



الجامعة الإسلامية للتكنولوجيا
UNIVERSITÉ ISLAMIQUE DE TECHNOLOGIE
ISLAMIC UNIVERSITY OF TECHNOLOGY (IUT)
ORGANISATION OF ISLAMIC COOPERATION



**Internship Report on
Driving Strategic Growth and Building Partnerships at Sheba Fintech 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.

Chowdhury Tasfique Kamal

ID: 200061113

Department of Business & Technology Management
Islamic University of Technology

Approved by:

S.M. Rakibul Anwar

Assistant Professor

Department of Business & Technology Management
Islamic University of Technology

Date of Approval: August 15, 2025



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An Internship Report
On
Driving Strategic Growth and Building Partnerships at Sheba Fintech Limited.



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

Letter of Transmittal

August 15, 2025

S.M. Rakibul Anwar

Assistant Professor

Department of Business and Technology

Management Islamic University of

Technology

Board Bazar, Gazipur.

Subject: Submission of Internship Report

Respected Sir,

I hereby submit the Internship report titled “Driving Strategic Growth and Building Partnerships at Sheba Fintech Limited” which is a mandatory part of the internship program. It was a great privilege for me to work under your guidance and supervision.

I have made a sincere effort to present a clear picture of the company, my responsibilities as an intern and the overall scope and potential of Sheba Fintech Limited. This internship has been a valuable opportunity to connect the theoretical knowledge I have gained over the past four years with real-world experience. I genuinely believe that the insights and practical skills I have developed during this time will not only enrich my professional journey but also prepare me to thrive in the corporate world.

I hope my efforts in this report meet your expectations. Should you require any further clarification or have any questions, I am more than happy to discuss them at your convenience.

Sincerely yours,

Chowdhury Tasfique Kamal

ID: 200061113

Department of Business and Technology Management

Islamic University of Technology

Declaration

I, Chowdhury Tasfique Kamal, a student of the Department of Business and Technology Management (BTM) of the Islamic University of Technology (IUT), hereby attest to the fact that this report is purely my work and has been prepared under the supervision of S.M. Rakibul Anwar, Assistant Professor in the Department of Business and Technology Management.

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

Student's Signature

Chowdhury Tasfique Kamal
ID: 200061113
Department of Business and Technology Management
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Supervisor's Signature

S.M. Rakibul Anwar
Assistant Professor
Department of Business and Technology Management
Islamic University of Technology (IUT)

Acknowledgement

First and foremost, I would like to thank Almighty Allah for granting me the opportunity to undertake this internship and for giving me the strength to complete it successfully, along with the ability to prepare this report.

I am deeply grateful to the Department of Business and Technology Management at the Islamic University of Technology for providing me the chance to undertake this mandatory internship as part of my BBA in Technology Management degree. A special token of gratitude to my internship supervisor, S.M. Rakibul Anwar, Assistant Professor, whose insightful feedback, constant guidance and encouragement were invaluable throughout my internship and while preparing this report.

I am also extremely thankful to Sheba Fintech Limited for welcoming me into their Strategic Growth and Partnerships Department. I would like to extend my heartfelt thanks to my supervisor, Rifat Shahrukh, Tanjim Mahmud Rakin, Ihfaz Sindid Hassan, Mohammad Ilmul Haque Sajib, and the entire team for their unwavering support. Their guidance and the friendly, warm environment they created made my time both productive and enjoyable at Sheba Fintech Limited. I also owe much gratitude to my senior colleagues for their motivation, assistance and the camaraderie they offered during the internship, which made the experience truly memorable.

Lastly, I would like to express my heartfelt thanks to my family and friends for always believing in me, inspiring me to push through the challenges, and supporting me through the tough times.

Executive Summary

Sheba Fintech works with micro, small, and medium enterprises (MSMEs) by providing innovative payment solutions and digital financial services that help business streamline transactions and expand their financial capabilities. To strengthen its market positioning and accelerate growth, the company introduced the Strategic Growth and Partnerships (SGP) function which plays a vital role in building collaborations and driving expansion into emerging markets. I completed a 4-month internship at Sheba Fintech Limited, specifically within the Strategic Growth and Partnerships department from 2nd February, 2025 to 31st May, 2025.

A key focus of this report is on understanding Sheba Fintech's strategies for fostering growth through key partnerships, new fintech product launches and market expansion initiatives.

The report delves into various aspects of Sheba Fintech's approach to strategic partnerships, including how the company integrates wallet services, payment solutions, and digital finance products through collaborations with financial institutions. I also explored trends in the fintech industry and how they influence Sheba Fintech's growth, market positioning and partnership strategies.

Moreover, the report analyzes challenges and potential risks that may impact the company's ability to maintain a competitive edge in the fast-evolving fintech sector. The partnership initiatives along with its role in driving strategic growth of business and features has been discussed here.

The core of this report is built on the hands-on experience I gained through participation in a variety of projects, mainly starting from pitching for partnerships and product rollouts to supporting market entry strategies. These practical experiences provided me with a deeper understanding of Sheba Fintech's operations and contributed valuable insights into the company's overall performance and strategic direction.

Finally, the report concludes with practical recommendations for enhancing Sheba Fintech's strategic growth and partnership approaches, aimed at further strengthening the company's position in the fintech market. Overall, this internship provided me with invaluable learning experiences and gave me a comprehensive understanding of how a growing fintech company drives growth through strategic collaborations and innovative digital financial services.

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Chapter 1: Introduction

1.1 Background of Study

Sheba Fintech Limited is a prominent growing entity in the rapidly evolving fintech industry of Bangladesh. The company operates at the forefront of digital finance, providing a wide range of services including wallet integrations and providing a simplified payment experience to individual users and online and offline businesses from touchpoints within their reach. Its strategic focus on expanding fintech solutions for both consumers and businesses has enabled Sheba Fintech to maintain a competitive edge in the growing fintech sector.

This internship report reflects my 4-months internship experience at Sheba Fintech Limited, offering me a unique opportunity to gain practical exposure to the fintech landscape in Bangladesh. It also provided a closer look at the company's internal operations, particularly in the Strategic Growth and Partnerships department.

During my internship, I worked on key strategic projects aimed at forming and managing partnerships with financial institutions and driving the development of new digital services.

1.2 Purpose of Study

The purpose of this internship report is to explore how the Strategic Growth and Partnerships department of Sheba Fintech Limited drives company success through effective collaborations and innovative fintech solutions. This study focuses on understanding the key factors influencing partnership strategies, market expansion and product development, all of which contribute to Sheba Fintech's long-term growth and competitive positioning in the fintech industry.

1.3 Objective of Study

The objectives of this report are designed to achieve a deeper understanding of Sheba Fintech's strategies in Strategic Growth and Partnerships. These objectives are broken down into general and specific goals, which guide the analysis and insights of this report.

General Objective:

- To analyze the partnership strategies and growth initiatives of Sheba Fintech Limited and compare them with my observations during the internship.

Specific objective:

- To gain an overview of Sheba Fintech's market positioning and competitive landscape.
- To understand the relationship between strategic growth initiatives and cross-departmental collaboration.
- To compare official company strategies with real-world experiences observed during the internship.
- To bridge theoretical knowledge with practical insights on how strategic partnerships and business development impact company performance.

1.4 Methodology and Data Sources

To prepare this internship report, both primary and secondary sources were utilized to gather relevant data. The primary data was collected firsthand from the employees at Sheba Fintech Limited, particularly from the Strategic Growth and Partnerships department. Conversations with the team members provided valuable insights into the company's internal practices, partnership strategies and product development processes. Additionally, special meetings addressing key challenges and opportunities were observed which offered further understanding of how the company aligns across teams and partners.

The secondary sources were used for additional context and evidence-based data, which consisted of several pre-existing documents and resources for references, including:

- Internal reports and presentations of Sheba Fintech Limited.
- Online resources such as the company's website and industry publications.

1.5 Significance of Study

The financial sector has traditionally been seen as resistant to modern corporate practices, particularly in terms of employee management. This internship report not only fulfills the academic requirements of the internship course but also provides valuable insights into how Sheba Fintech Limited has navigated this challenge. It highlights the company's innovative approach to managing its human capital, driving growth through strategic partnerships and fostering a positive work culture.

The report will be particularly useful for students of Business and Technology Management (BTM), especially those interested in how effective people management can influence business performance and shape the corporate reputation of a company. It offers key takeaways on how a fintech company like Sheba Fintech Limited adapts to both industry and internal changes, creating a supportive environment that ensures employee satisfaction and business success.

1.6 Limitations of Study

This report relies on real-time data for accuracy, but as the internship was completed within the Strategic Growth and Partnerships department, much of the data, even with my authorization could not be disclosed due to confidentiality restrictions. Additionally, some insights derived from personal observation may not be fully accurate, as my internship lasted only four months, which was before the year's midpoint. As a result, the study is based on available historical data and my limited experience during the internship period.



Chapter 2: Company Overview

2.1 Company Overview

Sheba Fintech Limited is a Payment Service Provider license holder from Bangladesh Bank. It is a fast-growing digital financial services company in Bangladesh, focused on revolutionizing the way merchants and businesses interact with financial technology. As part of the broader Sheba Platform Limited, the company operates at the intersection of technology and finance, offering innovative solutions such as digital wallet integrations, payment processing, bill payments and other financial services.

The company is headquartered in the heart of Dhaka along with its other office in Jessore consisting of more than 250 employees altogether serving almost more than 1 million merchants and businesses by offering digital financial solutions. Beyond business growth, Sheba Fintech Limited also maintains a commitment to social impact and financial empowerment, aiming to create inclusive services that are accessible to a broader segment of the population.

2.2 History of the Company

Sheba Fintech Limited is a subsidiary of Sheba Platform Limited whose journey began in 2016 with the launch of Sheba.xyz, the country's first and largest digital service marketplace. Sheba.xyz was designed to connect users with verified service providers for home and office services, such as cleaning, electrical work, appliance repair and more. Later, recognizing that access to digital financial tools was a key barrier for both users and service providers, along with catering to the need of seamless transaction for the merchants and business of sManager, the company launched Sheba Fintech Limited in 2022 to address this gap. Sheba Fintech Limited acquired their PSP license from Bangladesh in the year 2023 which enabled them to roll out their own mobile wallet.



Figure 1: Initial Logo of Sheba Fintech Limited

Sheba Fintech Limited was created with a clear purpose to make financial services more accessible for small businesses across Bangladesh. As a part of Sheba Platform Limited, the company focuses on supporting MSMEs by offering tools like digital payments, savings and credit solutions through ShebaPay for merchants and businesses associated with sManager. The company also works closely with

banks and other partners to expand its reach and to ensure that their tech-driven financial services reach to more people.

2.3 Company Profile

Company Name: Sheba Fintech Limited

Industry Type: Fintech/ Digital Financial Services

Operating Since: 2023

Operating Area: All over Bangladesh

Head of Company: Adnan Imtiaz Halim (Founder), Mohammad Ilmul Haque Sajib (Co-Founder, MD & CEO, Sheba Fintech Limited)

Total Employees: 250-300

Customer Base: Estimated 35,000 SMEs using ShebaPay

2.4 Key Pillars of the Company

Vision: To become the leading digital financial platform to empower small businesses and individuals through accessible, inclusive and innovative fintech solutions.

Mission: To empower small businesses with simple, inclusive and technology-driven financial solutions that support everyday operations and long-term growth.

Values and Objectives:

Core Values	Strategic Objectives
<ul style="list-style-type: none">• Integrity• Customer Empowerment• Transparency• Inclusivity• Sustainability• Collaboration• Agility	<ul style="list-style-type: none">• Expand digital financial services to underserved MSMEs across Bangladesh.• Strengthen partnerships with banks and financial institutions to broaden service offerings.• Continuously innovate fintech products to enhance user experience and accessibility.• Promote financial literacy and inclusion among merchants and customers.• Foster a dynamic workplace culture that attracts and retains top talents.• Ensure regulatory compliance and effective risk management to maintain trust and stability.

Table 1: Core Values and Strategic Objectives of Sheba Fintech Limited

Organogram:

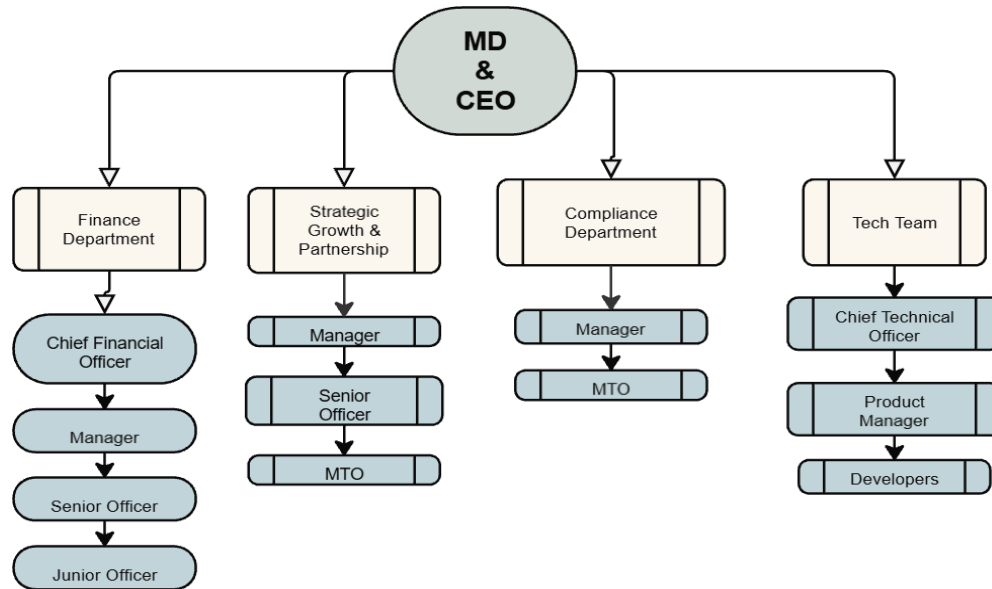


Figure 2: Organogram of Sheba Fintech Limited

2.5 Products and Services

Category	Services
Sheba.xyz App	ShebaPay
ShebaPay Card	SME Companion Prepaid Card
Send Money	User to User
Transfer Money	User to Merchant/Business
Add Money	From Card/Bank From MFS
Make Payment	QR Payment
Bills Pay	BREB BPDB

Table 2: Products and Services of Sheba Fintech Limited

2.6 SWOT Analysis

Like any growing fintech company, Sheba Fintech Limited operates in a dynamic and competitive landscape. To understand its current position and potential for future growth better, a SWOT analysis has been conducted which highlights its core strengths, weaknesses, opportunities and threats in the context of the evolving digital financial ecosystem of Bangladesh.

2.6.1 Strengths

As Sheba Fintech Limited mainly works for the merchant base, through the market penetration of sManager which mainly works with the merchants, Sheba Fintech has already engaged 1.5 million MSMEs under its ecosystem, of which almost 35,000 merchants have access to ShebaPay for the seamless transaction which is a remarkable footprint enabling scalability and rapid service adoption. Besides, earning the regulatory approval from Bangladesh Bank to operate as a Payment Service Provider has provided them with legitimacy and enabling them to roll out their own mobile wallet. Lastly, the transparency and openness of the company has helped both consumers and staffs maintaining loyalty and supporting through tough phases.

2.6.2 Weaknesses

Amidst all the strengths that are commendable for a growing fintech startup, there are a few weaknesses that might probably hinder the strengths to reach its utmost potential. First comes the low entry barriers for competitors. Despite being the first of its kind, the model developed by Sheba can be easily replicated by its competitors. Next comes the limited digital literacy among the small business owners which slows down the adoption of fintech tools. Besides, regulatory uncertainty and compliance requirements might also pose operational constraints. Lastly, tight and real-time maintenance of app needs to be done to ensure that no transactions fail and live up to the customer's expectations.

2.6.3 Opportunities

Looking at the opportunities for Sheba Fintech Limited, with only a small fraction of the MSMEs of Bangladesh currently digitized, there is a massive potential to expand the footprint of ShebaPay and by tapping on that untapped market and by ensuring their digital literacy, the financial access can be deepened. Besides, collaborations and strategic partnerships with financial institutions and other institutions open up scopes for broader and more secure digital service offerings and features. Customized solutions like nano loans can also be offered depending on the customer's preferences. Lastly, by embracing automation in every step,

Sheba Fintech Limited can ensure more operational efficiency and also reduce customer service staff significantly.

2.6.4 Threats

Sheba Fintech Limited also faces several external threats starting with the prime concern, which is the intense competition from both traditional financial institutions and the emerging fintech startups entering the market with similar offerings. Next comes the regulatory risks as frequent updates in compliance and data protection regulations demand swift operational shifts. Another main concern is that a large base of MSMEs and individual merchants are linked with Sheba Fintech Limited, and so they are also exposed to the potential misuse of its services for illicit services like money laundering or other fraudulent activities. Besides, cybersecurity threats, low digital literacy and consumer hesitation towards cashless solutions remain key threats to their market penetration.

Strength	Weakness
<ul style="list-style-type: none"> • Directly linked with the huge merchant base of sManager. • Payment Service Provider (PSP) license from Bangladesh Bank • PCI-DSS Certified. • Transparency and openness 	<ul style="list-style-type: none"> • Low digital literacy among small business owners. • Dependency on third-party companies for infrastructure and services. • Easily replicable business model. • Dependencies on tech team for constant monitoring.
Opportunity	Threats
<ul style="list-style-type: none"> • Huge potential to onboard MSMEs across Bangladesh digitally. • More strategic partnerships with financial institutions to offer different solutions. • Customized financial solutions like nano loans etc. • Automation of system 	<ul style="list-style-type: none"> • Growing competition from traditional financial institutions going digital and also fintech startups. • Regulatory changes • Cybersecurity risks. • Potential misuse by merchants for money laundering etc. • Resistance of cash-dependent users to switch to digital platforms.

Table 3: SWOT Analysis of Sheba Fintech Limited



Chapter 3: Industry Overview

3.1 Overview of the Digital Financial Sector of Bangladesh

The digital financial sector of Bangladesh has grown rapidly, driven by Mobile Financial Services (MFS), Payment Service Provider (PSP) and Payment System Operator (PSO). As of late 2025, the country had over 238 million mobile money accounts, handling Tk. 4,800+ crore in transactions. Leading platforms like bKash, Nagad and Rocket now offer services beyond money transfers like loans, savings. bKash issues 5.5 million digital loans in one year. Bangladesh Bank supports this growth with initiatives like Bangla QR to promote interoperability and innovation.

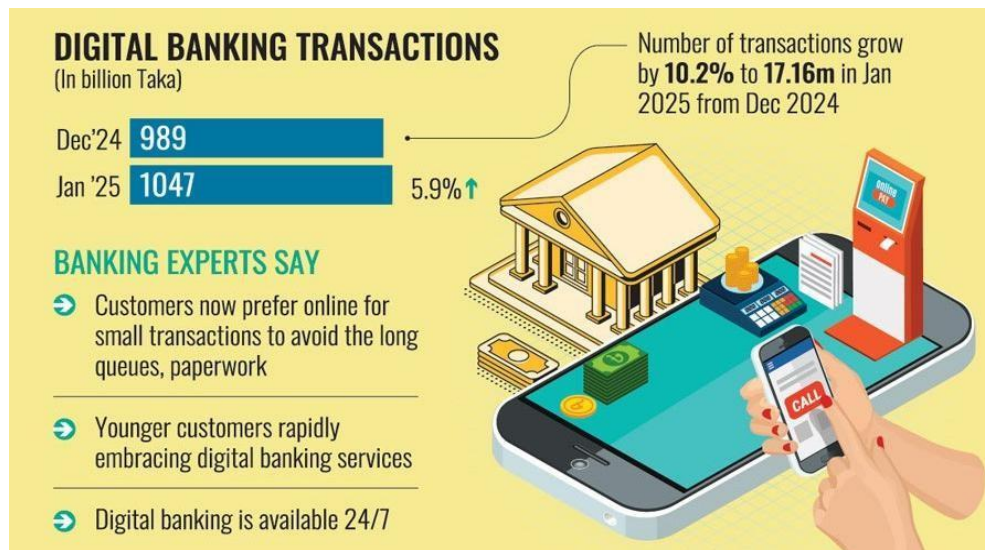


Figure 3: Situation of the Digital Financial Sector

A skyrocketing trend was shown in 2024 saw the total transactions rise to Tk. 17.37 lakh crore, a 28% increase from 2023 and the highest volume was recorded in December 2024. On average, the MFS and PSP platforms process almost Tk. 5,000 crore per day in 2025, making up almost 9.1% of global daily mobile transactions. The number of registered accounts reached 239 million representing 11.4% of all global mobile money accounts. Cash-in, Cash-out, Bills Payment were the most used features.

3.2 Competitive Landscape of the Industry

The digital financial sector is rapidly evolving in Bangladesh with a growing number of players including MFS, PSP, PSO and emerging fintech startups. Major players like bKash, Nagad, Rocket and recently licensed PSPs like ShebaPay are competing vigorously to capture market share. The competitive landscape of this sector is shaped by several factors:

- Heavy regulations from Bangladesh Bank to ensure security and prevention of fraud which might result in slower innovations.
- Intense competition leading to pressure on transaction fees and commissions.
- Risk of misuse by consumers and merchants such as money laundering through merchant transactions.
- High dependency on internet and smartphone penetration, which still leaves parts of the population underserved.

However, there are also some key advantages that are driving the growth and competition within this landscape:

- Fast and convenient digital payment and wallet services appealing to a large and growing user base.
- Constant innovation in product offerings, including loans, savings and merchant payments.
- Strong partnerships with banks, telecoms, and merchants expanding reach and usability.

3.3 Seasonality of the Industry

The fintech industry in Bangladesh generally experiences less pronounced seasonal fluctuations compared to traditional sectors such as agriculture or retail. However, certain factors do influence the rhythm of digital financial services throughout the year:

Economic Conditions: Macroeconomic shifts like inflation spikes or economic slowdowns affect user behavior which impacts the revenue flow for fintech platforms.

Festival and Holiday Seasons: During times like Eid, Puja, digital transactions see a spike as consumers send remittances, Eidi, payments for online shopping which boosts the transaction count for fintech firms.

Regulatory Changes: Updates in government policies like new digital finance guideline or AML rules might affect the operations temporarily.

Quarterly or Year-End Targets: Like traditional financial institutions, fintech companies often have business goals tied to quarters or sprints during which increasing marketing activity and promotions are done to boost user acquisition and transactions.

3.4 Porter's Five Forces Analysis

Porter's Five Forces is a framework that helps the businesses to understand the key factors that influence competition in their industry. By looking closely at concepts like the power of buyers and suppliers, the risk of new competitors or substitute products, and the level of rivalry among existing players, Sheba Fintech can shape its strategies in a much better way.

3.4.1 Threat of New Entrants: (Impact-High)

The fintech sector in Bangladesh has been growing rapidly, attracting many startups and investors. Even though the regulatory requirements and the need for technological infrastructures act as barriers, the relatively low capital requirement compared to the traditional banks means new players can still enter into the market very easily. This means that there is always a high alarming threat of new entrants getting into the market which in the end, increases competition and pushes Sheba Fintech Limited to keep improving continuously.

3.4.2 Bargaining Power of Suppliers: (Impact- Low)

In the fintech landscape, the term suppliers mainly refer to the technology providers, telecom companies and the payment networks. As there are several options available for these suppliers and the competition among these suppliers is high, their bargaining power tends to be moderate or low. With the increase in their competition, Sheba Fintech gets the edge as they can choose the one providing the most within the least amount spent.

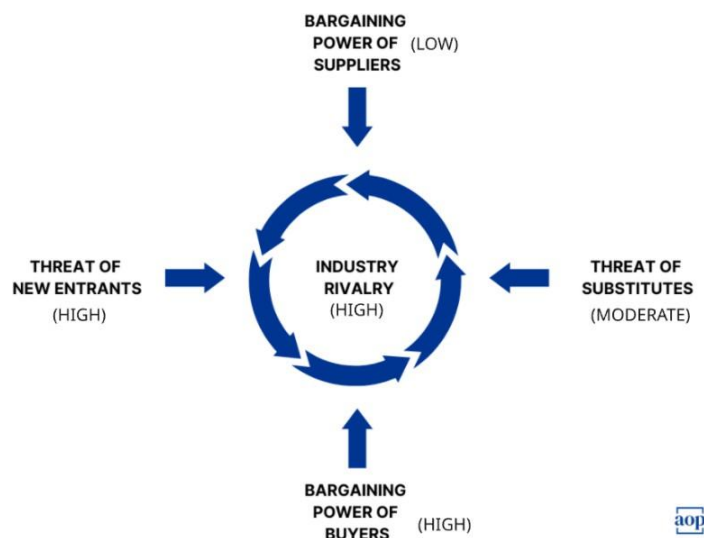


Figure 4: Porter's Five Forces Analysis of Sheba Fintech Limited

3.4.3 Bargaining Power of Buyers: (Impact- High)

Customers of fintech services, mainly individual users and merchants, they have a growing range of options available like bKash, Nagad, Rocket, ShebaPay etc. This gives buyers high bargaining power, as they can easily switch platforms if they find better rates or better experiences and features elsewhere. That's why, ShebaPay have been bringing on newer features and making partnerships with several entities to ensure that their services can be available upon transaction through ShebaPay, namely nano loans, subscriptions etc.

3.4.4 Threat of Substitute Products or Services: (Impact- Moderate)

In this era of digital financial services, the only alternatives to them are traditional banking services, cash payments and informal lending. Even though the digital adoption is increasing, these substitutes still exist in the market, especially in the rural and less tech-savvy populations. These people are still not adapting to the newer technologies and remain skeptical about a cashless society. Therefore, the threat is moderate but it is on a significant decline as digital literacy and smartphone penetration is growing there as well.

3.4.5 Industry Rivalry: (Impact- High)

The fintech sector is highly competitive currently with multiple established players and new entrants constantly innovating. With intense competition, ShebaPay has started improving their offerings by introducing features like Nano Loans, ShebaPay Card, and they have also started expanding partnerships and recruiting more people to ensure customer engagement. These steps are taken to stay ahead in this competitive market.

3.5 PESTEL Analysis

PESTEL analysis outlines the macro-environmental factors that shape the fintech industry in Bangladesh. As a rapidly evolving sector, fintech is influenced by political, economic, social, technological, environmental, and legal forces. A brief analysis of these factors is depicted in the following subsections.

3.5.1 Political Factors

Government policies on digital finance, financial inclusion initiatives, and overall political stability significantly influence the sector. National strategies such as the Digital Bangladesh vision and Bangladesh Bank's support for mobile financial services have created a favorable environment for fintech department. However, changes in government priorities during election cycles and shifts in budget allocations can affect adoption rates and regulatory direction. For Sheba Fintech, strong engagement in public-private partnerships and alignment with national financial inclusion goals enhance both credibility and long-term sustainability.

3.5.2 Economic Factors

Sustained economic growth, driven by remittances and consumer demand, is creating opportunities for digital finance. Nonetheless, challenges such as inflation, currency volatility, and income inequality persist. With nearly 70 percent of financial transactions still cash-based, there is substantial potential for digital solutions. Limited access to conventional banking services also heightens the relevance of fintech. These conditions allow Sheba Fintech to expand wallet services, digital payments, and remittance solutions that address both underserved rural communities and the urban middle class.

3.5.3 Social Factors

A youthful population, rising digital literacy, and increasing smartphone usage are fueling demand for innovative financial services. Yet, trust issues with digital platforms and reliance on cash transactions remain barriers. Rapid urbanization and the growth of the middle class are creating new markets for digital finance. Sheba Fintech is well-positioned to address these shifts by delivering user-friendly products, conducting financial literacy initiatives, and building consumer confidence through transparent operations.

3.5.4 Technological Factors

Advancements in mobile internet, blockchain, AI, and payment infrastructure are transforming the financial services landscape. With more than 120 million mobile internet users, Bangladesh offers a strong foundation for digital finance growth. However, technology adoption continues to be uneven across regions. Sheba Fintech can capture market share by deploying secure wallets, innovative payment solutions, and seamless integrations with the banking system. Continued investment in innovation and enhanced user experience is vital for maintaining a competitive edge.

3.5.5 Environmental Factors

Although less directly affected by environmental dynamics, fintech in Bangladesh is influenced by climate risks and natural disasters that disrupt conventional financial systems. Certain calamities often increase reliance on mobile transactions for aid distribution and remittance flows. Sheba Fintech can strengthen its role by providing platforms that remain operational during crises and by collaborating with government and non-governmental organizations to support disaster-response financial solutions.

3.5.6 Legal Factors

The sector is regulated by Bangladesh Bank under frameworks related to digital transactions, anti-money laundering, data security, and consumer protection. Stricter compliance requirements such as Know Your Customer (KYC) protocols and transaction monitoring are being enforced. Sheba Fintech's emphasis on strong governance and risk management builds consumer trust and ensures alignment with regulatory expectations, thereby securing competitive advantage.



Chapter 4: Internship Activities Overview

4.1 Internship Role Overview:

I had the opportunity to complete my internship under the Strategic Growth and Partnerships department at Sheba Fintech Limited, where I supported key initiatives such as partnership development with different financial institutions, driving end-to-end project execution and market expansion strategies. My responsibilities included assisting with reaching out to financial institutions to make partnerships, rolling out features, drafting partnership documents and coordinating with cross-functional teams to ensure a feature or a product goes live. This experience enhanced my understanding of fintech operations and sharpened my skills in project execution, strategic planning and business communication.

4.2 Daily Tasks:

Being an intern, I was assigned several routine responsibilities that I managed on a regular basis. These tasks helped me gain a clear understanding of the day-to-day operations within the Strategic Growth and Partnerships department and improved my ability to maintain consistency, meet deadlines and communicate effectively in a corporate environment. The key tasks included:

Daily Task Tracker Update: My first core daily responsibility was updating the daily task tracker. This mainly involved maintaining an organized record of the ongoing projects, tasks that were assigned to me and setting deadlines for it and making a low-level draft of it and ensuring that every step associated with the integration gets done by the due time. This made it easier to monitor my workflow and accountability across different initiatives and also strengthened my time management skills.

Morning Scrum: This was mainly a small meeting of 30 minutes within the entire ShebaPay team along with our MD. During these sessions, each member, including myself would briefly share updates on what has been completed till now and what I will be doing today, outlining the tasks and ensuring if any alignments are needed. This also included the mention of banks or financial institutions that I planned to reach out to that day for follow-ups related to partnerships.

Preparation of BRDs: BRD refers to Business Requirements Documents, a formal document that outlines the objectives, expectations and functional requirements of a business project or solution. I used to prepare BRDs often for different projects outlining how these can be implemented to generate more revenue.

Daily Tech Alignment Meetings: Every afternoon, I used to take part in the tech alignment meeting where the Product Manager and a representative from the tech team would also be present. Here, I used to take updates regarding the projects that

are ongoing and have dependencies upon tech's end. The meetings were done to ensure the integration gets done within the deadline.

Visits to Financial Institutions for Partnerships: As the name of my department says, my main job was to bring in partnerships with different banks, MFS and financial institutions in order to add their features and have them as our partners in our app. For that, I used to talk to one of their POCs and then schedule a meeting with them where I would visit them and pitch my proposal which would be beneficial for both parties.

Partnership Outreach and Communication: I have assisted in identifying potential partners, be it banks, MFS or other financial institutions and reached out to them by calling them over the phone and setting a meeting to discuss partnership proposals. My role involved conducting initial research to assess alignment with our business goals, looking after leads and then initiating first contact and then scheduling meetings to explore potential collaborations. This outreach has been crucial in expanding our network, creating strategic partnerships and driving growth through mutually beneficial partnerships.

Writing Mails and Follow-ups: I was given the responsibility to draft mails for partnership proposals and make changes accordingly depending on the type of partnerships. After having a meeting with them, I used to follow up with them over mail in order to check on the updates of the integration.

Internal Collaboration & Coordination: Other than my department, there were several other departments like compliance, finance, product and tech teams. I had to collaborate with all of these teams to understand how the new partnerships can be integrated and how it will help to support within the existing framework.

Managing Social Medias: I have assisted the team with revamping their social media pages, both Facebook and LinkedIn. I have also assisted with content creation for the company's social media handles.

Reporting to the Manager and MD for daily updates: At the end of the day, I used to report to my Line Manager and also the MD with the daily updates covering the progress on tasks, key developments and also escalating any issues that needs attention. This ensured transparency, informed decision-making and alignment with project and company goals.

Daily Data Preparation and Business Development Analysis: As part of my responsibilities, I used to prepare and analyze business data in Google Sheets to overview the overall condition of business. This involved collecting and organizing the key figures of active users, transaction volume, transaction counts and rate of increase or decrease in gross transaction value. Using statistical tools and functions

like pivot tables and charts, I used to transform raw data into clear and workable insights. This helped to maintain accuracy and consistency in data reporting.

4.3 Event-based Tasks:

Apart from the regular tasks that I did, I was also occasionally given tasks based on the needs of my department for special events or projects. Taking on these assignments helped me to step outside of my usual routine, tackle new challenges and also adapt quickly to the changing priorities. These experiences made me become more flexible and responsive in a dynamic work environment. Some of these tasks included:

Coordinating Partner Onboarding Sessions: Being in the Strategic Growth and Partnerships department, my main job was to handle the partnerships and building a strong professional bond with the potential partners. After an integration was done, I assisted in organizing onboarding events for the new partners, including preparing presentation materials, coordinating schedules and making sure that all the relevant stakeholders are aligned on these timelines.

Supporting Product Launch Events: After every integration was done, a new product would have been formed. I helped in planning and executing the internal briefings and external partner communications during the rollout of the new products and solutions. It was done from my end to ensure that our partners had all the necessary documentation and understood the value proposition.

Managing Stakeholder Meetings: Starting from the initial contact till the end of integration, our team had to conduct many meetings with the partners. I had the responsibility to schedule and support high-level strategic meetings with the partners, both prospective and existing ones. Then, I prepared in briefing the notes, taking meeting minutes, documenting outcomes and lastly preparing the action items for follow up. I developed structured action plans and timelines to support next steps, which led the way to effective follow-up and accountability.

Data Support for Partnership Pitches: As part of my daily tasks, I used to prepare data and do the business development analysis to check the growth of the business. Later, after doing this daily, I used to compile this to prepare a weekly or monthly analysis based on the relevant market insights, performance data and competitor benchmarking to support my team during partnership proposal presentations.

Event Feedback and Reporting: After every event was done, I used to collect the post-event feedbacks from the attendees, later I used to summarize the insights which contributed to the performance reports that are later used to improve future partner engagement strategies. By leveraging this feedback loop, the team was able to continuously enhance the effectiveness of future events and meetings which

would later strengthen partner relationships and also align our outreach efforts more closely with the needs of the stakeholders.

4.4 High Priority Projects

During my internship, I was also given full ownership of many high priority projects filled with the high-priority assignments that needed immediate attention and needed to be executed carefully. Being given the ownership of this high priority projects helped me to contribute massively to ensure better outcomes, as well as helped me understand the importance of accountability and decision-making while performing my duties.

Account-to-Account (A2A) Projects with Banks: Being a part of our strategic growth initiatives, it was necessary to expand our reach within the market making path for more visibility by building more partnerships. For this, I was given the full ownership of a few A2A projects with several banks. A2A mainly helps to enhance seamless fund transfers from bank to ShebaPay and also ShebaPay to bank for better customer experience. These projects focused on integrating the bank's system in our platform to enable instant, secure and cost-effective transfers between customer accounts. The key tasks involved:

- Identified and established POC within partner banks to initiate contact and then scheduled initial meetings to discuss potential collaboration.
- Presented detailed proposals and benefits of the A2A integration.
- Collaborated with the bank's team to negotiate and finalize the commercial terms.
- Coordinated with our tech team to hand over the finalized requirements for this integration.
- Ensured the UAT and other testing phases are done properly to ensure that the work on the tech end is done properly to go live.
- Helped to plan and execute the feature launch by communicating with the partners and internal stakeholders to ensure that both teams are aligned and finally rollout the new integration and feature in our app.

Payment Gateway Integration with a PSO: After completing the projects of A2A with banks successfully, I was assigned another project of Payment Gateway Integration with another Payment Service Operator. The difference between this and the A2A project was in this integration, our service will be integrated in the partner's payment gateway and then whenever any merchant or any business had to make any payment from their app, they could always choose the ShebaPay option

in their gateway and that's how the integration would work. Similarly, for this project, I paid a visit to their office and had the initial meeting and then set out the commercial terms and then hand it over to the tech team to ensure the integration gets done in the tech end of both teams and finally could roll out the feature. This project helped me to learn a lot of new things about fintech integrations and how the payment gateway system works and how our payment is disbursed once we are integrated into their system and also understand the legal bindings behind this integration and setting the appropriate terms and conditions after consulting with our Legal & Regulatory Affairs team to build the agreement on which both teams would agree and then move on with the integration. This helped me learn new things about fintech integrations.

Interoperability with a bank: I was also assigned to be a part of this key project focused on enabling the interoperability with a bank partner. This project aimed to integrate our platform with the NPSB infrastructure which would allow the seamless and real-time transactions between banks and our app which is aligned towards a more inclusive and cashless financial ecosystem. My responsibilities mainly included initiating discussions and alignment on project objectives with the representatives from the partner bank and then aligning tech teams on both ends to start with the integration and lastly ensuring the timely rollout of the feature.

Alignment with Design Team on the ShebaPay Card: As part of the ShebaPay Card project, I worked closely with the marketing and design team to make sure the card's design reflected our brand and partnership goals. I helped guide the overall look and feel, ensuring everything from colors to messaging stayed on point. Once we had a solid draft, I took the lead in getting final feedback and approval from my line manager and the MD before moving forward with production.



Chapter 5: Analysis

5.1 Market Analysis

1. **Focus on MSMEs:** Sheba Fintech, through its payment service brand ShebaPay, is emerging as a strong player in Bangladesh's evolving digital finance landscape. What sets them apart is their clear focus on empowering MSMEs (micro, small, and medium enterprises), a sector that forms the backbone of the country's economy but has often been left behind in the digital transformation journey.

With their sManager platform, Sheba has already brought over 1.5 million MSMEs into the fold since 2019, offering tools that make it easier for small businesses to manage operations, accept digital payments, and grow sustainably. Even though Bangladesh is seeing rapid internet penetration and a growing middle class, only a small portion of MSMEs, around 2.5% are fully digitized for payments. This is where ShebaPay steps in, aiming to bridge that massive gap.

2. **Gaining Regulatory Grounds:** ShebaPay received its No Objection Certificate (NOC) from Bangladesh Bank in 2022, a major step toward becoming a licensed Payment Service Provider (PSP). This opened up new possibilities for Sheba to expand digital financial services under proper regulatory oversight, giving small businesses access to secure and seamless digital transactions.
3. **Partnerships Driving Growth:** Another strength of Sheba's approach lies in partnerships. They have built strong ties with several banks to scale up their offerings. For instance, their MoU with Midland Bank aims to promote digital financial inclusion through joint initiatives. Similarly, their partnership with Dhaka Bank allows customers to enjoy exclusive discounts when using Sheba services with Dhaka Bank cards, smart moves that not only increase usage but also build trust with the user base.
4. **Products and Building Ecosystem:** From a product perspective, ShebaPay offers a wide range of essential features: users can add money through bKash, Nagad, or bank cards, make Bangla QR payments, send money to other wallets, and enjoy cashback offers on Sheba.xyz services. These are designed with the everyday user in mind to make transactions simple, reliable, and useful.

What's also worth noting is that ShebaPay isn't just building tools, rather they are building a digital ecosystem that connects businesses, banks, and customers. By focusing on accessibility and ease of use, they're steadily helping transform how payments happen in Bangladesh.

5. **Challenges and Growth Potential:** Despite all of these, the challenges still remain. The digital payments space is getting more competitive, and there's still

a cultural reliance on cash, especially in rural areas. But the steady growth, practical solutions, and strong partnerships of ShebaPay show that they are on the right track. With a deep understanding of local market needs and a commitment to inclusive growth, Sheba Fintech is well-positioned to make a lasting impact

5.2 Company Level Analysis

ShebaPay, as part of Sheba Platform Limited, is gradually building its place in Bangladesh's fintech space by focusing on one clear goal—bringing practical, digital financial services to underserved small businesses. What makes ShebaPay's approach effective is its focus on real partnerships and strategic collaboration rather than just pushing products. Everything the company is doing in terms of growth and innovation seems to be built around a single idea: making it easier for small merchants to do business in a digital world.

Key Strengths

1. **Established Merchant Base through sManager:** ShebaPay benefits from a large, pre-existing network of over 1.5 million MSMEs already on boarded via sManager, giving it a strong foundation to roll out fintech services.
2. **Strategic Bank Partnerships:** Collaborations with several bank partners provide access to wider financial ecosystems and help build customer trust through joint offerings and integrated services.
3. **Agile, Cross-Functional Teams:** The business development and partnership teams work closely with tech, product, and marketing, enabling faster execution of proposals, integrations, and feature rollouts.
4. **Merchant-Centric Product Offerings:** Services like QR payments, wallet transfers, mobile top-ups, and cashback offers are tailored to meet the everyday needs of small businesses.
5. **People-Driven Culture:** A flexible and collaborative internal culture supports creativity, quick decision-making, and strong ownership of responsibilities which are essential for growth-stage companies.

Strategic Challenges

1. **Regulatory Compliance and Adaptability:** As a newly licensed Payment Service Provider (PSP), ShebaPay must stay consistently aligned with evolving financial regulations, which requires time and resources.

2. **Building Brand Trust in a Cash-Dominated Market:** Many target users are new to digital payments, so ShebaPay must continuously work on building trust, reliability, and user education to drive adoption.
3. **Balancing Scale with Customization:** Serving a large and diverse MSME base while still offering personalized, easy-to-use services can create operational strain and demands careful prioritization.
4. **Competitive Landscape in Digital Payments:** The fintech space in Bangladesh is growing rapidly, with both established players and new entrants competing for market share, especially in urban areas.
5. **User Retention and Product Stickiness:** Introducing a product is one thing, but keeping merchants engaged and using ShebaPay regularly requires consistent value delivery and strong customer support.

5.3 Strategic Growth & Partnership Practices Analysis:

At Sheba Fintech Limited, the Strategic Growth & Partnerships team is the backbone of the company's expansion efforts. During my time interning there, I saw firsthand how the team's work goes well beyond just signing deals. They build real connections, keep operations running smoothly, and adapt quickly to the ever-changing fintech landscape.

5.3.1 The Current Picture

ShebaPay has grown a lot over the past year, thanks to a clear focus on working with the right partners mainly banks, mobile financial services, and other financial players. These partnerships have helped bring ShebaPay's services to more users and made the product more accessible across different platforms.

The team works in a fast-moving environment, juggling everything from compliance with regulations to technical challenges, all while making sure that partners feel valued and engaged.

5.3.2 Key Drivers of Team Performance

Finding and Connecting with the Right People: Before any partnership kicks off, the team spends time researching potential partners to find the right contact persons. This careful approach means meetings start on the right foot, with clear goals and understanding.

Tailoring Proposals and Negotiating Terms: After that, the team puts together proposals that speak directly to each partner's needs, showing how ShebaPay adds value. Negotiations around pricing and terms are handled openly, focusing on solutions that benefit both sides in the long run.

Working Closely Across Departments: The SGP team doesn't work in isolation. They coordinate closely with product developers, tech experts, marketing folks, and operations staff. Once deals are signed, they make sure the tech team is looped in early so integration and testing happen on time, avoiding any last-minute hiccups.

Keeping Meetings Productive and Action-Oriented: Scheduling meetings, preparing briefing notes, and capturing detailed minutes are all part of how the team keeps everyone on the same page. They also make sure follow-ups happen quickly, so no action items slip through the cracks.

Using Data to Guide Growth: By looking at partnership results and performance data, the team figures out what's working and what needs improvement. This helps them tweak their strategies and strengthen future collaborations.

5.3.3 Challenges and How They are Tackled

Handling Many Different Stakeholders: With so many parties involved like banks, MFS providers, internal teams, regulators, keeping communication clear can be tricky. The team uses project tools and regular updates to make sure everyone is aligned.

Keeping Up with Changing Regulations: The fintech world is heavily regulated and those rules change often. The team stays in close contact with legal experts and regulators to keep things running smoothly and avoid any compliance issues.

Balancing Speed and Quality: While there's pressure to move fast in fintech, rushing can cause mistakes. That's why the team prioritizes careful testing and clear documentation before launching anything new.

Adjusting Based on Feedback: User and partner needs don't stay the same. After launching features, the team gathers feedback and studies usage data to quickly pivot and improve.

5.3.4 Looking Ahead

The Strategic Growth & Partnerships team at ShebaPay is focused on building partnerships that last. They work not just to grow numbers but to create real, lasting value for everyone involved. By continuing to improve their collaboration and communication, and by using data smartly, the team is well set to keep growing in Bangladesh's competitive fintech space.

In Bangladesh's fast-paced and competitive fintech space, this approach sets ShebaPay apart. The team's clarity of vision and willingness to learn and adapt gives them an edge, but what really drives them forward is their belief in trust and collaboration. With every step, they're working toward making ShebaPay not just

another payments platform, but a name people can rely on and feel confident using in their daily lives.

5.4 Professional Analysis

During my internship with Sheba Fintech's Strategic Growth & Partnerships (SGP) team, I gained an appreciation for the critical role that communication, coordination, and strategic alignment play in driving sustainable growth. My responsibilities included researching potential partners, setting up and supporting meetings, preparing proposals, and assisting in negotiations. These experiences provided me with firsthand exposure to the rigorous planning, due diligence, and structured processes that underpin every successful partnership initiative.

Beyond the tasks themselves, I observed how the SGP team's effectiveness stems from its ability to collaborate closely with multiple departments, including product, technology, and operations. This cross-functional approach ensures that partnerships are not only commercially viable but also technically feasible and aligned with Sheba Fintech's long-term vision. The team's emphasis on incorporating feedback at every stage further demonstrated how agility and adaptability are embedded in its way of working, allowing it to continuously refine strategies and respond quickly to market dynamics.

Equally significant was the team's ability to balance competing priorities without compromising on quality. Whether managing simultaneous negotiations or handling overlapping project timelines, the SGP function displayed a disciplined workflow that combined professionalism with flexibility. This approach not only strengthened external relationships but also reinforced internal trust and collaboration across departments.

Overall, the internship highlighted how the SGP team serves as a cornerstone of Sheba Fintech's growth strategy. By blending structured planning, cross-functional execution, and relationship-driven collaboration, the team builds strong, sustainable partnerships that reinforce the company's competitive edge in a fast-evolving fintech landscape. This experience not only enhanced my understanding of the strategic partnership process but also developed my ability to contribute effectively to complex, cross-functional business initiatives in the future.



Chapter 6: Conclusion & Recommendations

6.1 Conclusion:

The internship experience with the Strategic Growth & Partnerships (SGP) team at Sheba Fintech Limited was far more than an academic exercise, it was an immersion into the realities of how partnerships drive sustainable growth in fintech. Operating within the fast-paced environment of ShebaPay, I came to understand that every task, whether large or small, carried a sense of purpose and was closely tied to the company's broader mission of empowering MSMEs and advancing digital finance in Bangladesh.

From identifying potential partners and preparing proposals to observing high-stakes negotiations and supporting technical handovers, I realized that partnership building is not about signing agreements alone, rather it is about creating long-term value through trust, collaboration, and alignment with market needs. The structured yet adaptable way in which the SGP team worked gave me firsthand insight into how growth initiatives are conceived, evaluated, and translated into reality.

What stood out most was the team's ability to orchestrate cross-departmental coordination. Partnerships involved inputs from product, compliance, technology, and operations, and I saw how SGP acted as the glue, ensuring that all moving parts came together seamlessly. Witnessing this reinforced my understanding that successful partnerships in fintech are multi-dimensional, they require not only commercial logic but also technical feasibility, regulatory awareness, and strong relationship management.

Equally impactful was ShebaPay's culture of genuine relationship-building. Whether with banks, regulators, or internal teams, the emphasis was on building trust rather than rushing deals. This people-centric approach highlighted that in fintech, where customer confidence and ecosystem collaboration are critical, relationships often become the true currency of growth.

Personally, this internship gave me the confidence to navigate complex, cross-functional projects and sharpened my ability to think strategically while remaining detail-oriented. It also deepened my appreciation for the balance between structured planning and adaptability, qualities I now see as indispensable for thriving in today's dynamic business environment. More importantly, it reaffirmed my interest in pursuing a career where strategic partnerships and ecosystem building are at the heart of sustainable business growth.

6.2 Recommendation:

While the internship was highly enriching, there are a few areas where the Sheba Fintech team could strengthen its operations to scale even more effectively. These observations come not as criticisms, but as constructive suggestions from someone who experienced the workflow up close.

1. **Enhance Documentation and Knowledge Sharing:** The team works at an impressive speed, often juggling multiple high-priority projects at once. However, much of the coordination happens through verbal updates and ad-hoc follow-ups. While this keeps things agile, it sometimes creates gaps when projects transition from the commercial stage to the technical integration stage. A centralized project dashboard or knowledge repository could solve this issue. Having one shared platform where commercial teams, product leads, and technology teams can track progress, deadlines, and pending actions would not only improve transparency but also reduce repetitive clarifications. In the long run, this could save significant time, especially when scaling multiple partnerships simultaneously and bringing in features as per the needs of the customers.
2. **Structured Feedback and Guidance for Juniors:** As an intern, I learned a lot through observation and self-initiative, but I also felt that even brief, structured check-ins with mentors could have amplified the learning experience. Given the fast-paced nature of the team, it's understandable that managers often have limited time. However, introducing a lightweight mentorship rhythm, for example, a 15-minute weekly feedback huddle would give interns and junior members clearer direction, allow them to ask questions openly, and help them align their contributions more effectively with the team's expectations. This small investment in structured guidance could also help Sheba Fintech Limited cultivate a stronger pipeline of young talent for the future.
3. **Promoting Sustainable Work Practices:** The ownership-driven culture at Sheba Fintech is one of its biggest strengths, but during peak deadlines, extended hours became quite common. While such intensity is sometimes unavoidable in high-growth industries like fintech, more proactive project planning and resource allocation could help distribute workloads better and prevent burnout. Encouraging practices like clearer milestone planning, staggered deadlines, or cross-support between sub-teams could go a long way in balancing performance with well-being. In the long run, sustainable work practices are not just about employee welfare, rather they are essential for maintaining high energy, creativity, and innovation across the team.

By refining these areas, Sheba Fintech Limited can continue to scale its growth initiatives smoothly, nurture young talent more effectively, and sustain a work culture that balances high performance with long-term well-being. The Sheba Fintech team already demonstrates excellence in execution; with these improvements, it can become a benchmark for how fintech companies in Bangladesh drive growth through partnerships that are not only strategic but also deeply human-centered.

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Appendix

WEEKLY OVERVIEW OF INTERNSHIP ACTIVITIES

Week: 1st Week

Date: 2nd Feb, 2025 to 8th Feb, 2025

List of Activities with Brief Description:

During my first week at Sheba Fintech Limited, I encountered the following experiences:

1. Orientation and Overview of Sheba Fintech Limited

- Sheba Fintech Limited (SFL) is a licensed Payment Service Provider (PSP), committed to redefining the Fintech landscape in Bangladesh. Participated in an initial onboarding session where I was introduced to the parent organization, **Sheba Platform Limited**, and the vision behind launching **Sheba Fintech Limited (SFL)** as a Fintech arm.
- Gained a clear understanding of the company's mission to digitally empower SMEs through secure, inclusive financial solutions.
- Learned about SFL's license under Bangladesh Bank as a PSP and the scope of services such as digital wallet features, merchant payments, utility integration, and micro-finance offerings.

2. Icebreaking Sessions and Team Engagement

- Took part in a warm and interactive icebreaking session with fellow interns and cross-department colleagues.
- Introduced myself to team leads and department heads from Strategic Growth, Tech, Product, and Business Development units.
- Participated in informal networking over coffee chats and small group activities that fostered a sense of inclusion and collaborative culture.

3. Introduction to Strategic Growth & Partnership Roadmap

- Attended a detailed briefing session with the Strategic Growth and Partnerships team, led by my direct supervisor.
- Explored current goals around SME acquisition, B2B onboarding, and expansion of agent networks in partnership with financial institutions.
- Understood how growth metrics are measured, what key performance indicators (KPIs) are tracked, and how strategic partnerships align with product-market fit.

4. Introduction to Cross-Functional Teams

- Had the opportunity to interact with members from the Technology team, Enterprise, sheba.xyz, and Sheba Manager teams, gaining a holistic view of Sheba Platform Limited's operational ecosystem.
- Through a series of introductory sessions and team presentations, I learned how these departments collaborate to deliver integrated Fintech solutions—from backend development and integration with tech along with the strategic partnerships to SME support and platform management.

(Company Supervisor)

Rifat Shahrukh

Manager, Strategic Growth and Partnerships
Sheba Fintech Limited

(Academic Supervisor)

S.M. Rakibul Anwar

Assistant Professor
Dept. of Business and Technology Management

WEEKLY OVERVIEW OF INTERNSHIP ACTIVITIES

Week: 2nd Week

Date: 9th Feb, 2025 to 15th Feb, 2025

List of Activities with Brief Description:

During my second week at Sheba Fintech Limited, I encountered the following experiences:

1. Partner Onboarding Discussions with Banking Institutions

- This week, I had the opportunity to attend multiple online meetings with banking partners as part of Sheba Fintech's Account-to-Account (A2A) transfer initiative.
- Observed how the Strategic Growth and Partnership team pitches Sheba's value proposition to prospective banks and highlights use cases for digital wallet-bank interoperability.

2. Coordination with a banking institution on Operations

- Took part in a focused online coordination meeting with a bank to address issues related to operations tagging and transactions.
- I took notes of the discussion which involved resolving transaction mismatches, ensuring correct customer mapping through APIs, and strengthening service-level expectations and later documented these insights for internal follow-up.

3. Meeting with Banks on Integration and Operational Disputes

- Participated in a strategic meeting with several banks to address ongoing operational challenges and dispute resolution mechanisms.
- The discussion covered API synchronization, merchant onboarding hurdles, and proposed escalation protocols for technical fallbacks.

4. Monthly Team Review Meeting: SGP, Compliance & Finance Teams

- This week included Sheba Fintech Limited's Monthly Review Meeting, which brought together the Strategic Growth Partnership, Compliance and Finance teams.
- I assisted in preparing and designing the PowerPoint slides used in the presentation, which included key performance metrics to align the ongoing projects, pipeline updates, and compliance status highlights.

5. Daily Tech Alignment Meetings

- Actively participated in daily tech alignment meeting with the Tech team to stay updated on the development progress of ongoing projects.
- These meetings provided clarity on API development stages, merchant dashboard enhancements, and feature rollout plans for the Sheba Fintech platform.
- I maintained a log of progress updates, bugs discussed, and action items for the Strategic Growth team, fostering smoother cross-team communication.

(Company Supervisor)

Rifat Shahrukh

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WEEKLY OVERVIEW OF INTERNSHIP ACTIVITIES

Week: 3rd Week

Date: 16th Feb, 2025 to 22nd Feb, 2025

List of Activities with Brief Description:

During my third week at Sheba Fintech Limited, I encountered the following experiences:

1. Strategic Review with Enterprise Team on Merchants

- Joined a focused meeting with the Enterprise Team alongside my line manager to assess the progress of the active merchant base.
- We reviewed updates on merchant growth metrics, transaction volume, and frequency of usage.
- Participated in brainstorming strategies to improve transaction engagement and discussed onboarding support for underperforming merchants.

2. Alignment Meeting with Managing Director

- Participated in a strategic session with the Managing Director of Sheba Fintech Limited to update him on key project statuses.
- Our team presented estimated go-live timelines and current progress for active initiatives.
- Challenges and blockers were raised for escalation to leadership, helping align priorities and resource allocation.

3. Business Discussion with Payment Service Providers

- Attended a meeting regarding business scope with representatives from a renowned PSP, who visited Sheba Fintech for collaboration talks.
- The discussion focused on potential payment gateway integration and mutual growth opportunities in the digital payments space.
- I observed how new partnerships are scoped and evaluated, gaining firsthand insights into Fintech business development processes.

4. Ongoing Tech Alignment Meetings

- Actively participated in daily alignment meetings with the Technology Team to track progress on development, integrations, and dashboard improvements.
- Documented progress points and shared relevant updates with the Strategic Growth and Partnership team.
- Helped maintain communication flow between technical and strategic teams to ensure alignment on project timelines.

(Company Supervisor)

Rifat Shahrukh

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(Academic Supervisor)

S.M. Rakibul Anwar

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WEEKLY OVERVIEW OF INTERNSHIP ACTIVITIES

Week: 4th Week

Date: 23rd Feb, 2025 to 1st Mar, 2025

List of Activities with Brief Description:

During my fourth week at Sheba Fintech Limited, I encountered the following experiences:

1. Product Roadmap Timeline Meeting

- Participated in a strategic meeting to create a detailed timeline for upcoming products, including A2A transfer, Loan, Vendor Payment, and NPSB.
- The focus was on defining a step-by-step rollout plan to determine realistic go-live dates for each product.
- Contributed to structuring the roadmap in line with tech feasibility and business partnership readiness.

2. Regular Tech Alignment Meetings

- Attended daily alignment meetings with the Tech Team to review progress on integrations, issue resolution, and dashboard development.
- Shared key updates with the Strategic Growth team and assisted in tracking product readiness for go-live.
- Ensured proper alignment between technical timelines and strategic launch goals.

3. Merchant Monitoring with Enterprise Team

- Joined regular alignment meetings with the Enterprise Team to assess merchant engagement.
- Analyzed merchant performance in terms of active users, transaction volume, and overall growth.
- Engaged in discussions on how to support underperforming merchants and strengthen agent facilitation.

4. UAT and Go-Live with Partner Bank

- Involved in daily online sessions for User Acceptance Testing (UAT) with partner Bank to validate A2A transaction flows.
- Coordinated with the tech and compliance teams to complete UAT and acquire live credentials for production rollout.
- Supported the team during the successful go-live on Thursday, ensuring smooth launch execution.

5. NPSB Testing & Integration with Partner Bank

- Participated in business-level meetings with partner Bank to finalize collaboration for NPSB fund transfer integration.
- Closely monitored and supported continuous tech alignment meetings between Sheba's tech team along with the product team coordinated by project manager and partner bank's tech unit

(Company Supervisor)

Rifat Shahrukh

Manager, Strategic Growth and Partnerships
Sheba Fintech Limited

(Academic Supervisor)

S.M. Rakibul Anwar

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Dept. of Business and Technology Management

WEEKLY OVERVIEW OF INTERNSHIP ACTIVITIES

Week: 5th Week

Date: 2nd Mar, 2025 to 8th Mar, 2025

List of Activities with Brief Description:

During my fifth week at Sheba Fintech Limited, I encountered the following experiences:

1. Business Scope Meetings with Banks

This week involved multiple high-level meetings with key financial institutions to explore integration and business expansion opportunities:

- Discussed potential collaboration for integrating their services, focusing on customer acquisition, fund transfer flow, and possible cashback models.
- Held discussions regarding the enablement of Sheba's services for fund addition and transfer through partner bank accounts. The technical and business feasibility of the APIs was also reviewed.
- Evaluated the scope of enabling "Add Money" features via partner MFS to increase financial inclusivity and payment flexibility for users.

2. Priority-Based Task Setting

A structured task allocation meeting was conducted to prioritize ongoing and upcoming deliverables. The focus was on:

- Aligning business objectives with development timelines
- Delegating responsibilities across teams
- Ensuring parallel progress on integrations, testing, and compliance documentation

3. Meeting with partner for Payment Gateway Integration

Collaborated with the partner team to scope out a payment gateway integration of Sheba into their ticket booking portal. This initiative aims to:

- Allow users to make online payments for ticket purchases.
- Strengthen Sheba's presence in the digital payment ecosystem.
- Finalize API endpoints, transaction flow, and settlement processes.

(Company Supervisor)

Rifat Shahrukh

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Sheba Fintech Limited

(Academic Supervisor)

S.M. Rakibul Anwar

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Dept. of Business and Technology Management

WEEKLY OVERVIEW OF INTERNSHIP ACTIVITIES

Week: 6th Week

Date: 9th Mar, 2025 to 15th Mar, 2025

List of Activities with Brief Description:

During my sixth week at Sheba Fintech Limited, I encountered the following experiences:

1. Meeting with a bank on Distributor Loan Financing

A detailed meeting was held with Bank party to explore financing options for Sheba's distributor network. Key discussion points included:

- Eligibility criteria and documentation required from both distributors and Sheba
- Finalizing the loan threshold and overdraft (OD) limits for different categories of merchants
- Establishing a credit risk assessment model to ensure responsible financing
This initiative aims to facilitate smooth capital access for Sheba's partners while maintaining compliance with the bank's financial protocols.

2. Joint Discussion with a company on Loan Financing Requirements

Following the meeting with partner bank, a joint session was conducted with company's representative and their tech team. The objective was to:

- Analyze the feasibility of meeting bank's requirements from the merchant end
- Discuss how the proposed financing model could benefit company's distributors and enhance transaction volumes
- Identify any technical or operational adjustments needed to align with the banking requirements
The conversation helped build a strategic roadmap for rolling out credit facilities to company-linked merchants.

3. Virtual Account Integration Progress

Further discussions and task reviews took place regarding the Virtual Account integration. The team:

- Assessed current progress against the set milestones
- Moved forward into the technical alignment and testing phase
- Ensured clear communication between tech teams to avoid integration delays
This is a key step toward enabling seamless virtual account services for Sheba's ecosystem.

4. Business Scope Meetings for Virtual Account Integrations

Additional exploratory meetings were conducted with other banks. These sessions focused on:

- Evaluating each bank's virtual account offerings and API capabilities
- Understanding settlement cycles, fund movement structure, and customer onboarding requirements

(Company Supervisor)

Rifat Shahrukh

Manager, Strategic Growth and Partnerships
Sheba Fintech Limited

(Academic Supervisor)

S.M. Rakibul Anwar

Assistant Professor
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WEEKLY OVERVIEW OF INTERNSHIP ACTIVITIES

Week: 7th Week

Date: 16th Mar, 2025 to 22nd Mar, 2025

List of Activities with Brief Description:

During my seventh week at Sheba Fintech Limited, I encountered the following experiences:

1. Growth Sprint Planning (45-Day Sprint Initiation)

This week began with a comprehensive Growth Sprint Planning session, marking the start of a 45-day sprint cycle. During the planning:

- Projects were prioritized based on business impact and technical readiness
- Each selected project was mapped with clear timelines and ownership
- The aim is to ensure that all prioritized projects reach go-live status within the sprint window

This planning cycle sets the stage for structured execution and measurable outcomes.

2. ShebaPay Card Project:

Significant progress was made on the ShebaPay Card initiative in partnership with a bank:

- Discussions were held with the partner bank team to align on product scope, compliance, and operational structure
- The ShebaPay Card design was finalized with brand elements in mind
- Simultaneously, technical alignment with partner bank's IT team took place to initiate the integration and backend readiness for the card issuance and usage

3. Tech Alignment for In-House Payment Gateway (PGW) Development

Internal strategy meetings were conducted with the tech team to begin development of Sheba's own Payment Gateway. Objectives included:

- Defining the architecture and modular structure for the gateway.
- Creating a scalable foundation for future integrations with third-party platforms.
- Assigning dev resources and setting milestones for the MVP release.

4. Testing and Development Progress Across Projects

By the end of the week, the team made significant headway in:

- Testing ongoing integrations and fixing reported bugs and advancing the development pipelines of sprint-listed projects.

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WEEKLY OVERVIEW OF INTERNSHIP ACTIVITIES

Week: 8th Week

Date: 23rd Mar, 2025 to 28th Mar, 2025

List of Activities with Brief Description:

During my eighth week at Sheba Fintech Limited, I encountered the following experiences:

1. **Bill Payment Integration with another partner:**

This week involved significant planning for the bill payment integration through a partner MFS. Key milestones included:

- Stepwise go-live planning for the integration process was outlined
- Internal alignment sessions ensured clarity on flow, compliance, and data validation
- The API from the partner was expected to be received after the Eid holidays, marking the next phase for integration and testing

2. **Credit Card Bill Payment Partnership:**

Initial discussions took place to enable credit card bill payments through a strategic partnership with external parties. Key outcomes included:

- Agreement on broad technical requirements and integration flow
- API access and documentation expected to be shared post-Eid, following which development work will begin

3. **Launch of a Project via Sheba Pay:**

In celebration of the upcoming festival, a special campaign was conceptualized and launched:

- This feature allowed both employees and Sheba Pay users to send and receive digital bonus/gifts within the app
- The project was executed end-to-end within the week, showcasing rapid development capability and team coordination
- I was involved in the business planning and rollout strategy, ensuring the campaign aligned with user sentiment and brand engagement goals for the Eid season

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WEEKLY OVERVIEW OF INTERNSHIP ACTIVITIES

Week: 9th Week

Date: 6th Apr, 2025 to 12th Apr, 2025

List of Activities with Brief Description:

During my ninth week at Sheba Fintech Limited, I encountered the following experiences:

1. **NPSB Transfer Integration with partner Bank – UAT to Go-Live:**

This week marked a major achievement for Sheba Fintech as the NPSB (National Payment Switch Bangladesh) Transfer service with partner bank reached completion:

- Internal testing and User Acceptance Testing (UAT) were successfully conducted
- Live credentials were acquired and the service was launched within the week
- This integration has already shown signs of becoming a remarkable revenue driver, enabling seamless interbank transfers via Sheba Pay
- I actively led the initiative from the business side, overseeing the end-to-end process and coordinating closely with the operations and tech teams to ensure timely delivery and system readiness

2. **Card to Wallet & Wallet to Card Integration Testing:**

In collaboration with a banking institution, testing began for Card-to-Wallet and Wallet-to-Card money movement functionality:

- Test cases and technical flow validation were initiated with both internal and external teams
- I directly managed communication with the bank's tech partners, ensuring all dependencies, timelines, and feedback loops were well aligned
- The feature is expected to significantly boost user convenience and transaction volume once live

3. **Payment Gateway Integration Kickoff:**

Another strategic partnership was initiated this week as we launched the Payment Gateway Integration project with a payment system:

- I served as the project owner, responsible for managing the business side of the collaboration
- Initiated technical alignment by facilitating communication between our dev team and partner's tech team.
- Clearly defined the roadmap, deliverables, and onboarding steps to ensure the project stays on track for delivery in upcoming sprints.

(Company Supervisor)

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WEEKLY OVERVIEW OF INTERNSHIP ACTIVITIES

Week: 10th Week

Date: 13th Apr, 2025 to 19th Apr, 2025

List of Activities with Brief Description:

During my tenth week at Sheba Fintech Limited, I encountered the following experiences:

1. **Sheba Pay Payment Gateway Development & Ticketing Platform Integration Initiation:**

A major milestone was achieved this week as the in-house Payment Gateway (PGW) was successfully developed by the tech team. Following this:

- Immediate follow-ups were initiated with the partner ticketing platform to kick off the payment gateway integration project
- I took a proactive role in driving communication and ensuring alignment between both parties to accelerate integration timelines
- The goal was to establish Sheba Pay's PGW as a reliable payment solution for third-party platforms, beginning with this partner.

2. **Responsibility for Sheba Pay Branding & Marketing Initiatives:**

I was officially entrusted with leading the branding and marketing strategy for Sheba Pay, which included:

- Revamping and managing all Sheba Pay social media handles (Facebook, Instagram, LinkedIn, etc.) to ensure consistent brand voice and engaging content
- Creating a visual content plan and campaign schedule, aligned with product updates and user engagement goals
- Designing and presenting the UI journey and app experience flow, with a focus on storytelling, usability, and feature promotion to attract and retain users.

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WEEKLY OVERVIEW OF INTERNSHIP ACTIVITIES

Week: 11th Week

Date: 20th Apr, 2025 to 26th Apr, 2025

List of Activities with Brief Description:

During my eleventh week at Sheba Fintech Limited, I encountered the following experiences:

1. **NPSB Interoperability Testing**

In line with Bangladesh Bank's interoperability guidelines, this week involved critical testing for NPSB (National Payment Switch Bangladesh) integration with a banking institution:

- I served as the point of contact (POC) from Sheba's side, maintaining all communication with external and technical teams and also coordinated closely with our internal tech team to ensure compliance, alignment on transaction flow, and smooth testing procedures
- This project strengthens Sheba Pay's network reach by enabling MFS-to-wallet and wallet-to-MFS interoperability

2. **Payment Gateway Integration with a ticketing platform:**

I was entrusted with the full ownership of the payment gateway integration project:

- Finalized commercial agreements with the client based on mutually beneficial terms
- Immediately forwarded the project scope and documentation to our tech department to begin integration

3. **Business Meeting with a partner bank – Account-to-Account Transfer Proposal**

A physical visit to a potential partner bank was conducted to propose an account-to-account service (bank-to-wallet and wallet-to-bank integration):

- I acted as the project lead and POC, representing Sheba during business and technical discussions
- Sent the commercial proposal via email after the meeting, with the partnership agreement currently pending

4. **Final Follow-Up on All Projects**

Throughout the week, I conducted final-stage follow-ups on multiple projects under my ownership:

- Ensured all communication loops were closed, pending items were addressed, and timelines were strictly maintained
- Monitored the progress of active integrations.
- Provided status updates to relevant stakeholders to maintain accountability and transparency across business and tech functions

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WEEKLY OVERVIEW OF INTERNSHIP ACTIVITIES

Week: 12th Week

Date: 27th Apr, 2025 to 2nd May, 2025

List of Activities with Brief Description:

During my twelfth week at Sheba Fintech Limited, I encountered the following experiences:

1. **Project Handover to Respective Teams:**

As part of the planned closure of this sprint cycle, I initiated and executed a structured handover of all ongoing projects to the respective stakeholders and teams. This included:

- Documenting the status, pending tasks, contact points, and next action items for each project
- Conducting handover meetings with team members from Business, Tech, and Operations departments to ensure continuity without disruption

2. **Project Close-Out Reviews:**

To ensure all projects under my ownership reached proper closure or transition, I conducted:

- A full checklist review of deliverables vs sprint goals
- Final communication with external partners to summarize progress and pending documentation
- Submitted feedback and retrospective notes to help refine future sprint planning and cross-functional workflows

3. **Final Team Retrospective and Knowledge Sharing:**

The week concluded with a team retrospective session, where I:

- Shared my insights, learning outcomes, and suggestions for enhancing collaboration across business and tech functions
- Highlighted key takeaways from high-impact projects.
- Encouraged team ownership and accountability for upcoming releases and bade farewell to all my team members.

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Tasfique Kamal

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