helped the supplier engagement strategy and the outward appearance of bKash. It was a customer recognition and support of supplier loyalty event which is a significant component of ensuring a healthy responsive supply chain environment.

5.4 Market Level Analysis

As an intern in bKash Limited, I not only participated in the internal processes of supply chain but also got the chance to monitor and engage with the work processes that were connected with the strategic positioning of bKash in the context of the total MFS market of Bangladesh.

- **Supporting Market Responsiveness**

Mobile Financial Services industry in Bangladesh is very competitive and evolving fast due to customer needs, regulatory changes, and adoption of technology. bKash needs a supply chain that is responsive and very efficient to market needs and changes. By involving myself in activities like preparation of Comparative Statements and facilitating contract processing, I was able to help the company select and procure vendors much faster, thus making the firm respond to its operations quickly.

- **Enhancing Vendor-Driven Competitiveness**

When it comes to providing service in a highly competitive market, bKash has to assure their customers of quality service in thousands of points of agents and merchant points. My participation in the process of supplier onboarding and documentation became the means of verifying that only competent, compliant, and capable vendors are introduced to the procurement network. This had a direct impact on the consistency of services at the market level, which is crucial to maintaining a competitive edge of bKash over its competitors Nagad and Rocket.

- **Contribution to Brand Visibility and Trust**

Ceremonies such as Partner Excellence Award, one we participated in organizing, fits into bKash initiatives to establish good supplier relationships and develop a positive brand image in the B2B area. And this has positive impacts to the perception of this company in the market as a professional, ethical and reliable business partner which is very important when we are talking of an industry, whereby reputation and trust are the main determinants of user loyalty and vendor cooperation.

5.5 Professional Level Analysis

1. Development of Core Professional Skills

My daily tasks helped me build and refine several core competencies essential for any professional role:

- **Analytical Thinking:** Interpreting procurement data and preparing decision-making documents like CS and PFS.
- **Communication:** The ability to work effectively with vendors, internal teams and supervisors in a respective and clear manner.
- **Documentation & Compliance Awareness:** Investigation of the invoice formats and contracts, which provided me with the understanding of the legal and procedural aspect of operation within a corporation.
- **Time Management:** Handling numerous tasks under strict timeline, particularly in times when there are high priorities such as the preparations of the Partner Excellence Award.

2. Workplace Behavior and Ethics

I got a direct experience of work etiquette, such as formal correspondences, chain-of-command, confidentiality and taking adaptability of the organization culture. My observation also included the role played by ethical practices and internal controls in relation to transparency and credibility particularly in such regulated industry as mobile financial services.

3. Readiness for the Job Market

This internship was a major step in my career preparation, as it exposed me to the expectations of full-time professional roles. It helped me:

- Understand role-based accountability
- Adapt to structured work schedules
- Handle real-time operational challenges
- Work under minimal supervision with measurable outputs

The experience enhanced my confidence in applying for future roles in supply chain, operations, and business support functions, both in fintech and other sectors.

4. Reflection on Career Goals

The internship confirmed my passion in a supplying chain management and operations strategy career. It revealed to me the effectiveness of the supply chain decisions to influence the capacity of an organization to serve its customers and grow its business effectively.

Chapter 6: Recommendations and Conclusion

6.1 Recommendations

- Hands-on access to the ERP system would have been better for practically experiencing the procurement process.
- A few days or a week may be reserved for exchange interns from a particular department to another department just to see how well they can adapt to the situation.
- I faced multiple issues while working with excel files and Microsoft edge also crashed multiple times in the provided workstation. Similar cases were in case of other interns also. I believe taking the required steps would further enhance the internship experience.
- Improved digital tools to automate Comparative Statements (CS), Goods Received (GR) tracking, and vendor follow-ups can be implemented.
- Implement vendor dashboards that monitor the KPI compliance rate, delivery lead-time and quality of service. This information can be used to support a more transparent measuring process of supplier performance and deepening of long-term relationships that are based on performance and merit.
- bKash may introduce an SCM dashboard that combines procurement KPIs and market insights (e.g. competitor action, customer opinion, regulatory changes). Such alignment would enable procurement teams to be much more proactive in procurement operations.
- The SCM department can introduce an organized intern project tracking method in which the interns are assigned both operational and strategic assignments to make their talent is nurtured in the right way.

6.2 Conclusion

My internship experience at bKash Limited has been an inspiring and effectively enhancing experience that gave me a clear insight into how functioning across the supply chain generates success in a major financial technology company. During the four-month-long internship, I could successfully bridge the gap between academic learning and practice, as I was involved in the activity that comprised the core functions in the form of procurement documentation, contract management, communication with vendors, as well as event organization.

Having to work in an environment of time constraints and strict requirements allowed me to develop the core professional competencies, such as time management, communication, analytical thinking, and attention to detail. I was lucky to work with an inclusive and enabling team that, besides helping me learn my duties, supported me in key strategic projects like Partner Excellence Award and supplier onboarding programs.

It further changed my point of view of understanding the critical importance of supply chain in the continuity of operations and cost-efficiency, as well as vendor satisfaction amidst a competitive and regulated industry such as mobile financial services. It has made me intend to develop further in this sphere and has influenced my progress and career orientation considerably.

References

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- Product and Services of bKash Limited || [Product Services | bKash](#)

Appendix A

Following pages contain my weekly internship reports, which record the tasks performed and duties carried out during the internship, as well as the skills developed in the given time. Every report mentions what was accomplished throughout the specific week and the most important learning experiences and contributions.

ISLAMIC UNIVERSITY OF TECHNOLOGY
ORGANIZATION OF ISLAMIC COOPERATION

WEEKLY OVERVIEW OF INTERNSHIP ACTIVITIES OF RAKIB ALI KHAN
(200061132)

Position: Intern, Supply Chain and Procurement, Finance and Accounts Division, bKash

Week: 1st (February 2, 2025 - February 6, 2025)

List of activities with brief description:

1. **Acquaintance with the department and other departments:**

As I am part of the Supply Chain and Procurement Department under the Finance and Accounts Division of bKash, my first task was to get myself familiarized with the daily process workflows, introduction with the team members from my department and other departments as well.

2. **Aiding in scheduling meetings:**

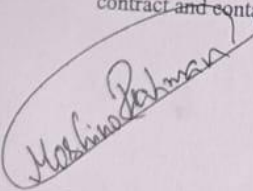
The SC&P department has to negotiate with a lot of vendors regularly and they have to conduct multiple meetings in a day. I was assigned to contact the vendors to schedule technical clarification meeting(s) and explain the agenda of the meeting(s) under the authorization of S M Saklainul Haque Rummon (General Manager, Technology and General Procurement, Supply Chain and Procurement).

3. **Understanding legal contracts:**

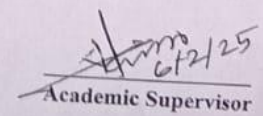
G.M. Naimuz Saadat (Officer, SC Governance and Contract Management, Supply Chain and Procurement) introduced me to the different provisions of a contract including scope, pricing, notices, indemnity etc. and explained scenarios and disputes where each provision had a role to play.

4. **Getting signs on contracts and keeping account of each contract:**

My major responsibility throughout my tenure will be to manage the contract lifecycle after it gets printed which means, I will be responsible for the contract execution, maintaining the database, archiving the executed contracts for team members to refer to in the future should any dispute or exercise of contractual clauses arise. Furthermore, this task also includes taking appointments of the signatories including Mohammad Rashedul Alam (EVP, Head of Supply Chain and Procurement) and 2 witnesses to complete the signing process and initializing of the contract and contacting the vendor for their part in completing the execution process.



Company Supervisor



Academic Supervisor

ISLAMIC UNIVERSITY OF TECHNOLOGY
ORGANIZATION OF ISLAMIC COOPERATION

WEEKLY OVERVIEW OF INTERNSHIP ACTIVITIES OF RAKIB ALI KHAN
(200061132)

Position: Intern, Supply Chain and Procurement, Finance and Accounts Division, bKash
Week: 2nd (February 9, 2025 - February 13, 2025)

List of activities with brief description:

1. **Aiding in scheduling meetings:**

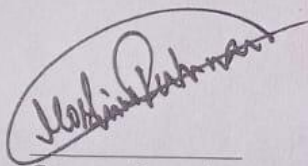
My responsibilities within the Supply Chain and Procurement (SC&P) department include scheduling technical clarification meetings with vendors. This involves contacting vendors to arrange meeting times and providing a clear explanation of the meeting agenda. I performed these duties under the authorization of S M Saklainul Haque Rummon (General Manager, Technology and General Procurement, Supply Chain and Procurement) and also joined a few meetings to understand the overall clarification process.

2. **Understanding and making Procurement Fact Sheet (PFS):**

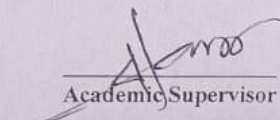
A procurement fact sheet is a concise, one-page document that summarizes key information about a specific procurement activity. At bKash, the PFS is made with information from multiple procurement documents including the main procurement agreement (addendums/ extensions of the agreement if any), daily/monthly bill(s), purchase orders and requisitions and so on. Material and service details, tax rates, order delivery dates, pricing details etc. are cross checked and converted into a complete PFS.

3. **Getting signs on contracts and keeping account of each contract:**

As mentioned in the first week report, my primary responsibility throughout my tenure will be managing the contract lifecycle post-printing. This encompasses the full contract execution process, including maintaining a comprehensive contract database and archiving executed contracts for future reference by team members. This archive will be crucial for resolving potential disputes or facilitating the exercise of contractual clauses. Furthermore, my duties will involve scheduling appointments for all signatories, including Mohammad Rashedul Alam (EVP, Head of Supply Chain and Procurement) and two witnesses, to complete the signing and initialing process. I will also be responsible for coordinating with the vendor to ensure their timely completion of the execution process.



Company Supervisor



Academic Supervisor

ISLAMIC UNIVERSITY OF TECHNOLOGY
ORGANIZATION OF ISLAMIC COOPERATION

WEEKLY OVERVIEW OF INTERNSHIP ACTIVITIES OF RAKIB ALI KHAN
(200061132)

Position: Intern, Supply Chain and Procurement, Finance and Accounts Division, bKash
Week: 3rd (February 16, 2025 - February 20, 2025)

List of activities with brief description:

1. Aiding in scheduling meetings:

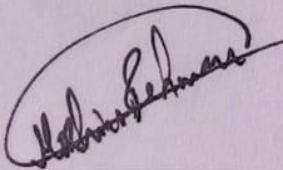
Within the Supply Chain and Procurement (SC&P) department, my responsibilities include scheduling technical clarification meetings with vendors. This involves coordinating meeting times, clearly communicating the meeting agenda, and working under the authorization of S M Saklainul Haque Rummon (General Manager, Technology and General Procurement, Supply Chain and Procurement) and Mehnaz Rahman Mim (Officer, Commercial Buying, Supply Chain & Procurement), I also actively participated in several meetings to gain a deeper understanding of the overall clarification process.

2. Understanding and making Procurement Fact Sheet (PFS) and Comparative Statements (CS):

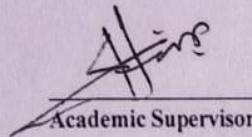
bKash utilizes a concise, one-page procurement fact sheet (PFS) to summarize key procurement activities. The PFS is created by consolidating and verifying information from various documents, including the main agreement (and any amendments), bills, purchase orders, and requisitions. This ensures accurate material and service details, tax rates, delivery dates, and pricing. Another similar document known as the "CS", stands for Comparison Statement, a crucial document used to evaluate and compare vendor proposals or quotations.

3. Getting signs on contracts and keeping account of each contract:

As previously reported, my primary role is to manage the contract lifecycle after printing. This includes executing contracts, maintaining a thorough contract database, and crucially, archiving executed contracts for team reference. This archive serves as a vital resource for dispute resolution and clause activation. I am also responsible for scheduling signatory appointments, including Mohammad Rashedul Alam (EVP, Head of Supply Chain and Procurement) and two witnesses, for signing and initialing, as well as coordinating with vendors to finalize contract execution.



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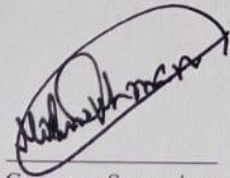
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(200061132)

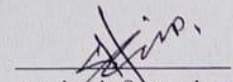
Position: Intern. Supply Chain Management. Finance and Accounts Division. bKash
Week: 4th (February 23, 2025 - February 27, 2025)

List of activities with brief description:

- 1. Aiding in scheduling meetings with partners**
Multiple meetings may be scheduled in a day regarding RFQs, technical clarifications etc. My job is to assist the authorized personnel regarding proper conduction of the meetings.
- 2. Comparative Statements (CS) and Procurement Fact Sheet (PFS) Preparation**
CS is used to determine the cost of procuring certain materials by using data from past procurement processes. PFS is the final summary of any completed PR.
- 3. Contract Execution & Fulfillment**
Legal contracts pertaining to the Supply Chain Management department are executed by ensuring the signs of relevant signatories.
- 4. Partner Sample Presentation**
Many items may be needed by the internal and external users of bKash. Partners need to be acknowledged of the item specifications accordingly.
- 5. Contribution in the Partner Excellence Award 2025**
The awards are a yearly program held by bKash Supply Chain Management to commemorate the support of supply chain partners throughout the previous year.



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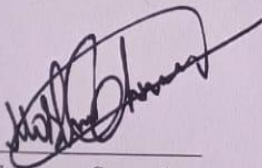
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WEEKLY OVERVIEW OF INTERNSHIP ACTIVITIES OF RAKIB ALI KHAN
(200061132)

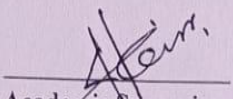
Position: Intern, Supply Chain Management, Finance and Accounts Division, bKash
Week: 5th (March 02, 2025 – March 06, 2025)

List of activities with brief description:

- 1. Aiding in scheduling meetings with partners**
It is common to have several meetings in one day about RFQs and technical clarifications. My duties include making the process of running meetings as planned for authorized personnel.
- 2. Comparative Statements (CS) and Procurement Fact Sheet (PFS) Preparation**
The cost of procuring supplies is set by examining records from past procurement actions in CS. PFS acts as the closing document for any completed PR.
- 3. Contract Execution & Fulfillment**
No legal documents related to the Supply Chain Management department are passed without the appropriate signatures.
- 4. Partner Sample Presentation**
A range of items could be used by both internal and external users of bKash. It is important that partners know and acknowledge the necessary details for the item.



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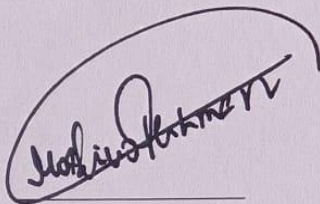
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WEEKLY OVERVIEW OF INTERNSHIP ACTIVITIES OF RAKIB ALI KHAN
(200061132)

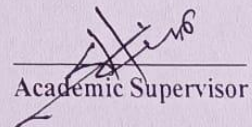
Position: Intern, Supply Chain Management, Finance and Accounts Division, bKash
Week: 6th (March 09, 2025 – March 13, 2025)

List of activities with brief description:

- 1. Aiding in scheduling meetings with partners**
RFQ-related and technical clarification topics often come up in several meetings during a single day. It is my responsibility to guide meetings based on the set plans for authorized personnel.
- 2. Comparative Statements (CS) and Procurement Fact Sheet (PFS) Preparation**
The budget for supplies is determined by studying past supply procurements in CS. The closing document for any PR is the PFS.
- 3. Contract Execution & Fulfillment**
The Supply Chain Management department ensures that every legal document is properly signed before it goes through.
- 4. Partner Sample Presentation**
Internal users and external users alike can make use of different bKash items. All partners should be aware of the specific information related to the item.



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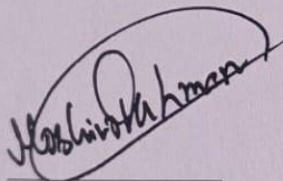
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WEEKLY OVERVIEW OF INTERNSHIP ACTIVITIES OF RAKIB ALI KHAN
(200061132)

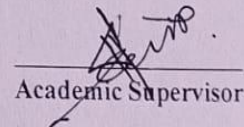
Position: Intern, Supply Chain Management, Finance and Accounts Division, bKash
Week: 7th (March 16, 2025 – March 20, 2025)

List of activities with brief description:

- 1. Contract Execution & Fulfillment**
The Supply Chain Management department ensures that every legal document is properly signed before it goes through.
- 2. Aiding in scheduling meetings with partners**
RFQ-related, contract negotiation and technical clarification topics often come up in several meetings during a single day. It is my responsibility to guide meetings based on the set plans for authorized personnel.
- 3. Partner Sample Presentation**
Internal users and external users alike can make use of different bKash items. All partners should be aware of the specific information related to the item.
- 4. Comparative Statements (CS) and Procurement Fact Sheet (PFS) Preparation**
The budget for supplies is determined by studying past supply procurements in CS. The closing document for any PR is the PFS.



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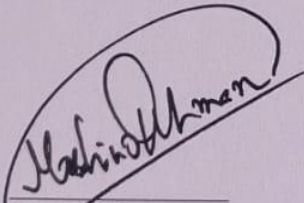
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WEEKLY OVERVIEW OF INTERNSHIP ACTIVITIES OF RAKIB ALI KHAN
(200061132)


Position: Intern, Supply Chain Management, Finance and Accounts Division, bKash Week:
8th (March 23, 2025 - March 27, 2025)

List of activities with brief description:

- 1. Contract Execution & Fulfillment**
Legal contracts of the Supply Chain Management department only become official and operational after the signatures of all needed and authorized parties have been applied, indicating agreement to what's in the contracts
- 2. Comparative Statements (CS) and Procurement Fact Sheet (PFS) Preparation**
CS is used to determine the cost of procuring certain materials by using data from past procurement processes. PFS is the final summary of any completed PR.
- 3. Partner Sample Presentation**
Many items may be needed by the internal and external users of bKash. Partners need to be acknowledged of the item specifications accordingly.
- 4. Aiding in scheduling meetings with partners**
Multiple meetings may be scheduled in a day regarding RFQs, progress and status updates, technical clarifications etc. My job is to assist the authorized personnel regarding proper conduction of the meetings.



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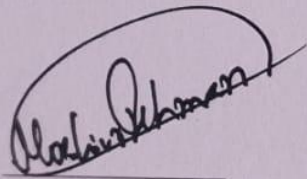
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WEEKLY OVERVIEW OF INTERNSHIP ACTIVITIES OF RAKIB ALI KHAN
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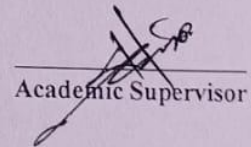
Position: Intern. Supply Chain Management. Finance and Accounts Division. bKash
Week: 9th (April 06, 2025 – April 10, 2025)

List of activities with brief description:

- 1. Aiding in scheduling meetings with partners**
Multiple meetings may be scheduled in a day regarding RFQs, technical clarifications etc. My job is to assist the authorized personnel regarding proper conduction of the meetings.
- 2. Comparative Statements (CS) and Procurement Fact Sheet (PFS) Preparation**
CS is used to determine the cost of procuring certain materials by using data from past procurement processes. PFS is the final summary of any completed PR.
- 3. Contract Execution & Fulfillment**
SCM is responsible for obtaining the signatures of all the correct signatories on all required contracts.
- 4. Partner Sample Presentation**
Since there are a variety of users for bKash, it is important that partners are briefed on and appreciate all the necessary item specifications.



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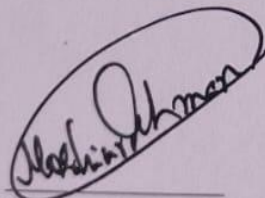
WEEKLY OVERVIEW OF INTERNSHIP ACTIVITIES OF RAKIB ALI KHAN
(200061132)

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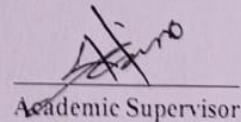
Week: 10th (April 13, 2025 – April 17, 2025)

List of activities with brief description:

- 1. Aiding in scheduling meetings with partners**
Multiple meetings may be scheduled in a day regarding RFQs, technical clarifications etc. My job is to assist the authorized personnel regarding proper conduction of the meetings.
- 2. Comparative Statements (CS) and Procurement Fact Sheet (PFS) Preparation**
CS is used to determine the cost of procuring certain materials by using data from past procurement processes. PFS is the final summary of any completed PR.
- 3. Contract Execution & Fulfillment**
SCM is responsible for obtaining the signatures of all the correct signatories on all required contracts.
- 4. Partner Sample Presentation**
Since there are a variety of users for bKash, it is important that partners are briefed on and appreciate all the necessary item specifications.
- 5. Partner Onboarding Session for Q1, 2025**
Collaborated with partners to ensure their presence and assisted team in related activities.



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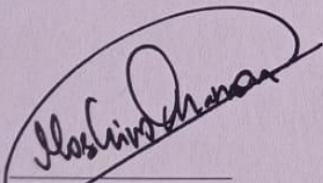
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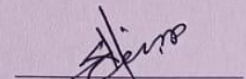
Position: Intern, Supply Chain Management, Finance and Accounts Division, bKash
Week: 11th (April 20, 2025 – April 24, 2025)

List of activities with brief description:

- 1. Aiding in scheduling meetings with partners**
Multiple meetings may be scheduled in a day regarding RFQs, performance reviews, technical clarifications etc. My job is to assist the authorized personnel regarding proper conduction of the meetings.
- 2. Comparative Statements (CS) and Procurement Fact Sheet (PFS) Preparation**
CS is used to determine the cost of procuring certain materials by using data from past procurement processes. PFS is the final summary of any completed PR.
- 3. Contract Execution & Fulfillment**
SCM is responsible for obtaining the signatures of all the correct signatories on all required contracts.
- 4. Partner Sample Presentation**
Since numerous items play a key role in bKash's internal and external workings, we must ensure our partners fully understand the details of all items. Because of this, there are fewer misunderstandings, the procurement process is easier and businesses get the essential products as they are needed.



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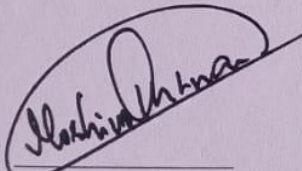
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WEEKLY OVERVIEW OF INTERNSHIP ACTIVITIES OF RAKIB ALI KHAN
(200061132)

Position: Intern. Supply Chain Management. Finance and Accounts Division. bKash
Week: 12th (April 27, 2025 – April 30, 2025)

List of activities with brief description:

- 1. Aiding in scheduling meetings with partners**
Multiple meetings may be scheduled in a day regarding RFQs, performance reviews, technical clarifications etc. My job is to assist the authorized personnel regarding proper conduction of the meetings.
- 2. Comparative Statements (CS) and Procurement Fact Sheet (PFS) Preparation**
The Comparative Statement (CS) calculates the cost of acquiring materials by checking information from earlier procurements. Alternatively, the Procurement Fact Sheet (PFS) is the summary document that follows a completed purchase requisition.
- 3. Contract Execution & Fulfillment**
SCM is responsible for obtaining the signatures of all the correct signatories on all required contracts.
- 4. Partner Sample Presentation**
Since numerous items play a key role in bKash's internal and external workings, we must ensure our partners fully understand the details of all items. Because of this, there are fewer misunderstandings, the procurement process is easier and businesses get the essential products as they are needed.


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Appendix B

Rakib Ali Khan

200061132_Rakib Ali Khan_Internship Report.docx

 Islamic University of Technology

Document Details

Submission ID
trn:oid:::22779:107963973

Submission Date
Aug 11, 2025, 11:30 PM GMT+6

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File Name
200061132_Rakib Ali Khan_Internship Report.docx

File Size
2.8 MB

58 Pages

10,360 Words

60,341 Characters







Page 2 of 64 - Integrity Overview

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