

Internship Report  
On  
“Operations of J&J Enterprise”

Syed Tanher Jawad Sakib

This report is submitted to the school of Business and Economics, United International University as a partial requirement for the degree fulfillment of Bachelor of Business Administration

**Internship Report**  
**On**  
**“Operations of J&J Enterprise”**

**Submit To:**

Dr. Saad Hasan

Associate Professor

School of Business & Economics

**Submitted By:**

Syed Tanher Jawad Sakib

ID: 111-201-255

Major: Supply Chain Management

Registration Semester: Spring 2025



**School of Business and Economics**  
**United International University**

**Date of submission: July 21, 2025**

## **Letter of Transmittal**

July 21,2025

Dr. Saad Hasan

Associate Professor

School of Business and Economics

United International University

Subject: Submission of the Internship Report on “Operations of J&J Enterprise”

Dear Sir,

With due respect, I would like to submit my internship report. I am pleased to share that after many months of work experience and research to gain a grasp of various complex issues, along with the knowledge gained from different courses, I have completed my internship report. Based on your directions, I have endeavored to be thorough in my analysis. I hope that my report is detailed, relevant, and accurate enough for you to accept my efforts and appreciate my work.

Yours sincerely,

Syed Tanher Jawad Sakib

ID: 111-201-255

## **Certification of similarity index**

This is to certify that this internship report is a result of work carried out under my supervision. I confirm that the report adheres to the necessary quality and academic standards prescribed by United International University (UIU). Additionally, I verify that the report's similarity index, as per the plagiarism detection report, is within the permissible limit set by the university, ensuring the work is free from plagiarism.

Supervisor's Name: Dr. Saad Hasan

Signature:

Date:

## **Declaration of the student**

I, Syed Tanher Jawad Sakib, an enrolled student at United International University and bearing ID 111-201-255, hereby announce that the Internship Report on “Operations of J&J Enterprise” is prepared by myself, free of plagiarism has not been submitted for any Degree or purpose anywhere else.

Syed Tanher Jawad Sakib

ID: 111-201-255

## **Acknowledgement**

Fast and foremost, I express my deepest gratitude to the Almighty for granting me the strength, patience, and good health to complete this internship and prepare this report successfully.

I would like to express my sincere appreciation to my internship supervisor, Dr. Saad Hasan, Whose Invaluable guidance, encouragement, and insightful feedback have supported me throughout my internship. And during the preparation of this report.

My heartfelt thanks go to the management of J&J Enterprise for allowing me to complete my internship in their esteemed organization. I am especially grateful to the Manager, MD Abdullah Bhuiyan, and all the staff members who provided me with practical knowledge, cooperation, and a friendly working environment during my placement.

I am also thankful to my university, United International University, and my respective faculty members for designing the internship program in a way that bridges theoretical learning with practical experiences.

Finally, I would like to extend my gratitude to my family and friends for their continuous encouragement and moral support throughout this journey.

Without the support and guidance of all these individuals, the successful completion of my internship and this report would not have been possible.

## **Executive summary**

This internship report is the result of my practical experience at J&J Enterprise. A Bkash Distribution house responsible for overseeing mobile financial services (MFS) in the Akhaura Upazila region. During my internship, I explored and analyzed various aspects of mobile financial services in Bangladesh, including the operational structure, challenges, and performance of the distribution house.

Bangladesh's MFS sector has experienced rapid growth, with over 227 million registered accounts and 13 to 15 licensed providers expected by mid-2024. Among them, Bkash, Nagad, and Rocket control more than 70% of the market, offering services like peer-to-peer (P2P) money transfers, cash-in/out, utility payments, remittance, savings, and digital loans. The industry is evolving quickly, moving from basic money transfers to comprehensive digital financial ecosystems.

The organization supports both financial and non-financial tasks across a geographically sensitive border area, making operational accuracy and compliance essential. Throughout the internship, I discovered several operational challenges. This includes DSO misconduct (such as misuse of float money), cash shortages, high pressure to meet monthly targets, and ethical issues among staff. Each of these issues negatively impacts agent trust, transaction flow, and overall service quality. In response, I proposed practical solutions like enforcing strict deposit schedules, submitting daily transactions reports, diversifying banking partners, and dividing monthly targets into smaller, manageable daily goals.

This internship improved my understanding of real-world financial operations, compliance systems, digital service delivery, and the critical role of human and technological coordination in financial inclusion. It also helped me develop research, reporting, and analytical skills, bridging the gap between academic theory and practical application. I am confident that the insights and experiences gained here will support my future career in finance, banking, or operational management

# Table of Contents

Letter of Transmittal .....	iii
Certification of similarity index .....	iv
Declaration of the student .....	v
Acknowledgement.....	vi
Executive summary.....	vii
Chapter 1: Introduction.....	1
1.1. Purpose of the report.....	2
1.2. Objective of this report .....	2
1.3. Apply Business Research tools and methods.....	3
Chapter 2: Company Profile and Operations of J&J Enterprise .....	4
2.1.Activities.....	4
2.2.Services .....	5
Chapter 3: Methodology and Data Collection .....	7
3.1.Introduction.....	7
3.2.Design .....	7
3.3.Source of data.....	7
Chapter 4: MFS industry analysis .....	9
4.1.MFS companies are in Bangladesh.....	9
4.2.MFS service in Bangladesh .....	10
4.3.MFS market in Bangladesh.....	11
Chapter 5: Exploring data.....	13
5.1.Services Attained.....	13
5.2.KPI review (from internal data) .....	14
5.3. DSO Performance .....	15
5.4.Agent Network Activity.....	16
Chapter 6: Problems at J&J Enterprise .....	18
Chapter 7: Solutions .....	24
7.1. Timely money return .....	24
7.2. Daily transaction report submission.....	25
7.3 Extend naming partner .....	27
7.4 Re-evaluate monthly target.....	29
Chapter 8: Internship Activities.....	32

Chapter 9: Conclusion .....	33
References .....	35

## Chapter 1: Introduction

Bkash is a mobile financial service (MFS) provider in Bangladesh, offering digital payment, money transfer, and other financial services via mobile phones. People mostly use Bkash, and it is also a leading digital wallet platform, primarily known for its 'human ATM' network of agents. It is also a subsidiary of BRAC Bank and operates under the regulation of the Bangladesh Bank. The service aims to serve users at the bottom of the economy pyramid (BOP), Ensuring A broader range of financial services across Bangladesh's population as a whole. The service has a core objective: to encourage more income users to adopt electronic money as a genuine alternative to physical money. With this in mind, they understand that a key qualification needed to use Bkash is confidence- "the confidence to believe that one can take control of their financial decision, save money, spend wisely, and complete transactions was never possible before". MFS like Bkash needs distribution houses to provides its services to mass people. I have completed my internship at J&J enterprise one the distribution houses of Bkash.

Core functions of the Bkash distribution house-

1. Cash management – Handles large volumes of cash to meet agent and customer withdrawal needs.
2. E-float management – Manages digital money supply to agents for user transactions.
3. Agent servicing - Onboards, trains, and supports agents and retailers.
4. Compliance- Ensures adherence to KYC, AML, and regulatory guidelines.
5. Reporting and reconciliation–Maintains daily transaction records, stock reports, and cash versus e-float reconciliation.

Daily operational activities-

1. Cash collection and disbursement- Collects cash from agents and delivers floats disburses agents' commissions.

2. Floor supply chain – Request floats from Bkash central, distributes to agents via secure channels.
3. Inventory management – Manages Bkash materials like SIMs, posters, banners, devices, etc.
4. Performance monitoring – Tracking agent activity, transaction volume, and Commission trends.

### 1.1. Purpose of the report

2. Graduation requirement – This report is part of the academic curriculum required to complete my bachelor's degree. It demonstrates my ability to apply theoretical knowledge to a real-world business operation, conduct research, and analyze data.
3. Understanding real-world business operations – To gain fast hand experience of how a financial distribution house operates, including cash or float management, compliance, agent relationship, and field logistics, and how this aligns with business principles taught in class.
4. Identifying operational challenges and weaknesses – The report aims to uncover specific issues like cash shortage and staff problems for KYC violations, and also understand their root causes, allowing for a practical evolution of business risks.
5. Developing professional and analytical skills – The project helps me develop workplace-ready skills like problem-solving, data interpretation, decision-making, and business communication. Essential for careers in banking, finance, and operations.

### 1.2. Objective of this report

Critically analyze the operations of Bkash distribution house: Bkash is a mobile financial service (MFS) provider in Bangladesh. Bkash incorporates a distribution-centric model, also known as the third-party model. Bkash can't operate in the whole country because it will be difficult to manage all of these areas. So they appoint distributors to manage a specific area. Their operation is organized with the participation of distributors from across the country, with a commitment to enhancing customer service with responsibility and

compliance. According to official documentation, Bkash partners with 196 primary distributors across Bangladesh. Each of these distributors supplies the next layer in the chain. These distributors support a vast network of approximately 330000 Retail agents - the 'human ATMs' where users deposit, withdraw, and send money.

### 1.3. Apply Business Research tools and methods

Bikash can't operate in the whole country because it will be difficult to manage all of these areas. So they appoint distributors to manage a specific area. Their operation is organized with the participation of distributors from across the country, with a commitment to enhancing customer service with responsibility and compliance. Their designated area is the whole Akhaura upazila. They have to manage the whole area and work with the agents so that they can do their work. Akhaura Upazila is about 98.04 square kilometers. It is quite a big area to manage. It is also near the India border, besides Quasba Upazila. As it is in a border area, they will have to work extra hard and have to be very careful. Otherwise, they may have to face consequences. In the near border areas, people do some unethical transactions.

## Chapter 2: Company Profile and Operations of J&J Enterprise

### 2.1. Activities

J&J enterprise is a Bkash distributor's house, and their designated area is the whole Akhaura upazila. They have to manage the whole area and work with the agents so that they can do their work. Akhaura Upazila is about 98.04 square kilometers. It is quite a big area to manage. It is also near the India border, besides Quasba Upazila. As it is in a border area, they will have to work extra hard and have to be very careful. By working there, I have learned about their daily activities. They have to do a lot of activities for their daily purposes. As they are a financial organization, they have to do what's related to financial services, but they also have non-financial activities to carry out their daily routine.

They will have to collect money or deposit money into the bank according to their daily needs. Sometimes, one bank can't give them enough money, so they will have to manage money from another bank. Because their transaction is daily based. Sometimes they have a crisis for money, or sometimes they will have to deposit the money faster, because they can't hold much money in their house due to security issues.

They identify their daily needs from agents based on cash in or cash out. Because their transaction has two types: one is cash out, and the other is cash in. Cash-in agents will need money in there because but the cash-out agents will need to get rid of the money. Because every agent needs to maintain their Bkash balance under 75K. Otherwise, the agents will be shown as stock out on the company's website. Because the company monitors every hour. DSO's need to do their jobs efficiently, and also timely manner.

- Cash out and liquidity management-
  - Ensure adequate balance in both cash and digital.
  - Plan cash pickups or drops to or from DSOs or agents.
  - Manage bank withdrawals or deposits based on daily volume.
- Inventory management-
  - Distribute and track DOS devices, SIM cards, posters, banners, etc.
  - Keep records of agent onboarding kits and any other marketing materials.

- Agent management-
  - Register and onboard new agents (if permitted by Bkash)
  - Monitor agent activities and ensure compliance
  - Provide technical and operational support to agents and DSOS
- DSO Management-
  - Assign DSO areas or rules and monitor performance
  - Provide training and motivational support
  - Handle DSO attendance, salaries, and incentives
- Reporting and documentation-
  - Maintain daily records (transaction logs, cash, reconciliation sheets, stock or inventory reports)
  - Submit required reports to be cashed or higher management
- Security and prevention-
  - Review suspicious transactions for unusual behavior
  - Implement fraud prevention Protocols
  - Take disciplinary actions when required
- Training and compliance-
  - Provide regular training for new and existing DSOs
  - Ensure compliance with Bkash's latest policies and regulations

## 2.2.Services

Distribution houses mainly work with agents. They don't have to give service to the end customers. Their main focus is to collect money from agents and give E-float to the agents according to their needs.

### **Onboarding new agents -**

Recruits new agents in ascent regions and ensures they meet compliance. Onboarding new agents allows them to expand their business within the assigned region. By onboarding new agents, they can serve a lot of end customers. They also train the agents in a respectful way, so that the agents can keep the customer proper service.

### **Agent support -**

They support the agents by collecting money and giving E-float according to their needs. They provide any kind of support to their agents, following the company's rules and regulations. Because agents are their customers.

### **Compliance -**

DeKalb its app verifies proper documents during customer registration through agents. They always ensure accurate reporting of suspicious activity, fraud, or non-compliance. They always maintain paperwork and crystal clear transaction records for audit by Bkash or Bangladesh Bank officials.

### **Technical and operational support -**

They give their agents technical and operational support, so that they can fulfill their targets. They provide POS machines or SIM cards to agents as needed. They offer or fix agents' problems regarding software or logging issues with their biggest devices or apps. They are more like a bridge between the Field worker and Bkash headquarters for IT or system issues.

### **Relationship and market development -**

They help onboard local shops and small businesses as Bkash payment points, so that customers will be able to use their MFS service everywhere. They also give support to the product promotion, like cashbacks, referral bonuses, and festival offers in their areas. When their employees are working in the field, they collect some real customer complaints or suggestions from the field and share them with the Bkash central team. By knowing such complaints or suggestions, Bkash can improve its services for the future.

## **Chapter 3: Methodology and Data Collection**

### **3.1.Introduction**

Despite doing an internship, I have attempted to apply business research methods to understand the problems that the J&J Enterprise is facing and articulate solutions to those problems. I have attempted to systematically collect, analyze, and interpret information related to the operational activities of the J&J enterprise. The study aims to bridge the gap between the theoretical knowledge acquired from academic courses and the practical experience gained during the internship period.

Through this methodology, an effort has been made to understand the daily operations, security measures, employee responsibilities, and challenges associated with managing a bigger distribution house. The methodology also helps ensure conclusions are reliable, practical, and relevant to real-world practices in the mobile financial services sector in Bangladesh.

### **3.2.Design**

This report is based on a descriptive research design, which aims to describe the existing situation without manipulating any variables. The study uses a mixed-methods approach combining both qualitative and quantitative data to present a comprehensive picture.

#### **Nature of the study -**

Qualitative aspect- Focused on gathering in-depth insights through observation, discussion, and personal experience.

Quantitative aspect – Focused on analyzing numerical data such as transaction volumes, daily targets, cash flow records, and incentive distributions.

### **3.3.Source of data**

Data for this internship report have been gathered from both primary and secondary sources.

#### **Primary data -**

Direct Field Observation: I spent daily shifts observing how cash is collected, how E-float is managed, how DSOs interact with agents, and how cash vs digital records are reconciled.

Informal interviews: I spoke with the house manager, DSOs, cash officers, field executives, and several agents. This conversation provided valuable practical insights.

Hands-on participation: I was assigned to prepare float request verification, agent transaction logs checking, KYC documents, and observe cash deposits.

**Secondary data -**

Internal Bkash policy documents, daily float logs, agent list, and incentive records.

KPI performance sheets showing actual versus target rates for agent activity, float turnover, and reconciliation.

Relevant textbooks, journal articles, and online resources to support the theoretical context of MFS operations and agent banking.

## Chapter 4: MFS industry analysis

### 4.1.MFS companies are in Bangladesh

As of the end of April 2024, 227 million registered MFS accounts with 99 million urban and 127 million rural users in Bangladesh. 13/2 15 licensed MFS providers operated in Bangladesh by mid-2024, including major names like Bkash, Rocket, SuperCash, Nagad, Upai, Mycash, MCash, UCash, and Tap. These providers are rolling out loans, savings, and insurance. Transitioning from payments to full financial ecosystems. Tap and other bank-led MFS are increasing efforts backed by fresh investments.

Interoperability, pricing fairness, and customer protection are under regulatory focus to ensure healthy competition. But the major players in MFS in Bangladesh are Bkash, Nagad, and Rocket.

#### **Bkash Limited –**

Founded in 2011 and it is a subsidiary of Brack Bank. It has 60 million users in total. Bkash's Market share is more than 40% of the total MFS transaction volume in Bangladesh. Their partners are Brack Bank, Alibaba (Ant Group), MoneyGram, MasterCard, and Ripple. They offer P2P money transfer, cash in or cash out, mobile recharge, utility bill payment, merchant QR payment, Remittance, savings, micro loan, and insurance. They have the largest user base and agent network. Strong brand and trust across all income groups. Deep interaction with banks and fintech partners.

#### **Nagad Limited –**

It was founded in 2019 under the Bangladesh Post Office. It has more than 28 million users. Their market share is more than 20% of the total MFS market in Bangladesh. It offers instant digital onboarding, P2P transfer, mobile top-up, utility payments, school fees, marching payments, government subsidy disbursement, and cash out at the lowest market rate. They have faster growth in new account openings. Very low transaction fees. Government trust and access to rural areas. E-KYC simplified user acquisition.

## **Rocket –**

It was founded in 2011, and it is also the first MFS in Bangladesh. It is a subsidiary of Dutch Bangla Bank Limited. It has over 24 million users. They offer P2P transfer, utility bills, airtime top-up, ATM withdrawals, payment, salary, government fund disbursements, and school or university payments.

## **4.2.MFS service in Bangladesh**

Mobile financial services (MFS) are the use of mobile phones and digital platforms to deliver financial services like money transfer, bill payment, savings, and microloans. That is regulated by the Bangladesh Bank and is primarily aimed at increasing financial access for both urban and rural populations.

### **Core MFS service in Bangladesh –**

1. P2P money transfer – Send money instantly from one mobile wallet to another across the country.
2. Cash in or cash out – Deposit or withdraw money via authorized agents and ATMs.
3. Mobile recharge – Top up any mobile number from any operator like Grameenphone, Robi, Banglalink, ETC.
4. Utility bill payments – Pay electricity, gas, water, and Internet bills by using MFS services.
5. Merchant payment – Pay for purchases at retail stores using QR codes or NFC.
6. Government allowance – G2P payments like social safety net funds, student stipends.
7. International remittance – Receive foreign remittance directly into wallet (partners with MoneyGram, Ria)
8. Loan and savings – Access to small (loans, nano finance) and savings schemes via digital wallet.
9. Insurance premium payments – Pay insurance premiums digitally (Bkash, Nagad partnerships).
10. Education and e-commerce payment – School, college, and university fee payments. Pay online shopping bills(Daraz, Evaly, etc.) through wallets.

### 4.3.MFS market in Bangladesh

Day by day MFS company in Bangladesh is growing larger and larger. By the Passing days, it has become a larger substitute for banking for people, and nothing can replace it. As of the end of April 2024, 227 million registered MFS accounts, 99 million urban, and 127 million rural users. Transaction volumes hit Tk 1.45 trillion in April 2024, with approximately Tk 470 billion in cash outs alone. In 2024, approximately 13 licensed MFS providers recorded Tk 1.48 lakh crore, their highest monthly transactional value ever. 13 to 15 licensed MFS providers operated in Bangladesh by 2025. Including major names like including major names like Bkash, Nagad, Rocket, SureCash, Upay, MyCash, MCash, UCash, and Tap.

#### **Market Share –**

- Bkash has 39.9% of the transaction value of the whole MFS transaction
- Nagad has 18.1% of the transaction value of the whole MFS transaction
- Rocket has 11.7% of the transaction value of the whole MFS transaction
- The rest has more or less 30% shared among smaller providers like SureCash, Ucash, ETC.

Bkash, Nagad, and Rocket dominate 70 to 80% of the market. In this competitive market, service providers reduce fees, expand services, and enhance apps to attract more customers to their business.

MFS has 70 million active users and 239 million accounts by January 2025. This sector is expanding rapidly. They are rolling out loans, savings, insurance, and transactions from payments to full financial ecosystems.

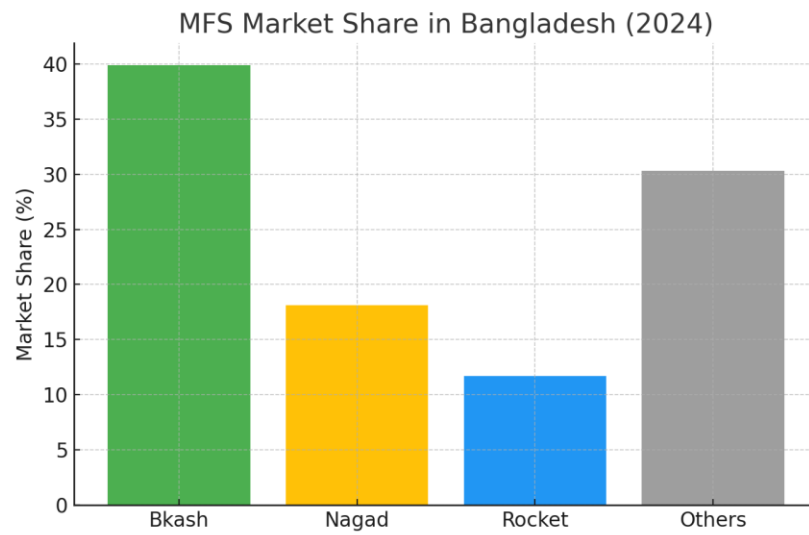


Figure 4.1. MFS market share in Bangladesh

# Chapter 5: Exploring data

This Chapter outlines and analyzes various data I have collected from the J&J Enterprise reveals the situations that are positive and also that are negative.

## 5.1.Services Attained

The below chart illustrates the proportion of various services that Bkash customers under J&J Enterprise avails.

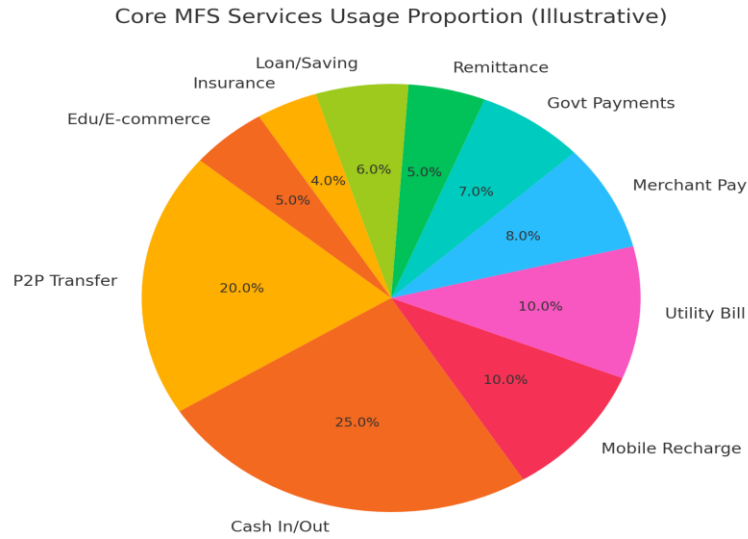


Figure 5.1. Services availed by customers

## 5.2.KPI review (from internal data)

Table 5.1. KPI Results-1

KPI	Target	Actual	Gap/Status
Agent activity rate	90%	75%	15% Inactive agents
Float turnover ratio (monthly)	10x	7.2x	Needs faster circulation
Cash float reconciliation accuracy	100%	96.5%	Slide gap, watch for leakage

Table 5.2. KPI Results-2

KPI	Target	Actual	Gap/Status
Agent Activity Rate	90%	75%	15% Inactive
Float Turnover Ratio (Monthly)	10x	7.2x	Slow circulation
Reconciliation Accuracy	100%	96.5%	Small mismatch
Daily Transactions per Agent	35	28	Below expected
Response Time (Hours)	4	6.5	Slow response
DSOs Meeting Weekly Target	100%	82%	18% underperform
Training Coverage	100%	88%	Not fully covered

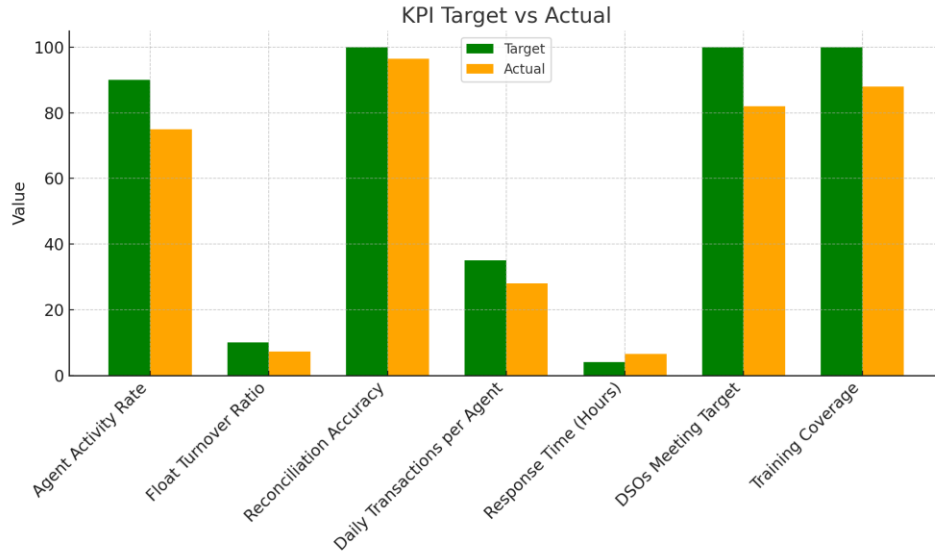


Figure 5.2. KPI Target and achievement

### 5.3. DSO Performance

The following bar chart shows cash collection per Distribution Sales Officer (DSO) under J&J Enterprise within data collection period. It shows who collects more, highlighting potential cash management risk or load.

Table 5.3. DSO Performance

DSO Name	Assigned Agents	Total Weekly Cash Collected (BDT)	Float Distributed (BDT)	On-time Reporting (%)	Compliance Score (/10)
DSO-1	50	1,250,000	1,180,000	100%	9.0
DSO-2	45	1,100,000	1,030,000	95%	7.5
DSO-3	55	1,450,000	1,350,000	90%	6.5
DSO-4	60	1,600,000	1,540,000	85%	8.0
DSO-5	40	1,050,000	980,000	80%	7.0

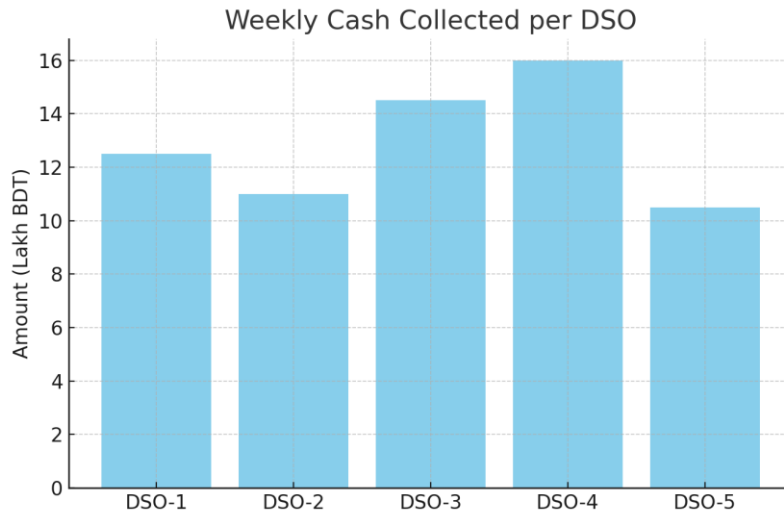


Figure 5.3. Cash collection per DSO

Table 5.4. Sample weekly performance for 5 DSOs

DSO Name	Assigned Agents	Total Weekly Cash Collected (BDT)	Float Distributed (BDT)	On-time Reporting (%)	Compliance Score (/10)
DSO-1	50	1,250,000	1,180,000	100%	9.0
DSO-2	45	1,100,000	1,030,000	95%	7.5
DSO-3	55	1,450,000	1,350,000	90%	6.5
DSO-4	60	1,600,000	1,540,000	85%	8.0
DSO-5	40	1,050,000	980,000	80%	7.0

#### 5.4.Agent Network Activity

The following pie chart shows that 72% of agents are fully active. The rest are partially active or inactive.

Table 5.5. Agent active level

Status	Number of Agents	% of Total
Fully Active	72	72%
Partially Active	18	18%
Inactive	10	10%

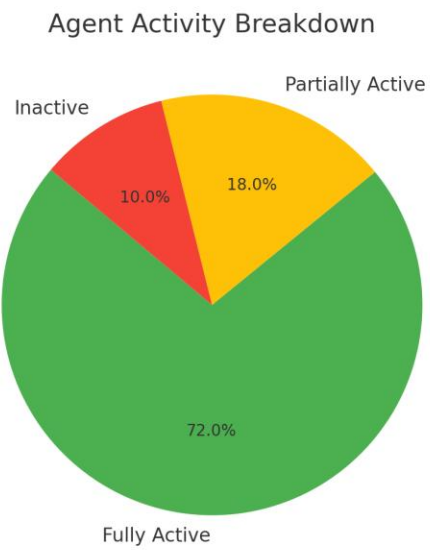


Figure 5.5. Agent activity

## **Chapter 6: Problems at J&J Enterprise**

### **Problem 1: Sometimes DSO uses the money of the house for its purposes**

Some DSOs use the collected money from agents for their own purposes. Sometimes they misuse the floating for their benefit. It causes some serious problems.

#### **Agents didn't get the money in time -**

When they do something like that, agents can't get the floating money in time. So Agents can't give the customers service in time for the shortage of floating money. Sometimes agents need floating money exchange of money, but DSOs have already used the floating money for their benefits, so they can't provide the money in time.

#### **It disrupts the cash flow -**

By doing something like this, they disrupt the cash flow of the house. Disrupting cash flow causes some serious problems for the house. Disrupted cash flow causes the end customer service to be delayed.

#### **Delays float distribution to agents -**

When a DSO fails to distribute the floating money to the agents then the house need to take action or solve the problem with different DSO. It delays the floating distribution to the agents. For this reason agents suffers some losses like for the time they are not able to serve the customers because of the shortage of floating cash.

#### **Reduce agent trust in the house -**

When agents don't get the service in time, they lose trust in the house. It causes some serious problem for the house. Because it harms their reputation. Is Bkash HQ knows about this then they will take action On this matter. For this reason this house could be lose their distributorship.

### **Problem 2: Unethical employees**

J&J Enterprise, as a Bkash distribution house, depends heavily on trust both internally and externally. Every day large sum of money flows through the hands of DSOs and field

staff. Some DSOs do some unethical activities for their benefit. For doing this, the house faces a lot of problems.

### **Dishonesty -**

Dishonest DSOs use the house's money for their benefit. They don't comply with the rules and regulations of the company. They do what benefits them. For their benefits company faces some difficult problems, like unable to maintain the transactions properly or finding a difference between collecting money and floating money.

### **Fake or manipulated reporting -**

Unethical employees might submit fake transaction records to hide shortages or delays. For example, they may show fake agent transactions to make their performance look better than it is, Or hide inactive agents by forging data to protect their Commission.

### **KYC/AML violations -**

One of Bkash's Strict requirements is to comply with the know your customer (KYC) and anti-money laundering (AML) rules. They could

- Approve an agent without proper KYC documents.
- Accept a fake national ID or forged paperwork
- Allow duplicate or fake customer accounts to boost transaction numbers artificially.

### **Abuse of position -**

Some employees might demand under-the-table payments to approve new agents faster or give certain agents priority access to E float. This is illegal and creates unfair business practices in the network. It also causes a problem between the house and the agents.

### **Collusion with agents -**

In some cases, dishonest DSOs might collude with agents to pocket extra Commission. For example

- Split fake incentives for inactive agents
- Keep extra promotional materials and sell them unofficially

- Charge agents extra fees for services that should be free.

### **Problem 3: Cash management failure**

Add J&J enterprise, like any Bkash distribution house, daily business relies heavily on smooth cash flow and E float rotation. Sometimes they face a shortage of cash. Their main provider is a bank. When a bank can't provide enough money, they have to struggle to maintain its transactions. Without a strong system to monitor cash flow, the company risks mismanagement, which can disrupt the entire agent and transaction network.

#### **Overdependence on a single bank -**

The house usually partners with a local bank for depositing collected cash and withdrawing new funds to keep the cash flow cycle running. Is this bank:

- Runs out of liquidity
- Face public holidays or strikes
- Face operational delays

Then the house is unable to withdraw enough cash to:

- Top up E float
- Play urgent commissions
- Maintain day-to-day transaction

#### **Cash shortage -**

RK shortage means the house does not have enough cash on hand to provide for

- Agent withdrawals
- Sudden peak cash demands like festival times, month-end salary payments.

This directly affects agents who come for large withdrawals but have to wait or come back the next day. Customers also get frustrated if they cannot withdraw money when needed.

#### **Delay deposits -**

Sometimes, cash collected by DSOs or staff is not deposited on time. This could-

- DSOs misuse the cash temporarily.

- Field staff failed to reach the bank on time.
- Unexpected bank closing hours.

This delay creates mismatches in the houses daily cash book vs the digital float status.

### **Poor cash reconciliation -**

Every day, the physical cash in the safe must match

- The recorded cash received from agents
- The E float disbursed
- The bank deposits were made.

### **Without a strong daily reconciliation system -**

- Mismatches go unnoticed
- Small mistakes accumulate
- Fraud or leakage remains hidden.

### **Emergency crisis-**

Sometimes external crisis worsens cash management. During a public holiday or sudden banking closure, like after 5<sup>th</sup> August in our case, the house cannot deposit or withdraw cash. It means agents could not withdraw large sums, the house may borrow cash from other DSOs, which increases risk and trust problems.

### **Agents lose trust in the house-**

Agents expect immediate cash payouts and float. Any delay means they might switch loyalty to other mobile money providers. This could cause a serious problem for the business. It also harms the house's reputation. The headquarters could take any action against the house for this reason.

### **Problem 4: If they fail to fulfill the monthly target, they have to face a serious loss**

As the Bkash distribution house, J&J Enterprise operates under an agreement with Bkash HQ. Each month, Bkash assigns a target for the house. Their assigned target is the main source of their profit from Bkash. If they fail to fulfill their target, the house will face a

serious loss. If they manage to fulfill the monthly target, they have profits that they will provide between the employee salaries and the owner's income. If they can't manage to fulfill the target for 2 or more months, their distribution ship will be at risk. Bkash HQ could terminate its distribution.

### **Weak field performance -**

- DSOs Underperformance because they don't meet daily or weekly cash collection goals
- Agents stay inactive because they lack motivation or float.
- New agents are not onboarded on time
- The transactions between DSOs and agents are not on time.

### **Poor cash/float management -**

- If cash flow is disrupted due to bank delays or DSO's misuse, the house can't provide float quickly.
- If agents can't do transactions. for this reason, transaction volume drops.
- If they can't maintain their transaction according to the monthly plan. The transaction volume drops and they will face consequences.
- The manager has to coordinate with DSO and the monthly plan. so that they can complete the monthly goal.

### **Unethical or dishonest practices -**

- DSOs make fake transaction data to hide caps.
- Inactive agents are kept on paper, giving a false sense of network size. For this reason, the house can't achieve the forecasted target.
- The real transaction volume stays low, but they maintain a false transaction record.

### **External challenges -**

Seasonal issues like festivals, holidays, and bad weather affect customer demand. This kind of problem disrupts the forested transition. In border areas like Akhaura, there can be unethical parallel transactions that reduce genuine Bkash transactions. Sometimes

political issues cause some problems for the house. There, they don't have enough options to complete their daily target.

**When the house rapidly misses targets -**

- Bkash HQ may reduce the Commission percentage.
- It may assign part of the area to another distributor.
- It may cancel the agreement altogether and transfer the whole upazila to a better-performing distribution house.
- Missing targets for two or three months in a row is a serious red flag for Bkash HQ.

**Financial impact -**

- Less Commission means lower income for the business owner.
- Staff and DSOs may not receive full salaries or bonuses.
- High turnover happens, and good DSOs leave to work for better houses. Moral drops across the whole team.

## **Chapter 7: Solutions**

In light of my internship experience, discussion with management of the farm and relevant stakeholders I have attempted articulate potential solutions to the major problems identified. The following discussion elaborates on the solutions.

### **7.1. Timely money return**

One of the biggest risks for any Bkash distribution house is that cash physically changes hands multiple times in a day. DSOs travel across the area to collect a large amount of cash from dozens of agents. Because this case is handled in the field, there is always a temptation or risk of it. To reduce the risk of misuse of the cash, DSOs must deposit the collected money from the agents into the house within a set time frame. They should deposit the money on the collection day.

#### **Setting a clear deadline -**

- Any cash collected must be submitted in full no exceptions, within the due time.
- DSOs must also provide all day transaction records and submit them to the house.
- For example, DSOs mass report back by 5:00 PM every day.
- If DSOs don't submit or provide a report in the meantime, the house must take action immediately.

#### **Street check and acknowledgements -**

- A cashier or supervisor counts the cash in front of the DSO to align with the transaction record.
- After collecting the cash, a receipt is signed by both parties. So they can store the records.
- If there is any mismatch, then they will have to investigate it immediately. Otherwise, the house will face some problems for several days.

#### **Link to daily transaction report -**

- DSOs must submit a written or digital report of all agents visited, cash collected, float distributed, and any issues faced.

- Cash in hand and cash in records must match 100%. Otherwise, they will not be able to match cash and float distribution.
- They will have to report for inactive agents, so that the house can take action for replacement or reactivation of the agents.

#### **Daily deposit to the bank -**

- Once all DSOs have submitted the house deposits the money to the bank before closing hours ensuring next day float readiness.
- Keeping the money in house is riskier it is safe to deposit the money in bank daily.
- If they have enough cash, they can manage E floating and cash distribution smoothly.

#### **Clear policy for late or missing cash -**

- If a DSO fail to deposit on time without a valid reason, there should be a clear written warning, possible penalty or salary deduction, repeated failure should lead to termination.
- If DSO fail to distribute E floating in the given time they must face consequences for the delay.
- A DSO must submit everyday report to the house before leaving, without submitting the report they must not leave the house.

#### **Surprise spot checks -**

- Management should randomly check DSOs bags, safes, or field logs to discourage misuse.
- Management should randomly visit the agent location to discourage fake reports of DSOs.
- Management should track every DSO's movement so that they can know the transactions of DSOs in real time.

### **7.2. Daily transaction report submission**

A Bkash distribution house like J&J enterprise depends on clear, accurate, daily records to keep control of: Cash collected from agents, E float distributed back to agents, New

agent onboarding and KYC compliance, DSO route coverage, and accurate field visits. Every employee who is handling cash or a field transaction should submit their daily report before leaving the office. It will help them reduce the misuse of cash. An employee will be more careful with the cash handling.

### **Setting a reporting deadline -**

- Every employee involved in cash handling or field operations must submit their report before they sign out for the day.
- They must report before 5:00 PM. Otherwise they will face some consequences.
- Every employee must maintain their reporting deadline for better performance in the house.

### **Use a standard format -**

The report should have : Agent names and ID codes, Amount collected from each agent, Amount of E flow distributed, Remaining cash in hand it should be 0, KYC status if new customers or agents are onboarded, Any issue faced in the field. This keeps it easy to cross-check and standardize.

### **Verify by a supervisor -**

A supervisor or manager must verify the report so that they will be encouraged to submit the report every day. The management must cross-check cash physically. To find the alignment with cash and report. Supervisor should match the recorded flow transaction with the system log to find any mismatch. If they find any mismatch with the report they should take immediate action.

### **Manager sign off -**

The supervisor signs the daily report only if everything matches. Otherwise they will have to match with cash in hand and E floating, after that they can have manager sign. The employee keeps a copy, the manager files the original for audit. By doing this they can have a smooth reporting process. Manager should verify everyday report, so that they can know their progress of the monthly target.

### **Digital record backup -**

Ideally report should be uploaded in the houses digital system for easy future tracking and monthly KPI checks. They should maintain digital records to avoid losing any records of transactions. It also helps the owner to keep track of the house. It also reduces the risk of not achieving the monthly target.

#### **Without daily reports -**

- A small mismatch can grow into big fraud.
- Cash shortages or misuse stay hidden for weeks.
- Dishonest employees find loopholes.
- Management wastes time tracking all transactions.
- In case of an audit, incomplete records can put the distribution ship at risk.

#### **Benefits of daily records -**

- Stop cash leakages
- Builds daily accountability
- Speeds up reconciliation
- Makes the audit easy
- Improve trust

### **7.3 Extend naming partner**

A Bkash distribution house must maintain a daily cash cycle. Collect money from agents, deposit to the bank, request e float, provide a float to agents. This cycle only works if there is a steady, reliable source of physical cash every day. Relying on a single bank for all financial operations can slow down cash movement. So the house must maintain accounts with multiple banks, so they can easily deposit or withdraw funds when needed. Also, they need to inform banks about their transaction before the collection day. So the bank will be able to provide the necessary funds for them.

#### **Open accounts with multiple banks -**

Keep two or three active bank accounts in different banks (preferably in the same town). If one bank can't provide enough that they can immediately ask another bank.

Use banks with good liquidity, fast transaction service, and reliable customer service.

Maintaining multiple accounts in multiple banks helps them in a dire situation.

### **Diversify daily deposits -**

Don't put all daily cash into one account. Deposit them into multiple accounts. Depositing in multiple banks helps them when they can't have enough withdrawals from one bank.

Divide deposits across banks based on: How much float they can provide, their service fees, and their branch network.

### **Inform banks in advance -**

Communicate with bank managers about expected large withdrawals or deposits. So that they can take measures before your arrival. Give them an estimated cash requirement plan for each week. So that the house can work with banks effectively. This helps the bank prepare enough cash in advance. Otherwise, they will face problems with cash.

### **Maintain a small emergency reserve -**

Keep a small cash reserve in a safe at the house for urgent float top-ups during holidays or unexpected delays. This is like a buffer for emergencies only. Otherwise, they can't do their Daily transaction without enough cash. Maintaining a small emergency results you understand situations like 5<sup>th</sup> August.

### **Use banking hours smartly -**

Plant deposits and withdrawals to avoid last-minute rushes. Having a deposit plan makes them efficient. Send DSOs or a trusted representative early in the day to manage large withdrawals. So that they can start there from the beginning of the day.

Do not wait for the last hour to deposit or withdraw from the bank. This will cause a problem for the house.

### **Monitor and reconcile -**

Track each bank account daily. That will help them to plan for their daily deposits and withdrawals effectively. Match deposits and withdrawals with actual cash flow and float rotation. It will help them to avoid any kind of mismatch. For the betterment of the house, they must monitor and reconcile transactions with the banks. It will bring efficiency in the process of making a plan for transactions.

### **Benefits of having multiple bank accounts -**

- Reduce the risk of cash shortage.
- Increase flexibility.
- Builds strong banking relationships.
- Improves agent trust.
- Helps meet targets.

### **7.4 Re-evaluate monthly target**

A Bkash distribution house like J&J Enterprise is given a fixed monthly target by Bkash HQ. Completing a target is tough without a proper plan. If the plan is to be achieved within the time frame, it should be divided into smaller parts so that they can work on it properly and see the success rate every day. This target includes: A total transaction volume of 190 crore, a minimum number of active agents each day, a certain number of new customer registrations or KYC completions, Daily foot rotation, and cash collection.

### **Calculate daily targets -**

If the monthly target is 190 crore, and the working days are 26 days. Then they will have to maintain 7.30 crore every day, including cash collection and distributing E-float. Dividing the monthly target into smaller parts provides a visual aid for daily achievements, allowing them to work more efficiently. They must prepare a monthly plan for 26 days to achieve their monthly goals, and they should also monitor their progress weekly.

### **Assign daily targets to DSOs -**

Each DSO is given a clear personal daily quota based on their area and the number of agents they handle.

### **Monitor progress daily –**

Every day, each DSO submits its collection or transaction report to the office. It helps the supervisor keep track of the DSOs' transactions. The manager compares each DSO's target vs actual transactions. So that they can identify if the DSO is doing well or requires any support. If any DSO is falling behind, they are guided or given extra support the next day. By doing this, they can achieve and monitor daily progress.

### **Weekly review –**

At the end of each week, the house checks overall progress. To compare the progress with the forecasted and actual. If they find any shortfall, it will be distributed across the remaining days. It will help them achieve the weekly goal. Good performance is rewarded to motivate DSOs. It will increase their performance.

### **Use visual tracking –**

- Use a simple chart on dashboards for the daily target vs the actual transaction.
- Use a trend line for weekly progress. It will be more visual.
- Use DSO-wise ranking. So that the house can arrange rewards according to the DSO's performance. Rewards motivate employees to work hard.

### **Without dividing the monthly target into small parts -**

There is no clear day-to-day progress tracking. DSOs have no daily focus or accountability. If the house falls behind early in the month, they realize it is too late to catch up. Panic at month-end leads to mistakes, rushed transactions, or fake reporting. So, without a clear daily road map, the house is more likely to miss the overall goal.

### **Benefits of daily target division -**

- Prevents last-minute panic.
- Builds accountability.
- Improves team motivation.
- Supports problem-solving.

- Increases chances of target success.

## Chapter 8: Internship Activities

During my internship at the bKash Distribution House, I was actively involved in various operational activities that form the backbone of mobile financial service delivery. The distribution house plays a critical role in managing and supporting the network of bKash agents, ensuring compliance, service quality, and uninterrupted financial transactions at the grassroots level.

One of the core areas of my involvement was in agent operations and support. I assisted the operations team in processing agent registration and verification, which included collecting KYC documents, verifying identity information, and ensuring data accuracy for onboarding. Maintaining regulatory compliance and adhering to bKash's internal policies were critical parts of this function.

I also worked closely with the operations unit in handling e-money distribution. This involved monitoring daily e-money requests from agents, coordinating fund transfers, and resolving discrepancies in transaction records. Ensuring the right balance between cash-in and cash-out among agents was a key learning area, highlighting the importance of liquidity management in mobile banking.

Another key operational activity I participated in was inventory and logistics management. The distribution house manages a wide range of materials and I was involved in tracking inventory movement, updating logs, and assisting in the timely dispatch.

I also supported field operations coordination, including preparing field visit schedules, recording agent performance reports, and compiling feedback. These are critical to ensuring service quality.

## Chapter 9: Conclusion

Completing my internship at J&J Enterprise has been one of the most eye-opening and practically enriching phases of my academic journey so far. During this period, I had the opportunity to observe, interact, and directly participate in the daily operations of a financial distribution house that is part of bKash's extensive agent network. It made me realize how this crucial last-mile link connects millions of people in Bangladesh to formal financial services.

One of the most significant aspects I noticed was the delicate balance between cash and digital float. While customers see only a simple mobile transaction, behind the scenes, there is a continuous cycle of cash collection from agents, safe storage, timely deposits in banks, and conversion to e-float for agents to distribute to customers again. This cycle must stay uninterrupted every day, or else agents and customers lose trust in the system.

I also realized that financial institutions are highly dependent on good partnerships. J&J Enterprise's reliance on local banks for daily liquidity showed me how fragile an entire system can become if there are no backup options. A simple bank closure or cash supply delay can halt customer withdrawals and cause frustration among agents. This taught me the importance of risk management in cash flow.

One thing that surprised me was how difficult it can be to motivate field employees who face long days, high transaction targets, and the constant pressure of compliance checks. Despite these challenges, many DSOs build trust with agents, resolve issues on the spot, and help maintain smooth operations in remote areas, even near the border where extra vigilance is required.

This internship helped me connect my classroom learning with real industry operations. I could see how concepts like cash flow management, supply chain trust, internal controls, compliance, and risk mitigation play out in daily transactions. Preparing internal KPI reviews, analyzing gaps in targets, and brainstorming solutions also improved my practical research and analytical skills.

One of the best parts of this experience was learning to see problems from different angles. For example, I discovered that not all problems stem from deliberate misuse. Sometimes, issues come from lack of training, unclear policies, or simply a weak monitoring structure.

Working at J&J Enterprise also made me reflect on how the organization contributes to society. By managing cash responsibly and maintaining reliable float supply, a distribution house keeps bKash services running smoothly in areas where traditional banking is limited. This empowers people to send money to families, pay for essential services, and build financial security. Being part of this chain, even for a short time, made me feel that my work contributed to something meaningful for communities.

Personally, this experience strengthened my confidence in working with real data and people. It improved my communication skills, because I had to interact with DSOs, supervisors, and agents to gather practical insights. Reflecting on the whole process, I believe there are still areas where the distribution house can improve further.

One area for future improvement could be the adoption of digital tools. Much of the monitoring is still manual. Lastly, I believe employee motivation is key. Offering fair incentives, recognizing high performers, and setting realistic daily targets can reduce stress and build loyalty. When employees feel respected and fairly treated, they are more likely to stay honest, focused, and committed to the house's goals.

## References

Bangladesh Bank. (2024). Mobile Financial Services (MFS) Statistics. Retrieved from <https://www.bb.org.bd/en/index.php>

bKash Limited. (2024). Company Profile and Service Overview. Retrieved from <https://www.bkash.com>

Nagad Limited. (2024). Nagad – A Smart Way to Pay. Retrieved from <https://www.nagad.com.bd>

Rocket by Dutch Bangla Bank. (2024). Rocket MFS Information. Retrieved from <https://www.dutchbanglabank.com>

Rahman, M. M. (2023). Mobile Financial Services and Financial Inclusion in Bangladesh: A Study on the Role of bKash. *Journal of Business and Economics*.

Ant Group. (2022). Ant Group Investment in bKash Expands Digital Finance in Bangladesh. Retrieved from <https://www.antgroup.com>

Sarker, A., & Jahan, N. (2021). Challenges in Cash Management and Compliance for MFS Distributors in Bangladesh. *Bangladesh Journal of Business and Policy*