

Internship Report
on
Revenue Assurance Practices and Challenges at Fiber@Home Limited



Submitted to

Islamic University of Technology
In partial fulfillment of the requirements for the degree of BBA in Business and
Technology Management (BTM)

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
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**Internship Report
on
Revenue Assurance Practices and Challenges at Fiber@Home 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

4th September, 2025

Dr. Md. Nahin Hossain

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 my internship report titled “Revenue Assurance Practices and Challenges at Fiber@Home Limited” which is a mandatory part of the internship program. It was a great privilege to work under your direct guidance and supervision throughout this process.

I have tried my best to portray the details of the company as well as my own work experience in this report. This opportunity has helped me to bridge the theoretical knowledge I’ve gained over the past four years with real-world business practices. I sincerely believe that the practical knowledge and insights acquired through this experience have definitely added value to my career and will also help me adapt to the corporate culture in the future.

I hope my efforts will succeed in satisfying your expectations. I am available at any time convenient to you to provide any clarifications regarding this report.

Sincerely yours,

Zunaina Zarin Titly

ID: 200061134

Department of Business and Technology Management

Islamic University of Technology

Declaration

I, Zunaina Zarin Titly, a student of the Department of Business and Technology Management (BTM) of Islamic University of Technology (IUT), hereby confirm that the report I'm submitting is an original piece written solely by me under the supervision of Dr. Md. Nahin Hossain, Assistant Professor in the Department of Business and Technology Management. I also declare that I have not given this report to any other person or organization in return for any kind of certificates, and therefore, it does not violate the university's plagiarism and AI detection policies.

Furthermore, I undertake to indemnify the University against any loss or damage arising from breach of the foregoing obligation.

Student's Signature

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Acknowledgement

This report has been made possible by the support and guidance of many individuals, to whom I'm deeply grateful. At first, I would like to thank Almighty Allah for giving me the strength and perseverance to successfully complete my internship at Fiber@Home Limited, which is the main subject of this report.

Additionally, I want to thank Dr. Md. Nahin Hossain, an assistant professor in the Department of Business and Technology Management, for his unwavering support and guidance during my internship. Despite his busy schedule, Sir helped me compose my internship report and has been really patient with me. I would like to thank the CFO of Fiber@Home Limited, Mr. Jasim Uddin, who gave me the opportunity to be a part of the Finance & Accounts department.

Furthermore, I want to thank my supervisor, Jahirul Islam Munna, for his support throughout the period. I would like to express my deepest gratitude to Ms. Farhana Sultana Dina, Assistant Manager(Revenue Assurance) at Fiber@Home Limited, under whose guidance I was able to learn and gain practical experience in the Revenue Assurance function. I would also like to thank the Revenue Assurance team for their cooperation and for providing me with a great working environment.

Finally, I am truly grateful to my family and friends for their constant encouragement and support throughout this journey. I would also like to thank the BTM department for helping me carry out this internship successfully.

Executive Summary

This report highlights my learnings and experiences as an intern in the Revenue Assurance function at Fiber@Home Limited's Finance & Accounts department. This report's objective is to portray a clear and concise overview of the organization, its different departments, and their primary activities, how they conduct their operations, and my activities in this organization. This report will also highlight the details of the workflow of the Revenue Assurance function. This study was conducted using primary and secondary sources of information. Most of the information came from my everyday learning and interactions with people. Additional data was gathered through the company booklet, website, and other relevant materials.

Fiber@Home Limited is our country's first and largest private NTTN(Nationwide Telecommunication Transmission Network) operator. It is the first company in Bangladesh to receive the NTTN license, which makes it the pioneer in the industry. The company provides services for the Government, Mobile Network Operators, ISPs, Cable TV operators, Gateway operators, and other Access Network Service (ANS) operators in the country. It has some associated companies that also work together to strengthen the telecommunications sector of Bangladesh.

During my internship, I was primarily involved in the revenue assurance function, where my main role was to learn about the billing process in detail and how to ensure the timely collection of the services provided to various clients of the company. In this report, I will share my internship experience at Fiber@Home Limited.

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Chapter 1: Introduction

1.1 Background

This internship program is a requirement for the students of the Business & Technology Management Department to complete their undergraduate studies. As an integral part of the Internship 4800 course in the 8th semester, this 9-credit program is designed to introduce the students to the actual corporate world. Since the students already know about the theoretical concepts of the business world, this internship program allows them to apply their theoretical knowledge in a real organization setting to gain valuable experience.

This internship report highlights the experiences that were gathered during a 3-month internship. During this period, the internship was carried out in the Finance & Accounts department of Fiber@Home Limited, mainly within the Revenue Assurance function. This internship experience provided the opportunity to connect theoretical knowledge with real-world applications and broaden the knowledge of corporate finance operations.

1.2 Objectives

The main purpose of this internship journey was to gain an understanding of how the Revenue Assurance function operates their operations. The time spent there was like a bridge connecting classroom learning with practical applications, those in a corporate setting. This report is prepared to portray the activities performed as an intern, the understanding of work processes, and the experiences gathered during the internship period.

Specific objectives:

- To outline the duties and responsibilities carried out as an intern in the Revenue Assurance function
- To analyze the overall revenue assurance practices of the company
- To gain insights into the challenges faced in revenue assurance and explore possible areas of improvement

1.3 Significance

This report not only meets the academic requirements but it also highlights how revenue assurance plays a vital role in maintaining financial accuracy and accountability within a large-scale telecommunication organization like Fiber@Home Limited. This internship experience, which is the origin of this report, showcases how the processes of Revenue Assurance function contribute to protecting company revenues, minimizing financial risks, and ensuring compliance with other functions of the Finance & Accounts department.

This report serves as a learning material for the students of the Business & Technology Management Department because it represents how theoretical knowledge of finance can be used in a real-world business setting. Besides that, the report also mentions the challenges that are faced by the team of the Revenue Assurance function, which can act as a useful resource for the organization and future interns.

1.4 Methodology

During the 3-month tenure of the internship, information was gathered from various sources to ensure a comprehensive understanding of the processes related to revenue assurance and the challenges that come with them.

Primary Sources:

A large portion of the information was acquired through observation of daily financial operations, working with financial records, overseeing the billing process, and updating Excel-based files. The majority of insights were obtained through face-to-face conversations with the supervisor and other members of the Revenue Assurance team. Another major source was the diary and notes maintained throughout the internship period.

Secondary Sources:

A significant amount of information in this report was gathered from various secondary sources. Some of the sources that were used as secondary sources of information for the report are the company website, the company booklet on business and organization knowledge, Google, etc.

1.5 Limitations

Despite some limitations, the internship experience was utilized to its fullest potential.

Some of those limitations include:

- Due to confidentiality reasons, certain information could not be included in this report.

- Since the focus was primarily on the Revenue Assurance function of the Finance & Accounts department, the report doesn't cover the other financial functions of the department.
- The 3-month journey allowed for only to gain a partial understanding of financial practices and strategies.



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Chapter 2: An Overview of the Company

2.1 About the Company

Fiber@Home Limited is the first and largest private company in Bangladesh to introduce the Nationwide Telecommunication Transmission Network (NTTN) concept. This initiative established a common network for the Government (14,000+ Government Connectivity), Mobile Network Operators, ISPs, Cable TV operators, Gateway operators, and other Access Network Service (ANS) operators in the country (Nationwide Fiber-Optic Solutions | Fiber@Home Bangladesh, n.d.). The introduction of NTTN service helped to improve the interoperability among different operators, which significantly increased the overall transmission capacity of our country. This year, Starlink has collaborated with Fiber@Home Limited to build its essential infrastructure in Bangladesh to provide high-speed connectivity (Hasan, 2025).

2.2 Brief History of the Company

In order to minimize the wastage of national resources and ensure the growth of the communication sector in every part of the country, the Bangladesh Telecommunication Regulatory Commission (BTRC) created the Infrastructure Sharing Guideline. This guideline aimed to make proper use of existing networks, avoid duplication across the same routes, and expand connectivity to all upazilas. To ensure all these necessities are obtained, a Nationwide Telecommunication Transmission Network (NTTN) license became an obligatory requirement. Based on this requirement, Fiber@Home Limited began its journey in 2008 and received the NTTN license on January 7, 2009. This project was fully funded by local investors without the involvement of any foreign shareholders.

Before the emergence of Fiber@home, there was minimal to no use of optical fiber in Bangladesh. However, in the 16 extraordinary years of this company, they have built 72,000+ km optical fiber cable infrastructure across 64 districts, 495 upazilas, and more than 4063 unions (Nationwide Fiber-Optic Solutions | Fiber@Home Bangladesh, n.d.). The company is currently working to expand its network further, across the country, to provide an optical fiber network even in rural areas. The company's collaboration with the Bangladesh Government is an ongoing project to bring broadband facilities to 87,000 villages (Reporter, 2024).

The company had expanded its horizon by procuring 20,000 km of laid fiber optic network by 2014. In a strategic move to support the government's vision of a digital economy, Fiber@Home was given the accommodation for Block 3 of the Kaliakoir Hi-Tech Park in Gazipur. In 2020, the company launched the country's largest commercial colocation data center, known as Felicity Internet Data Center Limited. As for its collaboration with Starlink, the server will be hosted at Felicity IDC Limited (Felicity IDC, n.d.). On January 2, 2012, the company received an ITC (International Terrestrial Cable) License and an IIG (International Internet Gateway) License on April 12, 2012. In 2024, the company received the prestigious Asia Telecom Award in the category of Infrastructure Initiative of the Year (Nationwide Fiber-Optic Solutions | Fiber@Home Bangladesh, n.d.).

2.3 Growth Trajectory

Upon receiving the NTTN License in 2009, the company strictly focused on building a strong optical fiber network to facilitate nationwide coverage. Over the years, the company has maintained its steady growth by ensuring high-capacity, sustainable bandwidth

services. Its success has soared to higher levels in the past decade, with exponential growth in the usage and users of the internet and related services in the country.

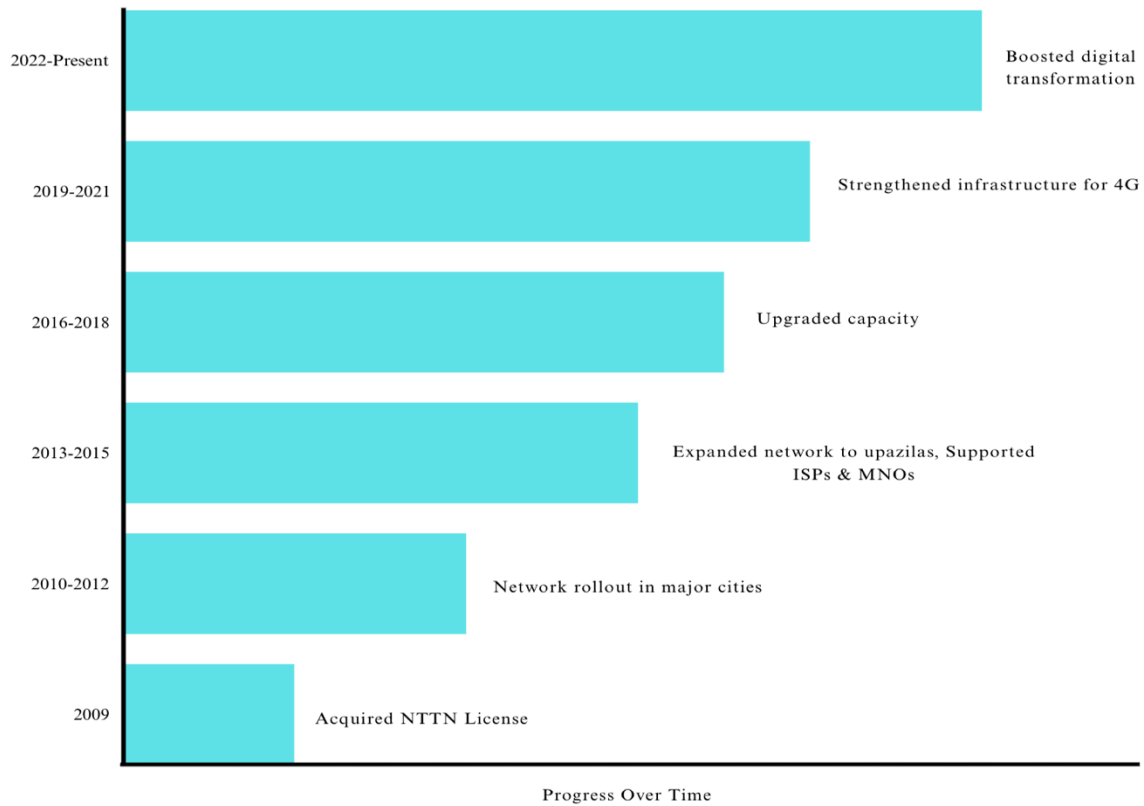


Figure 1: Growth Trajectory of Fiber@Home Limited.

Source: (Author's Own Creation)

2.4 Vision, Mission, Core Values, and Core Competencies

Vision

Be the prime mover in the transformation of digital life with our ICT infrastructure and excellence of service.

Mission

To grow with our partners and deliver digital lifestyle through innovation and adoption of modern technologies.

Core Values

1. Customer Focus: We go the extra mile for our customers.
2. Result Driven: Focuses on driving results through setting and achieving challenging goals.
3. Innovation: Implementation of ideas that increase revenue and optimize costs.
4. Integrity: Our way of working.
5. Quality: Come first in whatever we do.

Core Competencies

1. Service Excellence: The company focuses on delivering consistent, high-quality services to its clients by ensuring reliable network connectivity and uninterrupted transmission.
2. Agility: Demonstrates agility by swiftly transitioning and adapting to changes in technology.
3. Process, Compliance, and Cost Efficiency: Prioritizes streamlined processes and strict compliance with regulatory standards by BTRC, alongside maintaining cost efficiency.
4. Professional Expertise: The company's workforce is composed of skilled professionals with deep knowledge in relevant fields.
5. Security: The company places strong emphasis on protecting users' data and ensuring security.

2.5 Organogram of the Company

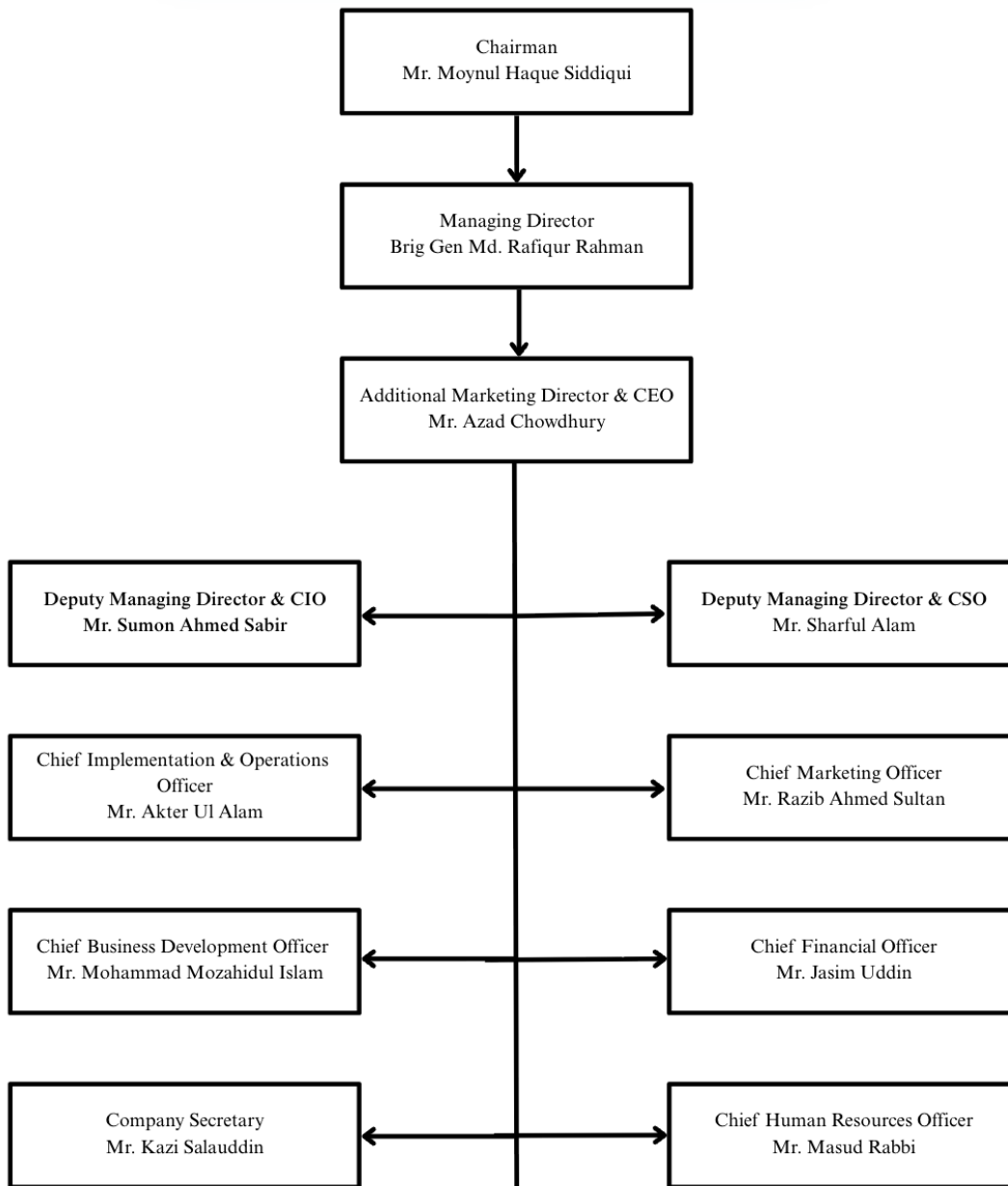


Figure 2: Organogram of Fiber@Home Limited

(Source: Company Website)

2.6 Services Provided by the Company

DWDM	This network optimizes the latest technology in its core. This service ensure high-capacity transmission lease lines to clients whose requirements include 10Gbps/100Gbps/400Gbps transmission capabilities.
IP/Ethernet	This is an advanced MPLS (Multiprotocol Label Swithcing)-based IP/Ethernet service which gives freedom to the clients to customize their network topologies according their operational needs.
FTTX	This is a GPON (Gigabit Passive Optical Network)-based FTTX network using which ISPs provide smooth IP services to their users.
Co-Location	This service is provided to ANS operators so that they can host their aggregation or pre-aggregation devices from Fiber@Home's 1746 central offices.
Platform as a Service (PaaS)	This model gives clients the opportunity to rent network capacity, hardware, operating systems and storage in cloud system.

Table 1: Services Provided by Fiber@Home Limited

(Source: Company Website)

2.7 Associated Companies of Fiber@Home Limited

Name	Type	Core Focus
Fiber@Home Global Limited (FGL)	IIG & ITC Service Provider	To ensure global connectivity for the clients this company provides International Internet Gateway(IIG) services.
Bangladesh Technosity Limited (BTL)	Hi-Tech City Developer	This company designs, develops, and operates Hi-Tech parks under PPP guidelines.
Felicity IDC Limited (FIDC)	Internet Data Centre (IDC)	This is a Tier-3 data center at Kaliakair Hi-Tech City which hosts major NTTNs.
Pico Public Cloud	Public Cloud Service Provider	With low latency offers the best cloud service in Bangladesh.

Table 2: Associated Companies of Fiber@Home Limited

Source: (Company Website)

2.8 Future Endeavors of the Company

Fiber@Home Limited plans to solidify and strengthen its position as a leading telecom infrastructure provider in the coming years. Its key strategies for attaining future objectives include implementing 5G and cloud services to expand the horizon of fiber-optic connectivity across the country. The company is working relentlessly with the government to decrease digital discrimination to ensure sustainable growth. Besides, by attracting

Foreign Direct Investments, the company is marching towards a vision of empowering the society with well-grounded and futuristic digital solutions.

2.9 SWOT Analysis of the Company

Strengths (S)

1. Market leader in ICT-related backbone services
2. 24/7 Network Operations Center
3. Strong fiber optic infrastructure with maximum coverage across the country
4. Diverse associated companies
5. Strong partnership with government, telcos, and ISPs

Weaknesses (W)

1. Revenue growth is tied heavily to domestic telco companies and ISPs
2. Newer projects require large investments
3. Limited international presence

Opportunities (O)

1. Rising demand for cloud services, data centers, and cybersecurity solutions
2. Expansion of 5G and IoT infrastructure in the country
3. Untapped rural markets for internet activities

Threats (T)

1. Regulatory changes and price wars with competitors
2. Rapid technological shifts may require continuous upgrades
3. Cybersecurity risks and data privacy concerns



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Chapter 3: Industry Analysis of the Company

3.1 Brief Description of the Industry

The telecommunications industry in Bangladesh is one of the fastest-growing sectors, influencing the country's economic and digital transformation. It encompasses mobile network operators, broadband service providers, international gateways (IIG), data centers, and submarine cables. With the rise of internet users and widespread fiber optic infrastructure, the demand for digital connectivity is increasing exponentially. Alongside, it supports e-commerce, fintech, education, healthcare, and government services.

3.2 Size and Growth of the Industry

The telecommunications industry is one of the biggest contributors to the country's GDP in fiscal 2023-2024. The current market size is USD 5.08 billion with a growth rate of 4.31%. The growth is characterized by increasing digital inclusion and development, with the number of mobile subscribers reaching an all-time high of 190.36 million (Intelligence, 2024).

Looking ahead, the industry is expected to grow rapidly as the country undergoes further digital transformation. With both private sector investment and government initiatives in place, Bangladesh's telecom industry has immense potential to lead the country to a position in the global digital economy.

3.3 Maturity of the Industry

The telecommunications industry in Bangladesh is currently at a growth-to-maturity stage. Core telecom services such as mobile connectivity and basic broadband have already reached maturity in those segments. However, advanced services, including high-speed fiber broadband, cloud computing, data center services, and enterprise-grade digital solutions, are still in the growth phase, with significant potential for expansion and proper utilization.

The industry has evolved from providing primary internet services to offering high-capacity data transmission, IPTV, cloud platforms, and OTT platforms. While high competition among service providers has driven innovation and improved quality, a significant rural connectivity gap persists. Besides, the adaptation and enabling the usage of emerging technologies such as 5G, IoT, and quantum-safe encryption remains a significant and methodical challenge.

3.4 Porter's Five Forces Analysis

Porter's Five Forces model is a strategy development tool that was developed by Michael E. Porter for analyzing the competitive environment of an industry. It covers five major forces: the threat of new entrants, bargaining power of suppliers, bargaining power of customers, threat of substitute products or services, and intensity of competitive rivalry. By analyzing these forces, businesses can determine the level of competition, understand the attractiveness of an industry, and come up with strategies to gain a competitive advantage. The model is widely used for industrial analysis and strategic decision-making in organizations.

1. Threat of New Entrants: The chances of the emergence of new companies in the telecommunications sector are moderate. That's because even if higher investment and regulatory requirements limit entry, technological advancement lowers the barriers over time.
2. Bargaining Power of Suppliers: Optical fiber and telecom equipment suppliers can be found in the international market, which makes the bargaining power of suppliers somewhere between low to moderate.
3. Bargaining Power of Customers: Since ISPs and other clients can always choose from different providers based on service quality and pricing, the power of customers is high.
4. Threat of Substitutes: Alternative technologies like wireless broadband can be substitutes, but those are less reliable, which imposes a moderate threat
5. Industry Rivalry: Competition with rival companies such as Summit Communications Limited, Bahon Limited is high because of continuous innovation and pricing.

3.5 PESTEL Analysis

PESTEL analysis is an analysis tool used to study an organization's external macro-environmental factors that have the potential to affect or influence the organization. HIP assesses the following six factors: Political, Economic, Social, Technological, Environmental, and Legal. By understanding these factors, businesses can understand the opportunities and threats in the market and make strategic decisions accordingly. PESTEL Analysis is a strategy that helps organizations to adapt to changes in their external environment and make plans for long-term growth.

PESTEL Analysis

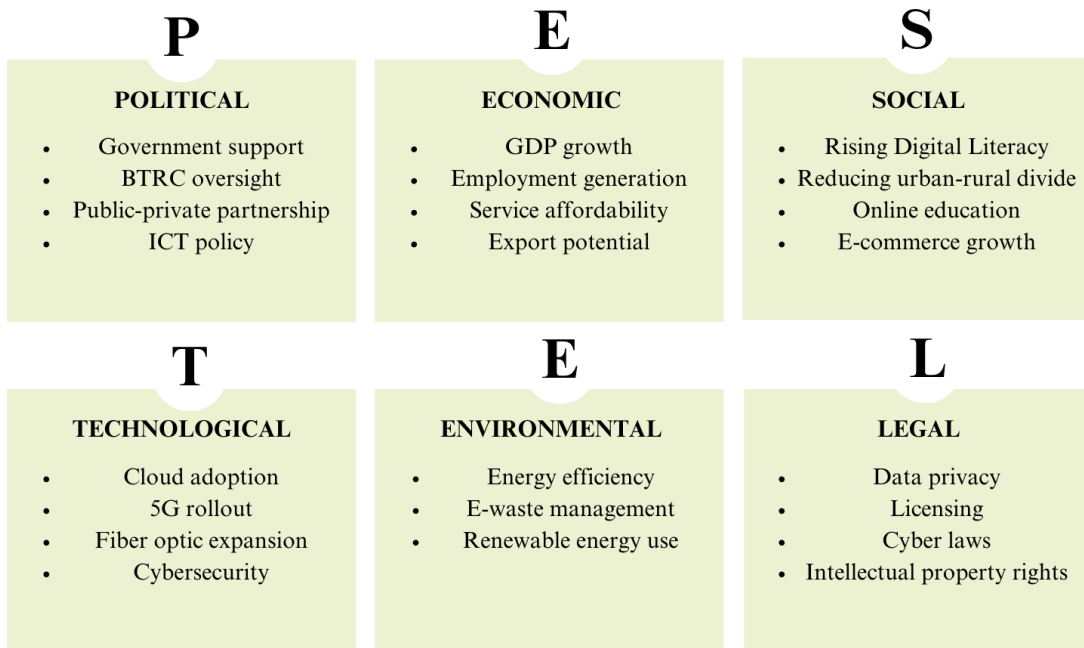


Figure 3: PESTEL Analysis of Fiber@Home Limited

Source: (Author's Own Creation)



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Chapter 4: Description of Main Duties

4.1 Internship Information

This section contains information related to the internship at Fiber@Home Limited. This chapter focuses on the internship period, working hours, interaction with company employees, job roles, assigned tasks, and learning outcomes.

- **Period, Working hours, and Address**

The internship period was three months long, which started on May 4, 2025, and concluded on July 31, 2025. Fiber@Home has flexible working schedules. The working hours were 9 hours, which can be from either 9 am – 6 pm or 10 am – 7 pm. The company operates five days a week, with Fridays and Saturdays being off days. The internship workplace was situated at the Head Office of Fiber@Home Limited with the Finance & Accounts department, located at Gulshan-1, Dhaka, Bangladesh.

- **Work Interactions**

The internship was conducted under the supervision of Mr. Jahirul Islam Munna, Executive, Budget and Planning at Fiber@Home Limited. His responsibilities revolve around overseeing the financial planning of the organization by preparing budgets, monitoring expenditures, and making sure that business objectives align with cost efficiency and financial stability.

However, direct supervision was mainly provided by Ms. Farhana Sultana Dina, Assistant Manager, Revenue Assurance at Fiber@Home Limited. Her main task is to monitor and ensure the timely collection of receivables from clients. Besides, she follows

up on overdue payments and prepares monthly and weekly reports on collection performance and outstanding balances.

Most of the interactions used to be with these two supervisors. Other than them, continuous support was also received from the other members of the Revenue Assurance function. Additionally, interactions with members from other functions took place since we used to sit in the same space. The main mode of communication was mostly based on physical communication, with additional use of email and WhatsApp.

Job Roles & Assigned Tasks

- **Collection Management:** Oversaw the daily collection file to track client payments on a daily basis, to ensure that the collection of receivables is done before the month's end. Analyzed the monthly collection files of each month to review the total collection and collection percentage against the target amount, AIT Challan collection against the Target AIT amount.
- **Client Follow-up:** Received advice on client management with the help of the supervisor. She advised communicating with the clients regularly regarding their outstanding dues, sending reminders via email, text, and phone call, and resolving any kind of payment-related queries. Accompanied the supervisor to visit a client's office to discuss their outstanding dues.
- **Billing Oversight:** Learned about how the billing process was done manually. Although the company has software to easily create invoices, manual billing is performed for cross-checking purposes. Several invoices were provided to analyse and

check how the invoices are created and how change in billing occurs due to discontinuation, upgradation, or shift in service type.

- **Reporting:** Report on my learnings and the tasks performed during the weekly meetings of the Revenue Assurance function, which were held every Sunday. Also followed up on all the tasks every week with the supervisor.
- **Invoice Monitoring:** After an invoice was delivered to a client, sales entries were posted in the Tally software. Gained practical knowledge of how entries are posted in the Tally software by working with the supervisor while recording entries.
- **Learning about Policies:** Reviewed agreements that were made between Fiber@Home and its clients, which helped to clarify how services are provided based on requirements that satisfy both parties, the client's terms, obligations, and penalties. After reading those agreements, a report was prepared on how Liquidated Damages (LD) and Service Level Agreements (SLA) are related.
- **Process Improvement:** Identified bottlenecks in the collection and billing process and suggested automation where it felt necessary. To do this task, talking with the members of the Revenue Assurance team helped to figure out what areas they felt like they were facing problems in. By analyzing those problems, suggestions were presented to the Function Head of Revenue Assurance along the team members during the weekly meeting.

4.2 Internship Outcomes

This section highlights the outcomes of the internship at Fiber@Home Limited, shedding light on the learnings from the processes of the Revenue Assurance function, the tools used, and the challenges faced.

Experiences Gained

- This internship journey at Fiber@Home Limited, being the first ever corporate experience, helped to gain valuable experiences that will be great resources for the future in corporate life. Along with developing technical skills, people skills, and personal development were also achieved.
- During the time at Fiber@Home Limited, Excel skills were enhanced through learning about many new functions and formulas that can make working with large datasets easier and less time-consuming. Practical knowledge of Tally ERP software was also gained.
- Communication skills developed significantly during this internship period. The Finance and Accounts department was very welcoming from the very beginning until the end. It was a fortunate experience to be able to be part of such a positive working environment as a first-ever corporate experience.
- The theoretical knowledge of accounting, finance, and ERP systems acquired in academic courses was applied in actual life, which helped in understanding the practical challenges of financial record-keeping.

Working Tools Used

- Software: Microsoft Excel, Tally ERP, and Internal databases
- Hardware: Office printer

Difficulties & Challenges Faced

- Initial difficulties were faced during the first 2-3 days while familiarizing with the professional working environment.
- At the beginning of the internship, understanding the financial processes and regulatory terms posed challenges.
- Adapting to new software and tools took some effort and learning.



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Chapter 5: Analysis

5.1 Key Learning Outcomes

Fiber@Home Limited is a telecommunication infrastructure service provider in Bangladesh, which provides high-capacity transmission, data center, and cloud services. Despite its strong market presence and powerful infrastructure, certain internal processes and revenue collection practices present efficiency challenges. The purpose of this chapter is to examine these operations and market-level factors and give an insight into how to enhance process efficiency, client management, and performance at large.

5.2 Work Environment Condition

The work environment at Fiber@Home Limited was supportive, collaborative, and learning oriented. The company practices a culture where communication flows freely across teams, enabling interns to share ideas, ask questions, and receive constructive feedback without any hesitation.

Supervisors and team members were always approachable and provided guidance and support throughout the internship whenever it was needed. The revenue Assurance function maintained a professional culture with clear accountability in financial tasks. This blend of professionalism and friendliness made this journey an ideal opportunity to gain real-world experience and develop my technical and soft skills. All in all, the environment was highly motivating and engaging, encouraging continuous learning and optimal performance.

5.3 Company Level Analysis

During the internship period, certain processes at Fiber@Home Limited were found to be unique in terms of efficiency, while some others felt like they had areas for improvement.

Efficient Processes

- **Revenue Tracking:** The company had a structured system for invoice generation and monitoring the monthly collection amount. The tally software is effectively used to record financial information accurately.
- **Team Collaboration:** Weekly review meetings of the Revenue Assurance function reflected transparency, accountability, and effective communication among team members.

Less Efficient Processes

- **Collection Delays:** The revenue assurance managers often faced delays while collecting dues from clients due to dependency on manual follow-ups with clients.
- **Billing Cycle Bottlenecks:** Occasionally, the manual steps performed to prepare an invoice and verify AIT/VAT compliance slowed down efficiency.
- **Limited Automation:** Areas such as payment reminders, monitoring of collection, repetitive tasks in Excel can be improved by reducing dependency on manual effort and automating them.
- **Solving Disputes:** Whenever clients are facing any issues, it takes a very long time to solve those issues because of the hierarchical involvement at different levels in the decision-making process.

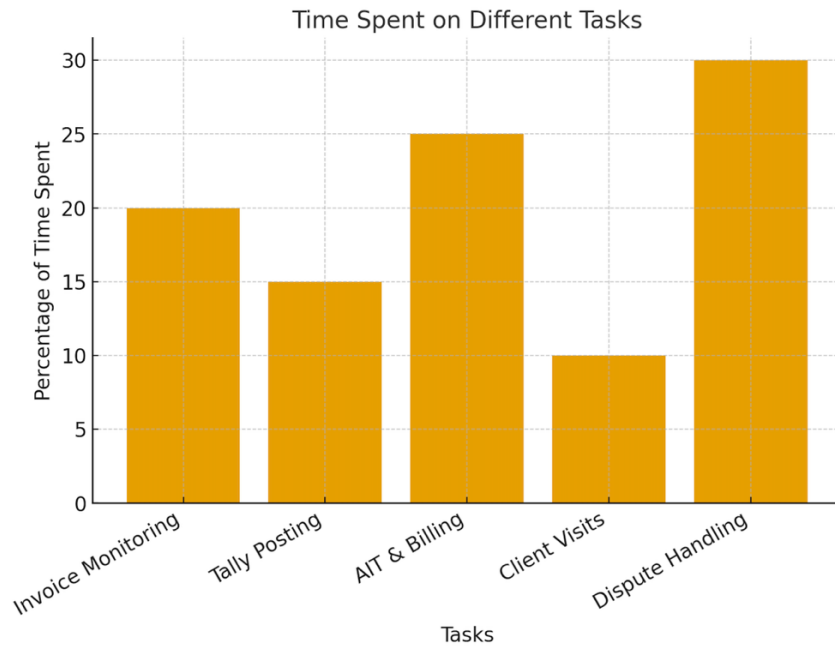


Figure 4: Tasks Vs. Time Spent on Different Tasks

Source: (Author's Own Creation)

5.4 Market Level Analysis

Exposure to the collection and billing process of the Revenue Assurance function helped in understanding how Fiber@Home Limited positions itself in the telecommunications infrastructure industry.

Competitive Strengths

- Strong compliance with regulatory requirements (AIT, VAT, NBR guidelines).
- Professional billing systems that guarantee financial transparency to the clients.
- Contracts with government organizations, major telecom operators, and ISPs ensure a steady stream of revenue.

Market Challenges

- The risks in working capital arise due to high dependency on the timely payment of clients.

- The competition posed by other infrastructure providers is increasing, forcing the company to remain efficient in terms of its competitors offering similar service at competitive prices, resolving disputes in less time.
- Cash flow and client negotiations can be directly influenced by external factors like changes in policy in terms of taxation or importation of equipment with duties.

Positioning Insight

From the perspective of the Revenue Assurance function, it can be said that Fiber@home Limited maintains a strong operational framework. However, to sustain its competitiveness in the current market, enhancing collection efficiency and automation is critical.

5.5 Professional Level Analysis

- **Career Influence:** Exposure to real-world financial operations provided inspiration to pursue roles in revenue management, corporate finance, business operations, and other related fields. The internship offered an overview of how financial activities directly contribute to an organization's sustainability.
- **Academic Correlation:** Various concepts from undergraduate studies of BBA in Technology Management supported the alignment of theoretical knowledge with workplace applications.
- **Challenges Faced:** Initial challenges include understanding corporate jargon, financial terms used in a corporate setting, and terms used in agreements (LD, SLA, AIT, etc). Guidance from the supervisors helped to overcome these challenges over time.



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Chapter 6: Recommendations & Conclusion

6.1 Recommendations

Working for the country's largest NTTN service provider company has been a fortunate experience, which has created many opportunities to learn new skills, develop critical thinking abilities, and gain exposure to corporate culture. The practice also allowed the acquisition of useful competencies when employed at Fiber@Home Limited. Throughout the internship, several insightful observations were made. Based on these, the following recommendations are proposed to enhance the efficiency of the Revenue Assurance function:

Excel Automation with Power Query

This process will help to automatically extract and clean data by retrieving data across several files and combining them into one, structured report with the help of Power Query in Excel. It will minimize the number of manual workloads, save time, and improve reporting. Implementing this automation process will be able to save 3-4 hours per reporting cycle.

Client Reward System

Implementing a client reward/discount system for the clients who pay on time will motivate them to keep making their payments on a timely manner. A discount of 5-10% of their monthly dues can be granted for their timely payment every 4 months. This will help build long-term relationships with clients and motivate other clients to pay on time.

Rotational Point Person for Handling Issues

The idea is to select a member from the team who will act as the main contact to handle client concerns. The members will be changed on a rotational basis every week or so. This will simplify communication, retain customers, and guarantee quicker resolution. A single

contact number will be fixed to contact this point person so that clients can easily reach out to them without wasting time. Assigning a point of contact for clients will reduce the time for dispute handling by approximately 30%.

Revenue Assurance Managers' Approval Before Reconnection of Service

Reconnecting a discontinued client without the knowledge of revenue assurance managers can cause problems in maintaining billing accuracy. The marketing team should contact the RA managers to know about the outstanding dues of a discontinued client before reconnecting them. Because sometimes clients with a very large amount of dues are reconnected without clearing out their previous dues before discontinuation.

Empowered RA Managers for Dispute Resolution

Revenue Assurance managers should be given a specified amount of money (e.g., up to a fixed threshold approved by upper management) to decide instantly and settle minor to medium-level disagreements without the consent of upper management. This will lower the delays in the resolution of the disputes by roughly 40% and enhance client satisfaction.

Client Relationship Management Enhancement

Upgrading the existing C-portal (CRM portal of Fiber@Home Limited) can help the Revenue Assurance team track client interactions, payment history, and pending collections, which will ultimately improve overall customer service. This upgrade can also help in increasing collection efficiency by 25-30% with the help of predictive alerts.

6.2 Conclusion

The experiences gained during the internship at Fiber@Home Ltd. proved to be an educational and practical one, offering the real-world practice of the Revenue Assurance processes. Working on invoice monitoring, policy analysis, and process improvement presented the opportunity to gain some practical knowledge about how a major service provider of telecommunication infrastructure conducts financial activities. The report analysis has identified the strong points and the areas of growth in the organization that primarily involve billing efficiency, client management, and internal coordination.

By implementing the suggested solutions, Fiber@Home Limited will be able to improve its efficiency in operating to an even further level and minimize the bottlenecks in revenue gathering, besides its competitive stance in the market. On the whole, the internship not only refined the knowledge about financial and operational processes, but also led to professional development, as the new skills and perspectives acquired during the internship will be useful in a future career in the field of business and finance.

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Appendix A: Sample of my internship works

The Revenue Assurance function uses Tally ERP to track and document entries of sales following invoice delivery. Its software has given precision in recording receivables and renewed financial documents. It is also useful in reconciling billing information and real collections to reduce reporting errors. Its implementation rendered the Revenue Assurance personnel open and effective in financial affairs.

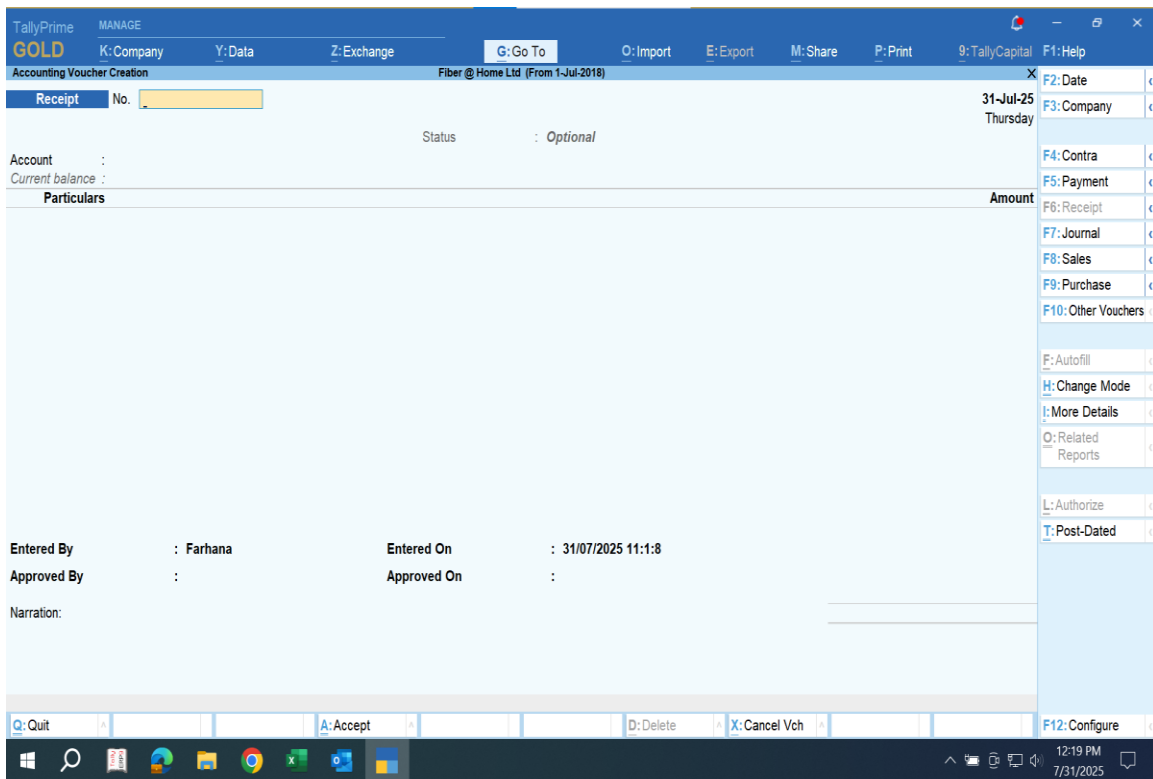


Figure 5: Snapshot of Tally's Interface

Client payment was monitored using the monthly collection summary file in relation to the predetermined targets. It also gave a clear view of total collections, collection percentages, and AIT challan collections, which helped the Revenue Assurance team to track progress and gaps that existed to meet monthly targets.

	SL	RA Manager	Target	Collections upto 29th May'XX	Today's Collection	Total Collection	Collection%	AIT Target	AIT Challan Collection upto 29th May'XX	Today's AIT Challan Collection	Total AIT Challan Collection
1											
2	1	A									
3	2	B									
4	3	C									
5	4	D									
6	5	E									
7	Total										
8											
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Figure 6: Sample of Monthly Collection Summary

Appendix B: Weekly Report

All the weekly reports containing the tasks performed during the internship period were compiled during the internship period. Herein are the activities signed by the company and academic supervisor. Overall, the total number of weekly reports is 12. These reports are weekly and are written to proper directions.

WEEKLY OVERVIEW OF INTERNSHIP ACTIVITIES

Week: 1st Week

Date: From 4th May 2025 to 8th May 2025

List of activities with brief description:

- **Understanding Monthly Dues Report:** In my first week as a Finance & Accounts Intern, I was assigned to the Revenue Assurance function, where I observed key financial operations. At first, I got to learn about the '**Monthly Dues Report**', which is prepared at the start of each month based on MRC (Monthly Recurring Charges), payments and dues of previous month. Individual ledgers are maintained for each client and service. These ledgers are sometimes shared with clients upon request for reconciliation.
- **Collection and Recording System:** I was introduced to the '**Daily Collection File**', which stores the daily payments made by clients. Entries from this file are updated into **Tally**, an accounting software used by the company. Then this information from the daily collection file goes into the '**Bank Statement File**', which is categorized by individual banks and updated regularly. If a client delays submitting their deposit slip by the end of a particular month (Accounting & Reporting team sends an email regarding month closing), then it is recorded in the next month, with appropriate narration in the Tally software.
- **Receivables & Ageing Report:** A '**Monthly Ageing Report**' includes information like invoice dates, monthly dues, targeted collections, receivables, and negative values. A '**Target File**' is then created based on the ageing report. A sheet titled '**Updated Receivables Summary**' provides an overview of receivables from clients for a particular month. If a client uses multiple services, only the first payment appears while using VLOOKUP and the remaining payments must be updated manually.
- **Invoice & Summary Reporting:** Client invoices are issued at the beginning of each month since billing is on a prepaid basis (also includes dues from previous month). Reminders are sent to clients 2-3 times with support from the marketing team (Service can be suspended if payment isn't cleared after 3rd mail). A '**Monthly Summary Report**' needs to be submitted to the functional supervisor by the RA managers.
- **AIT (Advance Income Tax) Adjustments:** I also observed how pending payments are tracked and the summarization of monthly report using VLOOKUP. I learned about the handling of **AIT (Advance Income Tax)** and its impact on financial accuracy, along with reviewing AIT-related sheets and ageing reports. I also got to know about the impact of **AIT** on revenue tracking. If it is not properly adjusted, it can lead to discrepancies or "overflow" in accounts. An '**AIT Challan Provision**' sheet and '**AIT Deduction & Collection**' sheet are maintained, with notes on clients under probation.


15.05.2025

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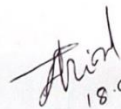


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WEEKLY OVERVIEW OF INTERNSHIP ACTIVITIESWeek: 2nd WeekDate: From 12th May 2025 to 15th May 2025

List of activities with brief description:

- **Month-End Closing:** Observed email procedures for month-end initiated by the accounting and reporting teams. Learned how to filter bKash payment summaries using daily and detailed transaction views as a result of having merchant accounts.
- **Receivables & Client Follow-Up:** Learned how RA managers use receivables sheets to identify clients with outstanding dues. At the beginning of each month, invoices and dues are sent via email. Regular follow-ups are done through emails, phone calls, SMS, and meetings (physical or virtual).
- **Handling Delayed Payments:** If payments are delayed or in case of no response, formal letters are issued for reconciliation, a suspension letter can be issued, and in critical cases, legal notices may be sent. For clients with large overdue amounts, clients sometimes demand discount offers or structured repayment plans (e.g., paying current dues plus a portion of old dues monthly). If management accepts these demands, then that can be used to recover payments.
- **Cheque Collection & Coordination:** Learned how the cheque collectors are assigned by area and coordinated through WhatsApp. Worked with the file named "Cheque List" to track end-of-month cheque deposits.
- **Tally Software Use:** Practiced invoice input, debit-credit matching via "against reference," and identifying mismatched entries. Learned how to verify deposit slips against money receipts and maintain client documentation.
- **Excel-Based Reporting:** Worked with files like Daily Collection, Pending Posting, Bank Statement, and Bill Send Reports. Understood how invoice adjustments are carried into the following month.
- **Client Complaints & KPIs:** Reviewed the client complaint database, tracking issues by query type, date via RA managers. Learned how complaints are discussed with HR for KPI evaluation.
- **Excel Skills Developed:**
 1. **Pivot Table:** Used to summarize data from Tally entries (account numbers, credits, debits, voucher type, particulars, types of transaction, dates, etc.).
 2. **VLOOKUP:** Applied to cross-check entries and automate data lookups.
 3. **Conditional Formatting:** Used to highlight overdue payments or cheque statuses.



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WEEKLY OVERVIEW OF INTERNSHIP ACTIVITIES**Week:** 3rd Week**Date:** From 17th May 2025 to 22nd May 2025

List of activities with brief description:

- **Understanding the Day-wise Collection File:** Learned about the structure and purpose of the 'Day-wise Collection File'. It includes: target amount, total collection, total dues, forecasted amount for different dates, etc. This file is updated two or three times a month as per requirements. I also learned to use 'Paste Special' in Excel when copying cells that contain formulas to preserve functionality while working on this file.
- **Handling Unclear Challan PDFs:** If the challan PDF provided by the client is unclear or unreadable, we can re-download the PDF ourselves from the 'Automated Challan Verification' website for a clearer copy and also verify if the client has actually paid the taxes.
- **Billing Mechanism:** FHL follows multiple billing mechanisms based on market demand. These include prepaid and postpaid models, monthly or quarterly billing cycles, billing for specific projects, temporary link billing, and billing with adjustments. The choice of mechanism depends on the nature of the service and client requirements.
- **Product & Service Delivery Process:** Product & service delivery is a critical function at FHL, directly linked to the organization's success. The process has been carefully structured based on industry standards to ensure seamless operations and maintenance. I got to know the key steps involved in the delivery process of service provided to the customers.
- **Product & Provision Types:** FHL offers various product types such as data, long haul, core, FTTx, and aggregation. Provision types include new link installation, degradation, downgradation, discontinuation, monthly recurring charge (MRC) review, and service shifting.



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WEEKLY OVERVIEW OF INTERNSHIP ACTIVITIESWeek: 4th WeekDate: From 24th May 2025 to 29th May 2025

List of activities with brief description:

- **Invoice & Sales Report Analysis:** I was provided with two invoices and a corresponding sales report of a particular month to analyze and understand the relationship between them. I tried to match the upgradation and discontinuation charges from the invoices with those listed in the sales report. If the monthly charge were a flat MRC, the calculation would be straightforward. Additionally, I learned how to calculate charges for service upgradation and downgradation made during any time of the month.
- **Dispute File Handling:** I got to know about the maintenance of the monthly dispute file and learned about the various causes of disputes, such as VAT issues, discontinuance effect date issue, service discontinuation, link separation, and differences in MRC/OTC pricing. For instance, sometimes it may take 2-3 days for the service to be delivered. Clients often do not want to pay for those extra days, leading to billing disputes. These issues are later discussed with the marketing team, who try to resolve some of them, while others remain unresolved.
- **Payment Methods & Timing Insights:** I learned how the timing of different payment methods affect how they are recorded in the collection file. Payments made via cheque and BEFTN must be done within the first hours of the day to be shown on the same day in the collection file. However, methods like RTGS and NPSB can be processed anytime, regardless of banking hours. On the last working day of the month, clients are allowed to make payments via bKash to ensure dues are cleared on time.
- **Bank Guarantee & Tender Process:** I saw how to write an application requesting for an issuance and extension of a bank guarantee. I also studied a note of approval and reviewed a tender document for a project. Through this, I gained a clearer understanding of how the entire process of bank guarantee works in practice.
- **Tally Entries & Banking Coordination:** I learned that corporate finance personnel input data related to loans, FDR, LC, banking charges, commissions and personal FDR into the Tally software. After the entries are completed in Tally, the payments team then communicate with banking officials to manage and process the related transactions.


19.06.25

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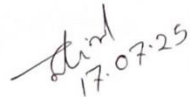


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WEEKLY OVERVIEW OF INTERNSHIP ACTIVITIESWeek: 5th WeekDate: From 1st June 2025 to 4th June 2025

List of activities with brief description:

- **Product & Service Delivery Flow:** I got to know the overall Product & Service Delivery process of the company. The process starts with client registration and a feasibility check to see if the desired service can be provided to the client. If found feasible, a Work Order is issued after negotiation. After that, the IT team begins to set up the path through a Service Provisioning Request (SPR). Once that is ready, the service is commissioned, and the client receives a unique ID, which is known as SCR(Service Commissioning Request). Lastly, after successful verification of the link, billing and invoicing begin.
- **Deduction of AIT from Receivables:** Understood the process of how AIT (Advance Income Tax) is provisionally deducted from receivables. During this process, certain amounts are set aside as provisions, reducing the total accounts receivable until they are confirmed or settled. Since it can be difficult sometimes to determine whether a due amount is a receivable or an AIT adjustment, provision is made to avoid the overstatement of receivables.
- **USD Payment Process:** I learned that there is a different kind of process to make USD payments, which is mainly used to pay the yearly software subscriptions. It begins when the company receives an invoice, after which the Corporate Finance function team prepares a payment request, which is later sent to the bank. Then the bank reviews the documents and processes the USD payment after receiving approval. Once the transaction is complete, a confirmation of that is received and recorded. The importance of accuracy in this process is very important, as even a single incorrect digit could cause the payment to be sent to the wrong account.



17.07.25

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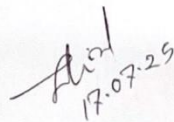


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WEEKLY OVERVIEW OF INTERNSHIP ACTIVITIES**Week:** 6th Week**Date:** From 15th June 2025 to 19th June 2025

List of activities with brief description:

- This week, I observed how service usage is tracked for different clients and tried to match it with the billing data.
- I also learned how the target amount is set for each client at the beginning of each month. If the client has no dues, then only the charge for the running month's service is set as the target amount, which is known as MRC (Monthly Recurring Charge). If there are dues of the previous month, then it is added to the MRC of the next month. However, if the client has outstanding dues of more than 2 months, an approximate percentage of the previous dues is added to the MRC to collect these dues. The RA managers set that additional amount.
- I studied some of the materials and workflows that I had learned so far, which helped in my understanding of finance-related processes such as payment authorization, invoice management, foreign transaction handling, etc. I also went over some of the materials and work processes that I had seen before, and those helped me better understand how invoices are handled, how daily collections are stored in Excel sheets, how reminder emails are sent to the clients, etc.
- During the weekly meeting of the Revenue Assurance function, RA managers were instructed to send June closing emails to all the clients to remind them about clearing all their dues before the end of the month.



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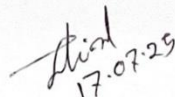


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WEEKLY OVERVIEW OF INTERNSHIP ACTIVITIES**Week:** 7th Week**Date:** From 22nd June 2025 to 26th June 2025

List of activities with brief description:

- This week, I attended the weekly meeting of the Revenue Assurance (RA) function. The key agenda of the meeting included resolving gaps in the collection entry process, ensuring daily updates in the Tally software and bank statements, sending reminder emails to clients regarding June closing, and making accurate adjustment entries to avoid overstated receivables.
- During the meeting, I also learned that once the monthly report is ready, the AIT portion of the report is sent to the Treasury Team for verification, weekly collection reports are submitted every Sunday to the Head of the Function, and AIT (Advance Income Tax) is deducted at the time of payment settlement. At the end of the meeting, I was instructed to present what I learned in the past few weeks and any suggestions regarding any area of development for the revenue assurance function in the next weekly meeting.
- I was assigned to read the company's Organizational Booklet to learn about the structure and functions of all departments, which helped me learn more about the overall activities of the organization.
- Additionally, I reviewed the collection report for May 2025, which contained data on team-wise targets, actual collections, collection percentages, and monthly receivables of AIT. This helped me understand how the RA managers' collection performance is tracked and evaluated every month.
- I got to know that the telecom and government clients generally make timely payments, which makes it possible for the RA Managers in charge of those clients to achieve 100% of their collection targets.
- I also learned that if a client wants to reconnect with FHL, then upper management can give them a reconnection waiver upon request to clear out their dues based on their volume of dues before discontinuation from FHL's services.



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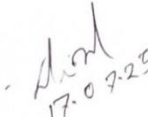
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WEEKLY OVERVIEW OF INTERNSHIP ACTIVITIESWeek: 8th WeekDate: From 29th June 2025 to 3rd July 2025

List of activities with brief description:

- This week, I was given an Excel file containing data on FHL's clients and the service provided to them, including details such as service type, capacity, core, units, and location. I was told to use the **Text-to-Columns** feature to separate unit names from the *Capacity* column and correctly place them in the *Core* column.
- Using a reference sheet with unit conversion rates, I was asked to fill in the *Product Type* column and calculate the converted capacity for a new column. Lastly, I was told to fill in the *From (District Name)* and *To (District Name)* fields based on location data.
- I had the chance to review the company's HR policies, which allowed me to learn about internal procedures such as performance evaluation, leave management, employee conduct, etc.
- I also got clear ideas of two terms: *Provision*, which refers to the process of adjusting a portion of receivables as recorded in Tally that is deducted as AIT(Advance Income Tax), and *Reconciliation*, which involves cross-checking client records with internal ledgers. Internal Reconciliation is also done to cross-check the values of Tally.

- **Provision (in terms of AIT deduction)** refers to the process of **setting aside or adjusting a portion of receivables** in accounting records to reflect amounts that are likely to be deducted as **Advance Income Tax**.



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Week: 9th Week

Date: From 06th July 2025 to 10th July 2025

List of activities with brief description:

- During this week, I came across the term “**unaddressed collection,**” which refers to the payments which was received in the company’s bank account but haven’t been recorded in the accounting system because of missing or mismatched client references. These collections remain unallocated until the correct client or invoice is identified and reconciled.
- I also learned the meaning of a new term, “**Corrigendum**” in a company document. It refers to a formal correction that is issued to address errors in previously published texts, such as official documents, reports, or tenders.
- I accompanied my senior on a **visit** to a client company to discuss outstanding dues. By observing the interaction, I gained practical knowledge on how client relationships are managed and how sensitive financial discussions are approached with professionalism and clarity.
- Throughout the week, I continued reviewing past work processes related to ageing, updating bank statements, entry of daily collection, etc. These experiences helped me to understand the overall process of revenue assurance operations in a detailed manner.
- I also worked on the Excel file that was given to me the previous week.

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17.07.25

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Week: 10th Week

Date: From 13th July 2025 to 17th July 2025

List of activities with brief description:

- During the weekly meeting of the Revenue Assurance function, I shared a brief summary of the main tasks that I have learned over the past weeks regarding the responsibilities and workflow of RA Managers. I also shared a few suggestions which I thought could improve certain existing procedures within the function, as I was told to in the previous meeting.
- After I was done sharing my thoughts, the senior team members provided constructive feedback on the suggestions I shared. They explained to me which ideas could be implemented and offered reasoning as to why others may not be feasible in the current operational structure.
- I was assigned to study in detail the term **Liquidated Damages (LD)** and how it is relevant to the Revenue Assurance function. Additionally, I also tried studying the link between **LD and Service Level Agreements (SLA)** to understand how they are connected in the context of risk mitigation and revenue protection. I was also instructed to write the step-by-step process of how the Revenue Assurance function operates within the organization.

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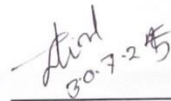
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Week: 11th Week

Date: From 20th July 2025 to 24th July 2025

List of activities with brief description:

- During this week, I learned about the process of updating the **Invoice Disbursement File** on a daily basis. This particular file is used to track both the generation date and the delivery status of client invoices, which helps to ensure timely follow-up and record accuracy.
- I also got to know that sales posting in Tally takes place after the invoices are delivered to the clients, and it is typically done by the 20th of each month. These postings are done service-wise, meaning that each type of service is recorded individually, which helps ensure accurate financial reporting and categorization.
- Lastly, I learned that the VAT for each invoice is generated automatically in the Tally software during sales posting. This automation helps in enhancing consistency and significantly reduces the risk of manual errors.
- Along with these tasks, I continued to monitor how the entries are made in the **Daily Collection File** and the **Bank Statement File** throughout the week.


30-7-25

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Week: 12th Week

Date: From 27th July 2025 to 31st July 2025

List of activities with brief description:

- This week, I was given the task of reviewing a portion of one of FHL's client agreements, specifically related to **Liquidated Damages (LD)**. While reviewing, I noticed that different services offered to clients often come with tailored requirements, SLAs, and corresponding LD conditions. This ensures that each service has individual, clear rules and conditions.
- While reading the agreement, I got to learn some new technical terms-
 1. End-to-end Packet Delay: This refers to the total time it takes for a data packet to travel from the source to the destination across the NTTN network.
 2. End-to-end Jitter: Jitter is the variation in packet delay across a network. This helps to track how uneven or inconsistent the delivery times are.
 3. MTTR(Mean Time to Repair): This term refers to the average time that is required to repair an issue in the network and restore it so that it can continue its regular operation.
- Another important thing that I learned is that Liquidated Damages (LD) will not be more than 10% of the total Monthly Recurring Charge (MRC) for the affected link. This indicates how penalties are set to balance the service accountability with fairness in financial implications.
- I also got to know that **"a cheque has been honoured"** means the bank has successfully processed a cheque, which confirms its validity, and crediting of the payee's account. I was told that some of the common reasons for a cheque to be dishonored are insufficient funds, signature mismatch, sending a post-dated cheque before the due date, etc.



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Appendix C: Turnitin Report





4% Overall Similarity

The combined total of all matches, including overlapping sources, for each database.




Filtered from the Report

- Bibliography
- Quoted Text

Match Groups

-  **17 Not Cited or Quoted 4%**
Matches with neither in-text citation nor quotation marks
-  **0 Missing Quotations 0%**
Matches that are still very similar to source material
-  **0 Missing Citation 0%**
Matches that have quotation marks, but no in-text citation
-  **0 Cited and Quoted 0%**
Matches with in-text citation present, but no quotation marks

Top Sources

- 3%  Internet sources
- 1%  Publications
- 2%  Submitted works (Student Papers)