INTERNSHIP REPORT ON

JODO.PVT.LTD

Submitted by

CHANDRIKA N

4AL21BA021

Submitted to

VISVESVARAYA TECHNOLOGICAL UNIVERSITY, BELAGAVI

In partial fulfilment of the requirements for the award of the degree of

MASTER OF BUSINESS ADMINISTRATION

Under the guidance of

Mr. JOHNSON FERNANDES

Assistant professor

Department of MBA

DEPARTMENT OF BUSINESS ADMINISTRATION

ALVA'S INSTITUTE OF ENGINEERING AND TECHNOLOGY- 2022

JODO

Date: 21-November-2022

Internship Certificate

This is to certify that **Mr./Ms. Chandrika N** a student of Alva's Institute of Engineering and Technology is currently pursuing her summer internship in the field of Sales from 20 October 2022 to 21 November 2022 under the guidance of Mr. Atulya Bhat.

During the period of his/ her internship program with us, he/ she had been exposed to different processes and was found diligent, hardworking, and inquisitive.

We wish him/ her every success in his/ her life and career.

Warm Regards,

Harsimran Ahuja
General Manager – Talent

ALVA'S INSTITUTE OF ENGINEERING & TECHNOLOGY

(A Unit of Alva's Education Foundation ®,Moodbidri)
Affiliated to Visvesvaraya Technological University, Belagavi
Approved by AICTE, New Delhi & Recognised by Government of Karnataka
Accredited by NBA (CSE & ECE)

DATE: 30/01/2023

CERTIFICATE

This is to certify that **CHANDRIKA N** bearing USN **4AL21BA021**, is a bonafide student of Master of Business Administration program of the Institute (2021-23) affiliated to Visvesvaraya Technological University, Belagavi.

The Internship report on **"JODO PVT. LTD., BANGALORE"** is prepared by her under the guidance of **Mr. Johnson Fernandes**, Assistant Professor, PG Department of Business Administration in partial fulfillment of the requirements for the award of the degree of Master of Business Administration, Visvesvaraya Technological University, Belagavi, Karnataka.

Mr. Johnson Fernandes **Internal Guide**	**Mrs. Priya Sequeira** DEAN Dept. of Business Administration Alva's Institute of Engg. & Technology MIJAR – 574 225	**Dr. Peter Fernandes** **Principal** PRINCIPAL Alva's Institute of Engg. & Technology, Mijar. MOODBIDRI - 574 225, D.K

DECLARATION

I CHANDRIKA N bearing USN 4AL21BA021 hereby declare that the internship report on "JODO COMPANY PVT. LTD" has been prepared by me under the guidance of Mr Johnson Fernandes, Assistant Professor, PG Department of Business Administration, Alva's Institute of Engineering and Technology.

I also declare that this internship work is towards the partial fulfilment of the university regulation for the award of degree of Master of business administration by VTU Belgaum, Karnataka. I have undergone the internship for a period of 4 weeks. I further declare that this Internship is based on the original study undertaken by me and has not been submitted for the award of any degree from any other University/Institution.

Date: 30/1/2023

Place: Mijar

Signature of the Student

AKNOWLEDGEMENT

I wish to convey my deep sense of gratitude to my internal guide Mr. JOHNSON FERNANDES Assistant Professor, PG Department of Business Administration, for having guided me on every aspect right from the beginning of the internship report.

I sincerely thank Mrs Priya Sequeira, Head, PG Department of Business Administration for all her support and encouragement to do a meaningful study.

My thanks to Dr. Peter Fernandes, Principal of Alva's Institute of Engineering and Technology for his whole hearted support in all ourendeavors.

I express my genuine thanks to all the teaching faculties and the support staff of the PG department of Business Administration, Alva's Institute of Engineering and Technology, Mijar, Moodbidri.

I express my deepest thanks to my parents and family members for their active role in my professional development without which my higher studies would have been just a dream.

Finally, I thank my friends for their valuable suggestions offered to me to complete this study successfully.

Thank you

TABLE OF CONTENTS

EXECUTIVE SUMMARY

The report is all about the internship conducted in JODO COMPANY PVT LTD which encompasses the overview of the Fintech industry explaining about the growth, economical contribution and future goals of the industry. The report also gives a brief overview of the company profile starting from its vision, mission history of company.

The first chapter deals with the introduction about the internship, industry profile. The second chapter is about the organization profile,

- Nature of business,
- Vision mission, quality policy,
- Workflow model
- Product/service profile,
- Ownership pattern,
- Achievements/awards if any,

The study also deals with the McKinsey's 7s framework pertaining to the JODO Company Pvt.ltd company which analysis the company's organisation structure, strategy, skills, leadership style and shared values of the organisation. It also includes SWOT analysis of the organisation, financial statement with ratio analysis. This report also has the learning experience and it additionally comprises of Bibliography.

CHAPTER-1

INTRODUCTION ABOUT ORGANISATION AND INDUSTRY

1.1 INDUSTRY PROFILE

Progressively, the huge fintech industry comprises of new companies and lofty monetary organizations endeavouring to improve the budgetary administrations given by money related foundations around the globe. The organizations have endeavoured to utilize continually advancing innovation and create present-day techniques for taking care of money.

A large number of us may not understand, yet innovation has constantly assumed a critical job in the money related division. In any case, the most recent 65 years have played a huge role and the creation of a few fintech arrangements.

The 1950s saw the dispatch of credit cards and 10 years later, ATMs changed the manner in which cash was withdrawn from banks. The proliferation of the internet during the 1990s propelled the fintech business to a new level; electronic instalment framework, web-based business models, web-based shopping, portable banking, and have brought about a significant revolution.

Money related organizations, monetary methodology, and budgetary administrations have radically advanced and improved in the last couple of decades. With the development of the Fintech industry in India, the whole business has experienced a huge change in the manner in which the money related methods are completed and budgetary establishments are performed.

The coordinated efforts between account and innovation have prompted an extreme change in banking, venture, exchanging, and digital money. And that's just the tip of the iceberg. This development has prompted the ubiquity of the term "Fintech", a short structure for the expression of Financial Technology. This post reveals insight into Fintech and why has it turned fierce in the modern world.

1.2 HISTORY:

A NASSCOM report says that the fintech programming and administration advertising in India was around $8 billion in 2016; it was expected to develop 1.7 times by the end of 2020. The report includes that the exchange an incentive for the Indian fintech division was around $33 billion in 2016 and was scheduled to reach $73 billion in 2021 at a five-year compound yearly development rate (CAGR) of 22%.

The Indian FinTech scene is divided as follows: 34% in instalment handling, trailed by 32% in banking, and 12% in the exchanging, open and private markets. Visakhapatnam is being created as FinTech valley and the nearby administration of Andhra Pradesh opened to advance the interests in this area.

In 2018, more than 12,000 new businesses grew in the Fintech space over the world with a monstrous speculation of $19 billion. Fintech includes innovative organizations that are going up against each other and working in unison with existing money related foundations. These organizations likewise work together with colleges and research foundations, and industry bodies.

India now has a system in place that gives new companies a chance to exponentially develop into enormous organizations. Directly from digging into a scope of unexplored portions to outside business sectors, new Fintech businesses are conveying advancement that was deemed hard to accomplish.

Fintech is improving client experience by giving customized plans suited to the client's needs. The inevitable destiny of Fintech will see altered outlines that can imagine critical events in a client's life. Big Data for personalization will bring about improved availability and capability; the results can then be used in the progression of present-day administration models.

The Fintech Times says 2020 will be the time of brilliant coordinated efforts between Fintech trend-setters and corporates, where corporate organizations would ideally put resources into Fintech instead of acquiring arrangements. Likewise, banks will be collaborating with Fintech to sort out inconsistencies and offer benefits via administration, smooth client experience, and a progression in cutting-edge highlights to ease tasks.

CHAPTER-2

ORGANIZATION PROFILE

2.1 BACKGROUND

JODO IS ALL ABOUT: Simplifying Education Payments!

About us:

Jodo is a fintech start-up building payment solutions to make education payments convenient & affordable for parents while simplifying fee collections for education institutes. Jodo's suite of products - Jodo Cred, Jodo Flex, and Jodo Pay - are custom-built payment solutions that allow parents/students to pay their fees in a manner most convenient to them.

How we started

We began our journey of building Jodo in early 2020 when we noticed that many parents find it hard to pay their children's education fees in a lump sum! With a deep belief in the power of contextual financial products, we started building specialized payment & lending solutions for fee payments.

Life @ Jodo We work together.

We learn together. We win together. We party together. Jodons, as we like to call ourselves, work hard, get things done, and take pride in our work. At Jodo, we think our actions define our culture. We are a team of enthusiastic people who are deeply motivated to make a significant difference.

Jodo was founded with a mission to positively impact the lives of people through well-designed financial products. We believe that financial products can have the power to significantly improve millions of lives. Year-long research trying to understand the needs of people has culminated in the founding of Jodo. Jodo aims to be a multi-product fintech platform to make education-related payments easy, convenient, and rewarding for all parents and students. We adopt a first-principles approach to crafting new financial products - first understanding the needs and aspirations of customers and then structuring financial products. School fee made easy" is the tagline for Jodo's monthly fee payment plan, JODO is a fintech company started in early 2020 based out of Bangalore and it currently serves to schools and its parents with a unique fee payment plan. JODO officially has partnered with around 100+ schools & colleges in Bangalore and is serving more than 5000+ parents.

JODO is a start-up founded by the alumni of IIT-IIM. The three founders of the company have their roots deeply embedded into the various financial services and this no cost EMI school fee payment through a hassled free process is a brainchild of them to fuel the aspirations of the typical Indian middle-income households.

Private School fee in urban India has increased 10 times in the last 10 years. Schools demand the fee to be paid in 1, 2 or 3 instalments making it a lump sum cash outflow for the parents. People with monthly income find it difficult to manage as the school fee accounts for 15-25% of the the total annual income. A monthly payment plan eases cash flow and helps parents plan their finances better. It also increases the affordability of parents to good schools. Parents, who opt to pay their child's school fee through Jodo, will get the choice of paying the fee on a monthly basis at select number of instalments not exceeding the academic year at absolutely no extra cost.

No extra cost includes the aspects of 0% interest, no processing fee, no service charges, no pre-closure charges and no hidden costs. This is possible because Jodo gets the revenue from the school. Education being the most important spend of the household, Jodo's monthly school fee payment plan is a true value product for the parents of urban India.

2.2 NATURE OF THE BUSINESS

About our products!

No-cost EMI options to pay the fee monthly for /parents where institutes receive the fee upfront without any risk.

JODOCRED of delay or non-payment.

JODOFLEX Parents can schedule payments to 'Autopay' on the instalment due dates and the Institutes receive money on pre-decided dates without any delays or hassles.

JODOPAY Institutes can share payment links, gateway, QR codes to receive payments via all modes and parents can pay by any payment method available just with a few clicks.

As per the Quality Policy:

"School fee made easy" is the tagline for Jodo's monthly fee payment plan. Parents, who opt to pay their child's school fee through Jodo, will get the choice of paying the fee on a monthly basis at select number of instalments not exceeding the academic year at absolutely no extra cost. No extra cost includes the aspects of 0% interest, no processing fee, no service charges, no pre-closure charges and ho hidden costs.

This is possible because Jodo gets the revenue from the school. Ex: If a parent has to pay the school INR 1 Lakh in 2 instalments his cash outflow would be INR 50,000/- in May and INR 50,000/- in October. Assuming the parent earns around INR 70,000/- per month it becomes a squeeze for the parent to pay INR 50K out of 70K as he will have other running commitments. If the parent avails a 10-month instalment plan from Jodo, the cash flow gets streamlined to INR 10K per month and it is much more convenient and financially more liberating for the parent.

Jodo pays fee to the school in one shot or two instalments as agreed with the school management Jodo charges a discount on the fees to the school. Pays the school fee through Jodo in monthly instalments at no extra cost.

2.3 VISION, MISSION: -

VISION:

Helping parents fulfill aspirations for their child, one dream at a time.

MISSION:

To positively impact the lives of people through well-designed financial products.

QUALITY POLICY:

To achieve and retain leadership, shall aim for complete customer satisfaction, by combining its human and technological resources, to provide superior quality financial services. In the process will strive to exceed customers' satisfaction and set industry standards.

- Build in-house processes that will ensure transparent and harmonious relationships with its clients and investors to provide high quality of services.
- Establish a partner relationship with its investor service agents and vendors that will help in keeping up its commitments to the customers.
- Provide high quality of work life for all its employees and equip them with adequate knowledge and skills so as to meaningfully respond to customers' needs.
- Continue to uphold the values of honesty and integrity and strive to establish unparalleled standards in business ethics.
- Use state-of-the-art information technology in developing new and innovative financial products and services to meet the changing needs of investors and clients.
- Strive to be a reliable source of value-added financial products and services and constantly guide individuals and institutions in making a judicious choice of the same.
- Strive to keep all stakeholders (shareholders, clients, investors, employees, suppliers and regulatory authorities) proud and satisfied.

2.4 Workflow model:

Onboarding and Underwriting Process

Source: Aite Group

Prescreening	Identity verification/ KYC	Merchant history check	Business and operational model analysis	Web content analysis	Information security compliance	Credit risk underwriting
Begin prescreening process (sales)	Verify identity of the business and its owners	Check track record of the business and its owners	Analyze the merchant's business model and operations	Analyze merchant's web presence and content	Check that merchants comply with card network security requirements	Assess credit risk

The Process:

Step 1:

• Fill the application at: app.jodo.in (takes less than 3 minutes to fill this up)

• Fill your basic details and select the school from the list

• Add details of all your child (name and class); can add details for multiple children

• Last part of the form asks for self-declared information like your profession, income, address and PAN Number (Given Jodo is structured as a 0% loan, it is mandatory for us to get this information)

• You will get a call from our team within 4 hours to inform the preliminary approval status.

Step 2:

• Post approval, we need you to upload a few documents (selfie, bank statement, PAN card photo and address proof photo) - We need this for verification and KYC purposes

• We will then call you within 2 hours of completing this step to inform you about the final approval status. Please note that filling up the form and getting approved does not mean you are taking the Jodo plan – you can still decide to opt out before Step 4.

Step 3:

• Once approved, Jodo will send an email to you and the school for confirmation

• The school needs to confirm on email the exact fees for your children

• Once you are good to go ahead, you need to reply on that email confirming that the fee amount is correct and that you will go with Jodo for your child's school fees.

Step 4:

(This is the last step to finish formalities for Jodo payment plan)

• NACH registration – We register an NACH (auto-debit) mandate on your bank account.

• NACH is like ECS or standing instruction where the specified amount will be debited from your account on a particular date so that you don't have to remember to pay every month.

• Processing fee to be paid (if applicable)

• Agreement signature – we do an online OTP based signature

• After completion of this step, Jodo will confirm on email to school and make the payment on your behalf. Only once the school confirms this, is when you start the monthly payments.

Important points to note and tell the customer while explaining the process:

• No documents required to fill the approval form – only PAN card number needs to be handy

• Only after preliminary approval, we ask for 3 basic documents

• It does not matter if the exact fee is not known. We will confirm the school fees with the parent and the school before starting the monthly plan. We also need to know exact fees before transferring the fees – so we will also confirm.

• No transaction (us to school and parents' monthly repayments) before the agreement is signed. So, you can choose not to take us till the agreement is signed.

• Giving us documents does not mean we start the monthly plan.

• We will ask for documents only once this year – once you are enrolled, you can continue to pay through us without any documentation.

2.5 Product/service profile:

About products!

No-cost EMI options to pay the fee monthly for parents where institutes receive the fee upfront without any risk.

JODOCRED of delay or non-payment.

JODOFLEX Parents can schedule payments to 'Autopay' on the instalment due dates and the Institutes receive money on pre-decided dates without any delays or hassles.

Since Jodo serves to parents of the schools where an official partnership is already inked, most of the customer leads we receive comes in as inbound requests in the following modes:

(i) WhatsApp request to know more about Jodo

(ii) Half-filled form at app.jodo.in,

(iii) Inbound phone call to Jodo helpline number and (iv) Completely filled form which becomes a user. The received leads are assigned to every customer ninja as and when it arrives. All the leads that are assigned to ninjas can be accessed in the “Tasks” tab of a particular ninja.

A lead or a customer that is assigned to a ninja for any task (Pitch, Documents Upload, School Verification, TVR, Fee confirmation and Loan Agreement Signature) are accessible for the ninja from the Tasks tab and are available in the order of dates. Hence for effective leads & users management, managing the tasks in CRM becomes a significant process that drives optimised output. Lead A prospective customer who is yet to apply for Jodo.

The objective of the ninja is to make him/her an applicant. User is an applicant who has filled the pre-approval form. The objective of the ninja is to engage with customer in getting required documents, organize for TVR and get the customer to a complete closure with Loan agreement signing. The grievances of a customer also have to be handled by the designated ninja.

Pitch:

Reaching out to a customer and explaining the product, processes and benefits of Jodo. Clearing out queries and issues of a lead and converting them into a Jodo user (Applicant to Jodo). Pitch in short means to fill someone’s pre-approval form.

Documents Upload:

Once a customer is pre-approved. Getting required docs like Bank Statements, pay slips, KYC etc., to enable the customer towards final approval.

School Verification:

Verification of the past fee payment track of a customer is important to make sure the approval is provided for the deserving parents. If the parent has a bad fee payment history or pending dues from last year, this has to be reported immediately. Loan agreement signature Though the task is addressed as Loan agreement signature this has 4 or 5 important sub tasks which has to be completed by taking the customer on call.

The steps to cover for doing a Loan agreement signature task are (i) Upload any remaining documents, (ii) Bank account verification, (iii) Processing fee payment, (iv) Set-up Auto Debit and (v) e-Sign Agreement.

2.6 OWNERSHIP PATTERN:

About the founders:

Atulya Bhat:

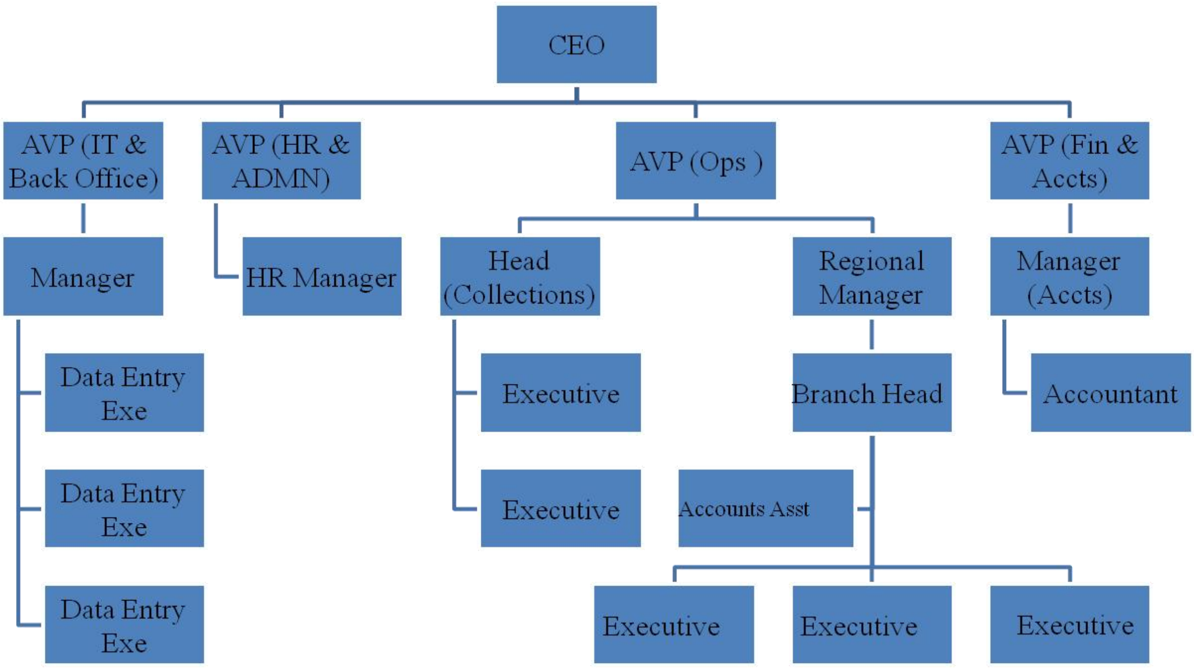
IIT Madras Nanyang Technological University HEC Paris IIM Ahmedabad Nomura, iRage Capital, Goldman Sachs, Matrix VC 12+ years of specialized experience in building financial products and fintech.

Raghav Nagarajan:

IIT Kharagpur CRISIL Barclays Edelweiss Capital Matrix VC Rupeevest- Founder 12+ years of specialized experience in building financial products and fintech.

Koustav Dey:

IIT Kanpur IIM Bangalore Morgan Stanley Venture Capital Society, IIMB McKinsey Matrix VC 12+ years of specialized experience in building financial products and fintech.



2.7 ACHIEVEMENTS/AWARDS:

1. BEST INNOVATION in PFM, SAVINGS ACCOUNT, BUSINESS BANKING ACCOUNT.

2. BEST INNOVATION IN PAYMENTS (incl Cards, BNPL, Remittance/FX).

3. BEST INNOVATION IN WEALTH MANAGEMENT.

4. BEST INNOVATION IN LENDING.

5. BEST FINTECH-BANK COLLABORATION.

6. BEST USE OF Ai IN FINTECH.

7. BEST INNOVATION IN ALTERNATIVE INVESTMENTS.

8. BEST SOCIAL MISSION FINTECH.

9. DIVERSITY & INCLUSION AWARD.

10. BEST SUSTAINABILITY INITIATIVE IN THE FINTECH.

11. BEST OPEN BANKING SOLUTION.

12. FINTECH CTO/CIO OF THE YEAR.

13. YOUNG FINTECH LEADER OF THE YEAR.

14. BEST INNOVATION IN CRYPTO &/or DIGITAL ASSETS.

15. FINTECH LEADER OF THE YEAR.

2.8 FUTURE GROWTH AND PROSPECTS:

The future of Fintech or Financial Technology seems to be bright and it might grow at a rapid rate.

In March 2020, a report found out that besides China, India had the highest rate that is 87 percent, when it comes to Fintech adoption rate.

It was probably the highest as compared to all the emerging markets in the world. The average adoption rate on a global level is just 64 percent.

The report states that the value of the Fintech market in India in 2019 was approximately Rs 1,920.16 billion.

The report expects the value to go as high as Rs 6,207.41 billion by the year 2025. The compound annual growth will be around 22.7 percent during the years 2020-2025.

Over the years Fintech grew to such an extent that it became hard for people to decide if it was just hype or reality.

The main thing that matters the most is the capacity of humans to develop and habituate to new changes.

Even the top-level productions in terms of finance can get people nowhere if the entrepreneurs do not bring attractive interfaces and organizations do not distribute the products to thousands and even millions of people. Talking about recent times, the financial infrastructure has gone through a huge change.

When it comes to legacy chassis, it is not the same for every organization and unlike it, the new ones have a digital shortage, quick opening of accounts and movement of money, and selling and capitalizing engines.

We can see that the crypto miners spend huge amounts of money each year on data protection and security.

There are many non-proprietary developers that are continuously upgrading the software for every user. Today’s markets still seem to be obsessed with Bitcoins.

On the other hand, Ethereum, the programmable digital ledger of the forthcoming times, is trying to re-invent standards of data. It will help in creating a more effective finance factory.

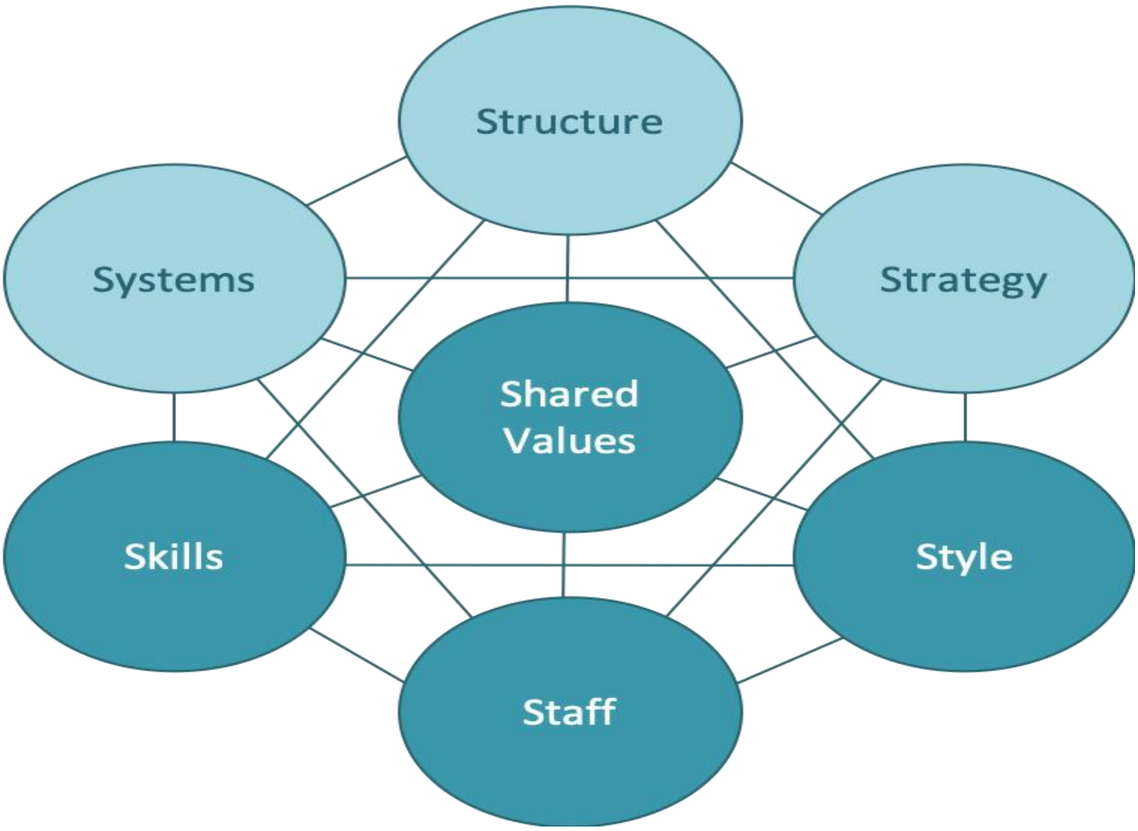
Fintech has almost started with this. Some banks are trying their best to level according to Fintech but many have failed without them knowing it.

However, the future of Fintech is bright and it will probably grow at a fast rate.

CHAPTER-3

MCKENSY'S 7S FRAMEWORK AND PORTER'S FIVE FORCE MODEL:

The McKinsey 7s model is a strategic tool and framework that helps managers and businesses assess their performance. The McKinsey 7s model identifies 7 key elements for an organization that need to be focused and aligned for successful change management processes as well as for regular performance enhancements.



Hard Components:

Strategy

Structure

System

Soft Components:

Shared

value

Style

Skills

Staff

Strategy

Clearly defined:

This helps the organization manage performance, guide actions, and devise different tactics that are aligned with the business strategy. Moreover, the business strategy's definition and communication also make operations for more transparent and aligns the responsibilities and actions of the company. The unique strategy used by Jodo Company is "Fees done with ease".

Guiding behaviour for goal attainment:

Smart Goals are set with short- and long-term deadlines in accordance with the business strategy. The business strategy helps employees decide tactics and behaviours for attaining the set goals and targets to help the business grow.

Competitive pressures:

The strategy addresses these competitive pressures through suggestive measures and actions to address competition via strategic tactics and activities that ensure sustainability to adapting to market changes, and evolving consumer trends and demands.

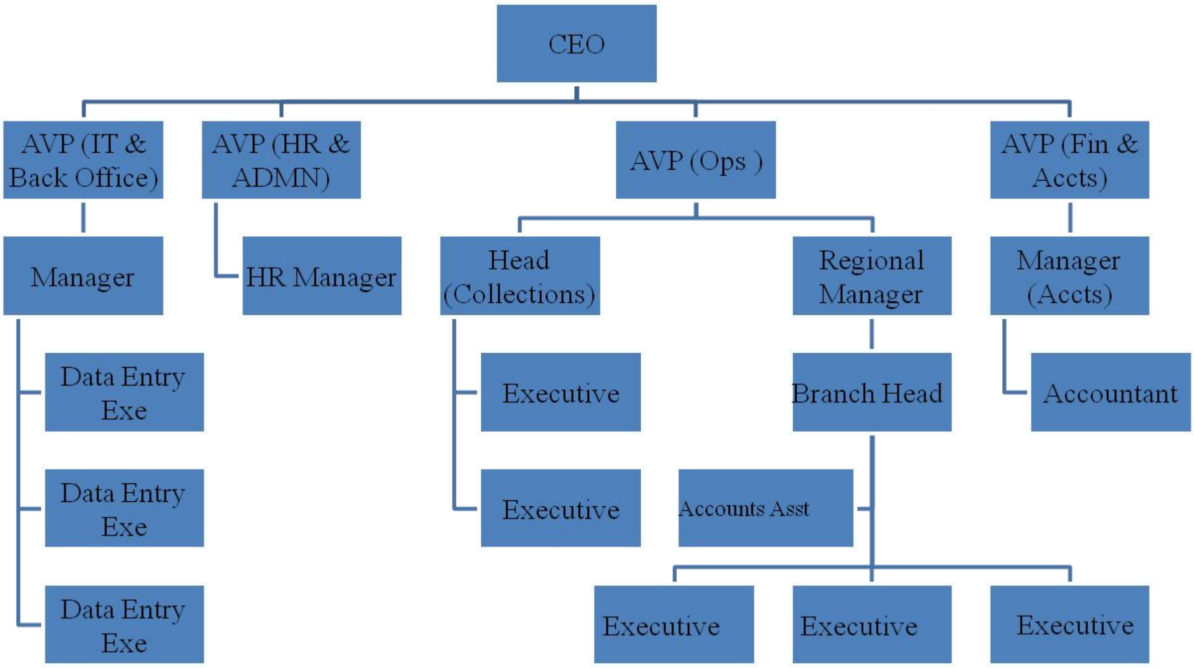
Changing consumer demands:

It allows the company to remain competitive and relevant to its target consumer groups, as well as allows the company to identify demand gaps in the consumer market. The company then strategically addresses these gaps through product offerings and marketing activities which give the company successful and leading-edge over other patterns in the market.

Flexibility and adaptability:

With flexibility, adaptability, quickly reacting and responding to changing consumer patterns globally, but is also able to adapt its products locally and culturally via localization for different countries and regions. Moreover, the company is often able to proactively predict consumer market changes, and devise strategic changes accordingly to meet the market trends.

STRUCTURE



Organizational hierarchy:

With lesser managerial levels in between and more access to the senior management and leadership, the employees feel more secure and confident and also have higher access to information. Moreover, the flatter hierarchy also allows quicker decision-making processes.

Inter-Departmental coordination:

The company’s departments often form inter-department teams for projects and tasks that require multiple expertise. All coordination between different departments is effective and organized, for initiating and monitoring coordination between departments to ensure smooth work operations and processes – and goal attainment.

Internal team dynamics [department specific]:

Where jobs require individual attention and scope, the company also assigns individual responsibilities and job tasks. are expected to be team players who can work well with and through other members, and who get along well with other people. The teams are supportive of all embers and work in synch with synergy towards achieving the broader team objectives and goals.

Centralization vs. decentralization:

Like many progressive organizations are designed to be carried out with responsibility, and employees often set their goals with mutual coordination and understanding with the supervisors. Is also centralized in making sure that supervisors oversee, and approve of the various efforts, and tactics that employees choose to ensure that they are aligned with the organizational strategy and values.

Communication:

A developed and intricate system for ensuring communication between employees, and different managerial levels. The communication systems enhance the overall organizational structure. The systematic, defined, and organized communication allows an easy flow of information and ensures that no organizational tasks and goals are compromised because of a lack of communication, or misunderstandings.

SYSTEMS:

Organizational systems in place:

It has defined and well-demarcated systems in place to ensure that the business operations are managed effectively and that there are no conflicts or disputes. are largely departmental in nature, and include, for example:

- Human resource management

- Finance - Marketing
- Operations
- Sales
- Supply chain management
- Public Relation Management
- Strategic leadership

Defined controls for systems:

Each of the defined and demarcated systems has especially designed tools and methods as controls for evaluating performance and goal attainment. These controls and measures are designed specifically in different departments based on the nature of their tasks and 23 responsibilities. Moreover, each department also designs specific controls for members for performance evaluation, as well as for inter-departmental tasks and responsibilities.

Shared value:

It ensures that all its job tasks and roles are aligned with the core values that the company propagates. This means that all activities, tactics, and strategic tactics will reflect its core values, and will not deviate away from these. This is to ensure a consistent, and reliable brand image, as well as an honest organizational culture. In the event of organizational change, the company will continue to ensure that all change management processes and methods incorporate the core values so that the organizational culture is consistently maintained, and systematically changed if need be.

Style:

Management/leadership style:

It has a participative leadership style. Through a participative leadership style, is able to engage and involve its employees in decision-making processes and managerial decisions. This also allows the leadership to regularly interact with the employees and different managerial groups to identify any potential conflicts for resolution, as well as for feedback regarding strategic tactics and operations. Through its participative leadership able to enhance employee motivation, and increase organizational commitment and ownership amongst employees as well as other stakeholders.

Effectiveness of leadership style:

The participative leadership style is highly effective in achieving the business goals and vision of the organization. Employees feel to be active members of the organization who are valued for their suggestions, feedback, and input. Moreover, through participative leadership, leaders and 24 managers are able to identify current and potential conflicts within the organization, and actively work to resolve them as soon as possible.

Cooperation vs competition – internally:

With supportive and encouraging organizational culture, gives way to internal collaboration and cooperation. This cooperation and collaboration is important since its operations are spread globally and also because tasks and responsibilities within the company often require interdepartmental feedback and input. Moreover, with increased expansion, and synergy, the business also regularly forms project teams – which function effectively because of the cooperative and collaborative.

Team vs groups:

It has effective and functional teams and works with them internally to achieve its various business goals and objectives, and complete tasks. The company's management is encouraging and supportive, and the leadership provides a motivating and pragmatic vision toad achieve. The human resource management system, as well as the organizational training, supports all employees in their growth fairly and transparently. This leads to effective team formation instead of nominal groups within the organization for various projects, as well as department-specific tasks and roles.

STAFF

Employee skill level vs business goals:

It has enough employees employed across its global operations. Employees for different job roles and positions are hired internally as well as externally – depending on the urgency and the skill levels required. employees who are skilled as per the requirements of their job roles and positions. All employees are given in house training to familiarize themselves with the company and its values. External training along with in-house training is provided for skill level enhancement. 25 All job roles and positions are designed to facilitate the achievement of business goals, and as such, employee skill level is sufficient to achieve the business goals of the company.

Number of employees:

The number of employee's total of 250 main employees in varies from country to country as per the requirements and needs of the business and operations. The global team of is an inclusive one that accepts, and encourages diversity, and works in synchronization with members to ensure attainment of business goals. The team member sand employees are the most important part of business success.

Gaps in required capabilities and capacities:

A well-defined system for identifying potential needs of capabilities and capacities for the organization. The human resource function of the business has a systematic process that aligns all other departments to identify potential vacancies or skill gaps. Based on the nature of the need, the human resource department arranges for recruitments which may be permanent or contractual in nature, as well as arranges training sessions, if need be, for the current workforce.

Skills:

Employee skills:

It is a commendable workforce, with high skills and capacities. All employees are recruited based on their merit and qualifications. prides itself on hiring the best professionals and grooming them further to facilitate growth and development.

Employee skills vs task requirements:

It has defined tasks and job roles and hires and trains employees for skill levels accordingly with respect to those. The company ensures that all its job requirements are met and that employees have the sufficient skills to perform their respective jobs in accordance with the values and culture as well as the business goals and strategy.

Skill management:

It pays particular attention to enhancing the skills and capacities of its employees. It arranges regular training and workshops – internally as well as externally managed- to provide growth and development opportunities for its employees. focuses on personal as well as professional growth for its employees and works accordingly with them.

Company's competitive advantage:

The human resource is one of the core competitive advantages of the company. The skills of employees are developed specifically for job roles and requirements at and provide competitive benefit to the company – where players cannot imitate employee skills or training. This creates a unique and non-substitutable competency.

<u>Porter's five forces:</u>

The porter's five forces are an important strategic tool that is used by companies and businesses to understand industry dynamics as well as identify important aspects of the external environment. As a result, the porter's five forces model is used for decision making purposes, and facilitates companies in its planning and goal setting processes. The strategic model assesses the external environment through five important aspects related to the industry – namely: rivalry, buyer bargaining power, supplier bargaining power, threat of new entrants, and threat of suppliers. These factors help decision makers in understanding the industry position, and as well as growth potential and trends in the industry to better steer the business. The following section will briefly detail porter's five forces.

1 Industry rivalry

Industry rivalry or competitiveness refers to the number of players, and their strength in an industry. It also observes and identifies the various competitive advantages and benefits that players have, along with their offerings and business strategies. As a result, the competitiveness and rivalry of an industry allows the identification of the main drivers, as well as identifies what fuels growth in the industry. The industry rivalry is high when there are many players in a fragmented market, and these players offer similar products and services. As a result, players compete via pricing strategy largely. Consumers face negligible switching costs between players. 28 In a low competitive industry, there are few dominant players who offer distinctive products and services. Businesses operating in low completion industries are marked with healthier profits, and a more sustainable competitive advantage in business offerings and strategies. Lower competition in the industry, however, may also lead to the development of monopoly, and monopolistic markets, where consumers are often at a disadvantage because of higher pricing strategies, and price collusions.

Level of competition:

They face moderate to high industry competition. There are many players and market is generally fragmented. The players vary in their size of operations but compete for the same share of the pie with respect to consumer segments. There are several different local as well as international players in the industry, which has also led to the transfer of new skills and knowledge for local players. Industry players continually work towards improving their business processes and offerings to maintain profits and manage costs effectively.

Building Competitive advantage:

They tried to build a distinctive competitive advantage through investment in research and development, and thereby works towards creating unique and strategic marketing communications. It has also introduced several different innovations to make its business processes more effective and efficient. Players strive to operate with economies of scale, and have also started to use modern brand management techniques to appeal to consumers.

It made distinctive and marked changes to its product by inducing aspects of label designs and marketing campaigns to enhance its product development. Industry players have also led to overall industry growth through investment in distribution channels and development if e-commerce for respective industry.

Implications of industry rivalry:

The higher competitive rivalry has therefore led to an overall growth of the industry, and fuelled development as well internally focuses on technological advancements and brand management and brand development as key aspects for building sustainable competitive advantage and experiencing growth.

2 Buyer bargaining power

The bargaining power of buyers refers to the pressure that consumers of the good or service can exert on the company and the business. This pressure relates not only to offering competitive pricing to the consumers, but also entails focus on ensuring high quality of business offerings, improved customer service, and ethical production means, the bargaining power of the buyers is important in defining the competitiveness of the industry. This is because the pressure from the consumers can affect the seller directly, and influence his ability to produce and maintain profits. Higher bargaining power on part of the consumers can exert high pressure on the buyers to not only lower prices, but also consider and work towards fulfilling other consumer demands. Lower bargaining power on part of the consumers, in turn, where consumers are in weaker positions, or high number, leads to low competition in the industry where the buyer is not pressurized by the consumers' demands, and enjoys higher profit potential.

Market fragmentation:

It has a wide array of consumers as it produces and sells its products locally as well as across borders. As a result, the higher number of consumers lowers the overall bargaining power of the buyers, and strengthens the position of with respect to sales and profit maintenance.

Industry competitiveness with respect to buyer bargaining power:

Activities within the sector are largely manufacturing activities, and as a result these activities are important for the buyers. With respect to each individual industry player, this increases buyer power considerably. Consequently, the competition and rivalry in the industry increases as each player tries to increase his share of the pie by targeting similar segments of consumers.

Distribution channels and buyer bargaining power:

The higher channels for distribution of goods produced and marketed in the industry makes them more accessible for consumers as a result, it increases the consumer base for the players, and leads to higher market fragmentation This is true for local as well as international markets Consequently, this decreases the buyer bargaining power for the industry.

Switching costs:

The issue is however complicated by the high number of players in the industry offering similar products or services, which reduces switching costs for consumers Switching costs however may also vary according to the needs and wants of the consumers, and the types and variants of the products that they prefer The price competitiveness is especially an important factor for determining the switching costs for the consumers, in addition to product quality Industry players focus on brand development and marketing communications to appeal to consumers, and generate trials. As a result, the overall bargaining power in the industry is moderate.

3 Supplier bargaining power:

Supplier bargaining power refers to the pressure and influence that suppliers have on a company or a business through price fluctuations, quality inconsistencies, and through creating a supply shortage of the raw materials and inputs needed by businesses for operating the business. The supplier bargaining power has a direct impact on the competitiveness of an industry as well as on the profitability of the businesses for industry players – and thereby the growth potential for the overall industry. The bargaining power of suppliers is said to be high when companies and businesses face a high cost of switching suppliers with respect to the business. In addition, a small number of suppliers also increases the bargaining power of the suppliers as it restricts the choice that a company or a business may have for procuring its raw inputs. In addition, low availability of materials and products from suppliers also strengthens the bargaining power of suppliers.

Supplier strength:

It has a limited number of suppliers from local and international markets The lower number of suppliers makes switching costs high for the business, and as a result, gives more power to the suppliers because of the higher demand they face has a restricted number of suppliers also because of the quality checks and contractual agreements they carry out.

Industry competitiveness and supplier bargaining power:

The higher bargaining power of the supplier increases competitiveness in the industry Players, including Shree Cement Limited Cementing the People First Agenda, compete using pricing strategies Players also control other processes and business operations to ensure that the cost of doing business is controlled, and not passed to the consumer Low ability to change supplier to maintain quality pressures the business to achieve economies of scale Players in the industry compete for supplier contracts as well, and this may lead to a higher cost of doing business altogether. However, players must ensure that this higher cost does not lead to higher prices for the consumer, as the high rivalry in the industry maintains competitive pricing for all players.

4 Threat of new entrants

The threat of new entrants refers to the threat that new competition and new players may pose to existing players in the industry. The threat of new entrants also defines the competitive nature of an industry, and helps strategizing along with determining the attractiveness and growth potential of an industry. The threat of new entrants is also an important factor for determining and predicting the profitability of the industry as a whole, as well as of individual members and players. When new players and businesses enter an industry, it increases competition and rivalry within the business. If the new competing offers same or similar products and services, it will threaten the competitive position of the business.

Barriers to entry:

The industry has moderate to high barriers to entry This lowers the threat of new entrants as new businesses and companies will not easily be able to enter the industry and compete amongst and with existing players for the same share of consumers The industry is regulated by government policies and institutions which offer tough entrance based on their criteria There is no easy access to suppliers as well s distribution channels, which decreases the chances of new entrants becoming part of the industry The higher growth potential and profit promise also appeals to new players, who however, find it difficult to enter the growing industry.

Financial cushioning:

The industry that requires high financial investment the capital requirements of the industry cannot easily be met with by new players Bank loans may also not be easily acquired for meeting the financial requirements and capital needs of entering the industry The higher financial risk and investment associated with the industry discourages new entrants and players from trying to compete in the industry The added advantage of cost that existing players enjoy further decreases the chance of new players trying to enter the market.

Technological investment:

The industry in which competes is highly dependent on the technological infrastructure Technological advancements and innovations are introduced and adapted frequently for easing 33 the business operations and processes, as well as for smoothing processes for consumers The technological advancements require high expertise and capital investments This may not be afforded by new entrants which lowers their threat of entry into the industry.

Investment in R&D:

Existing players have strategized their business decisions and goals with respect to high investment in research relating to consumer behaviour and market trends This information and research may not easily be available to the new entrants Gaining this information and data, and correlating it with the past data and information to predict future trends will further be time taking as well as cost intensive This further dissuades new entrants and lowers their threat of entry into the industry.

Size of operations:

Exiting players have a larger size of operations This players also have sustainable economies of scale into their business processes – especially manufacturing As a result, existing players manufacture using cost effective means and methods Existing players also have controlled expenses, and deliver high quality products owing to their operations management New players in the industry will not be able to compete immediately and directly with existing players given the large size of operations and economies of scale – without a high financial investment. The high financial investment will run a risk as well, since the existing players have also invested in brand building activities, and have developed a string relationship with the consumers. As a result, the threat of new entrants to the industry is considerably lowered.

5 Threat of substitutes

Substitutes:

Players like in the industry are dependent on manufacturing for producing and marketing their offerings and products with a manufacturing focused company, the suppliers maintain a higher power business do not have substitutes and must contract with suppliers for ensuring quality production and sale of their products Lower number of substitutes makes switching costs higher, and increases the supplier bargaining power.

Threat of substitutes refer to the products from other industries that can easily replace the product offerings from the industry in which a company or a business operates. These substitute products offer similar benefits to the consumers. The threat of substitutes also affects the competitiveness of the industry, and influences the profitability potential of the players in the industry.

A higher threat of substitutes i.e. a higher availability accessibility of substitute products increases competitiveness for the industry players, and lowers the profitability for the players as well. This is because consumers could easily switch to other products form other industries.

The threat of substitutes is observed to be low. This is largely because substitutes are not present in the home country, and are offered to a niche consumer segment in international markets as well. As such, these substitutes are costly.

Switching costs:

There are high switching costs associated with using substitute products Substitute products may be imported, with additional custom duties and costs attached – which will increase the price of the product.

Availability:

Substitute products for are not easily available in the market The substitute products are made available only at select outlets, through select channels – given their low demand, and exclusivity The substitute products are made available only at select outlets, through select channels – given their low demand, and exclusivity.

Accessibility:

Substitute product are not easily accessible They are produced offshore, and internally distributed and managed by the company As such, no mass marketing tools are used

Consumers cannot easily locate their stocking As a result, they are not widely accessible This lowers the threat of substitute.

CHAPTER 4

SWOT ANALYSIS

STRENGTHS:

Below are the Strengths in the SWOT Analysis of JODO Company:

1. Growing customers relying on online and digital banking practice due to the pandemic
2. Adopts innovative techniques
3. Committed to R&D
4. Vastly automated systems
5. Agile and dynamic business model
6. Use modern, scalable, resilient IT systems.
7. Experts in IT and Software and the adoptability in the banking industry
8. Strong talent base
9. No process or organisational inertia to circumvent
10. Innovative products
11. Customer-friendly solutions
12. Cheap cost base
13. Customer oriented
14. Frictionless customer experience
15. Smart use of data
16. Finding the next best thing
17. Business model based on multi-dimensional data analysis to find customers need and want
18. Mostly have matchmaking business models, avoiding risk of default
19. New way of thinking
20. Ahead in the digital transformation journey
21. Provide differentiated products from traditional banks
22. Creates products that fit the needs of consumers
23. Serving underserved customers
24. Expanding in emerging markets
25. Faster market entry than traditional banking
26. Provide affordable and reliable banking services to remote areas
27. Attract new customers especially millennials

28. Adapts to change faster than traditional banks
29. Large growth potential Growing brand identity
30. Knowledgeable in digital marketing

Weaknesses:

1. Low or no brand awareness
2. Niche market player
3. Majority of FinTech's are small businesses
4. Small number of employees and sales team
5. Too focused on one financial function
6. Inferior product offering
7. Numerous product gaps
8. Small market share
9. Limited customer appeal
10. In some cases, products require tech background to use
11. Limited number of channels
12. Less resilient to economic changes
13. High cost of start-ups, which requires numerous funding rounds
14. Difficult to balance between Financial and Technological aspect of the business
15. Majority of Fintech seek to collaborate with incumbents but not with other FinTech's
16. Reliant on banks for service to certain clients
17. Little interaction with customers
18. Lack of sophistication of risk-management processes

Opportunities:

1. Creating and strengthening consolidation of FinTech's through a platform, will bring about greater convenience and price transparency
2. Ample room to grow customer loyalty
3. Great growth potential
4. Innovation tends to stem from new firms, not legacy ones
5. Opportunity to build brands in a way to become more "human"
6. Flexibility to fail and restart provides an opportunity to stay in business until the possibility of scaling up

7. Take advantage of first mover in new markets
8. Growth in brand identity
9. Take a leading role in digitalising the financial industry
10. Taking advantage of the shred and gig economy
11. Roll out technologically advanced products
12. Strengthen product differentiation
13. Create an innovative culture to keep rolling out new products
14. Customise product to different customer needs and markets

Threats:

1. Threats from cyber attacks
2. Total loss of revenue if system is down
3. Overall market size is miniature compared to conventional banks
4. FinTech's are twice as likely to fail than other start-ups
5. Fierce competition between FinTech's
6. Increase market fragmentation
7. Online financial sector is susceptible to distributed denial-of-service (DDoS) attacks
8. Regulation development places strain on development
9. Regulations that favour large players in the banking industry
10. Difficulty in maintaining capital requirements
11. High reliance on funding and ability to raise funds in the initial stages of the business
12. Low growth rate due to issues in raising funds
13. Lack of experienced staff could lead to ineffective decision making
14. Collaboration with incumbents may eliminate prominent players in the Fintech industry
15. Unpredictable trends and economic changes can lead to disruption and set the Fintech industry back
16. Product failure could damage brand image
17. Emergence of the next best trend, may cause fintech's to be a forgotten market
18. Lack of interaction due to the pandemic may invoke a desire for more face-to-face interaction after the role out of the vaccine
19. Difficult to engage with customers due to being bombarded by information

20. Lack of collaboration with conventional banks due to differences in culture and operational structure.

CHAPTER 5

ANALYSIS OF FINANCIAL STATEMENT

PROFIT AND LOSS ACCOUNT

The profit and loss statement are a financial statement that summarizes the revenues, costs and expenses incurred during a specified period, usually a fiscal quarter or year. The P&L statement is synonymous with the income statement. These records provide information about a company's ability or inability to generate profit by increasing revenue, reducing costs or both.

Profit and loss account	2022	2021	2020
Income			
Revenue from operation (Gross)	13,486.83	15,343.11	14,477.47
less: excise/ service/ tax/other levies	0	0	0
Revenue from operation (net)	**13,486.83**	**15,348.11**	**14,477.47**
Total operating revenue	13,784.54	15,656.65	14,801.35
Other income	203.98	311.21	138.5
Total revenue	**13,988.52**	**15,967.86**	**14,939.85**
Expenses			
Cost of material consumed	4,245.47	5,389.44	5,368.35
Operating and direct expenses	3,431.81	4,050.06	4,011.41
Changes in inventories of FG, WIP, and stock-in trade	142.41	100.81	-124.98
Employee's benefit expenses	839.07	863.97	881.06
Finance costs	57.04	86.22	89.2
Depreciation and amortization	635.3	602.97	599.64
Other expenses	2,077.76	2,483.35	2,534.33
Total expenses	**12,124.73**	**13,936.39**	**13,445.56**
Profit/loss before exceptional, extraordinary item and tax	**1,863.79**	**2,031.47**	**1,494.29**
Exceptional items	-176.01	0	0
Profit/loss before tax	**1,687.78**	**2,031.47**	**1,494.29**

Tax expenses continued operations			
Current tax	547.38	689.81	457.02
(-) MAT credit entitlement	0	0	0
Deferred tax	-274.54	-17.25	31.27
Tax for earlier years	0	0	-500.63
Total tax expenses	**272.84**	**672.56**	**-12.34**
Profit/loss after tax and before Extraordinary items	**1,414.94**	**1,358.91**	**1,506.63**
profit/loss from continuing operation	**1,414.94**	**1,358.91**	**1,506.63**
Profit/loss for the period	**1,414.94**	**1,358.91**	**1,506.63**

Balance sheet

SOURCES OF FUNDS	2022	2021	2020
Equity and liabilities			
Shareholder's fund			
Equity and liabilities	187.99	187.99	187.99
Total share capital	187.99	187.99	187.99
Reserve and surplus	12,473.45	11,333.29	10,339.67
Total reserve and surplus	12,473.45	11,333.29	10,339.67
Total shareholders fund	**12,661.44**	**11,521.28**	**10,527.66**
Non-current liabilities			
Long term borrowings	83.98	0.00	0.00
Deferred tax liabilities (net)	376.2	642.21	663.09
Other long-term liabilities	0.00	0.00	0.00
Long term provision	213.57	234.13	139.52
Total non-current liabilities	**673.75**	**876.34**	**802.61**

Current liabilities			
Short term borrowings	0.00	0.00	0.00
Trade payable	1,146.30	1,470.97	1,922.73
Other current liabilities	3358.57	3190.12	2,744.75
Short term provision	15.87	23.39	27.3
Total current liabilities	**4,790**	**4,684.48**	**4,689.78**
TOTAL CAPITAL AND LIABILITIES	**18,125.19**	**17,082.10**	**16,025.05**
APPLICATION OF FUNDS			
Asset			
Non-current asset			
Tangible asset	6,482.91	6,957.28	7012.21
Intangible asset	175.69	34.09	37.22
Capital work-in-progress	545.3	435.34	392.16
Other asset	0.00	0.00	0.00
Fixed asset	**7,203.90**	**7,426.71**	**7,441.59**
Deferred tax asset (net)	0.00	0.00	0.00
Long term loans and advances	129.35	135.92	161.23
Other non-current asset	2,241.55	1,866.02	1,610.11
Non-current investment	220.63	230.15	230.15
Total non-current asset	9,795.43	9,658.80	9,443.08
Current asset			
Current investment	0.00	0.00	0.00
Inventories	900.47	1140.95	1678.56
Trade receivable	451.53	628.43	868.26
Cash and cash equalent	5891.09	4538.1	3000.33
Short term loans and advances	59.8	31.43	78.47
Other current asset	1027.61	1084.39	955.95
Total current asset	8330.5	7423.3	6581.57
TOTAL ASSET	**18,125.93**	**17,082.10**	**16,025.05**

Ratio analysis:

Ratio analysis is the technique which help to evaluate the financial conditions and performance of the business. Financial ratios more used by managers within a firm. Financial analyst uses financial ratio to compare the strength and weakness of the company.

Current ratio:

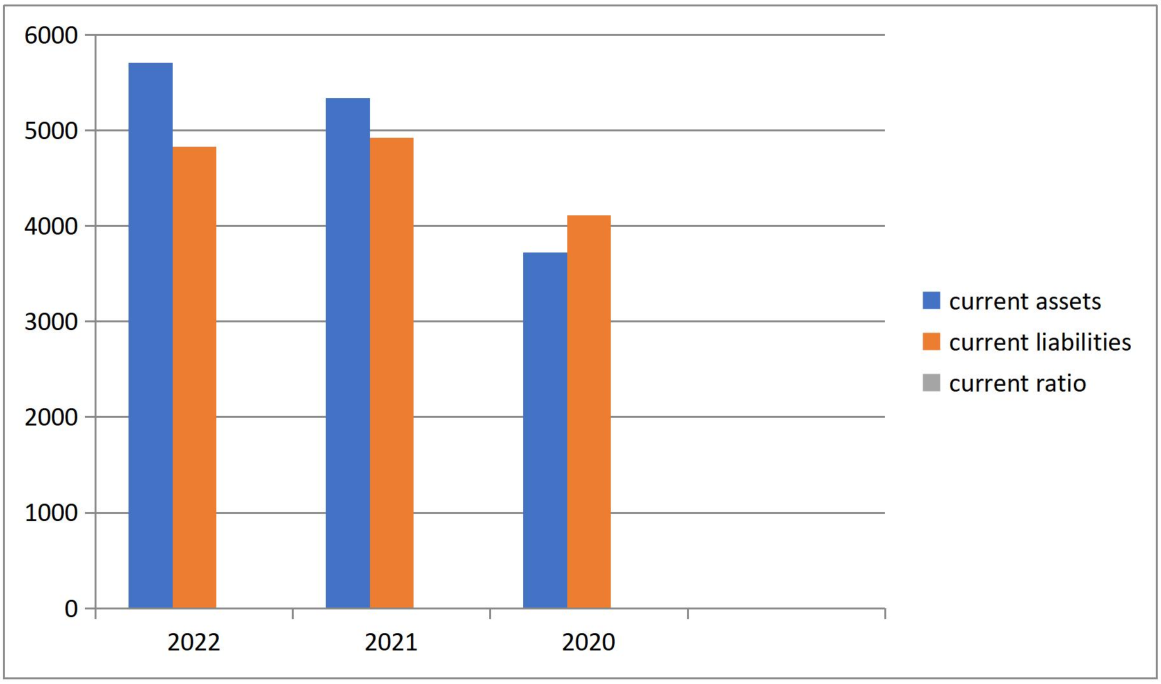
Current ratio also called working capital ratio. Current ratio is a liquidity ratio, it guides investors and analysts how a company can maximize the current asset on its balance sheet to clear its current asset and current liabilities. The formula is:

$$current\ ratio = current\ asset \div current\ liability$$

(In crore)

Year	Current asset	Current liabilities	Current ratio
2022	5711	4834	1.18
2021	5339	4923	1.08
2020	3726	4110	0.91

(Ref: acc annual report 2022).

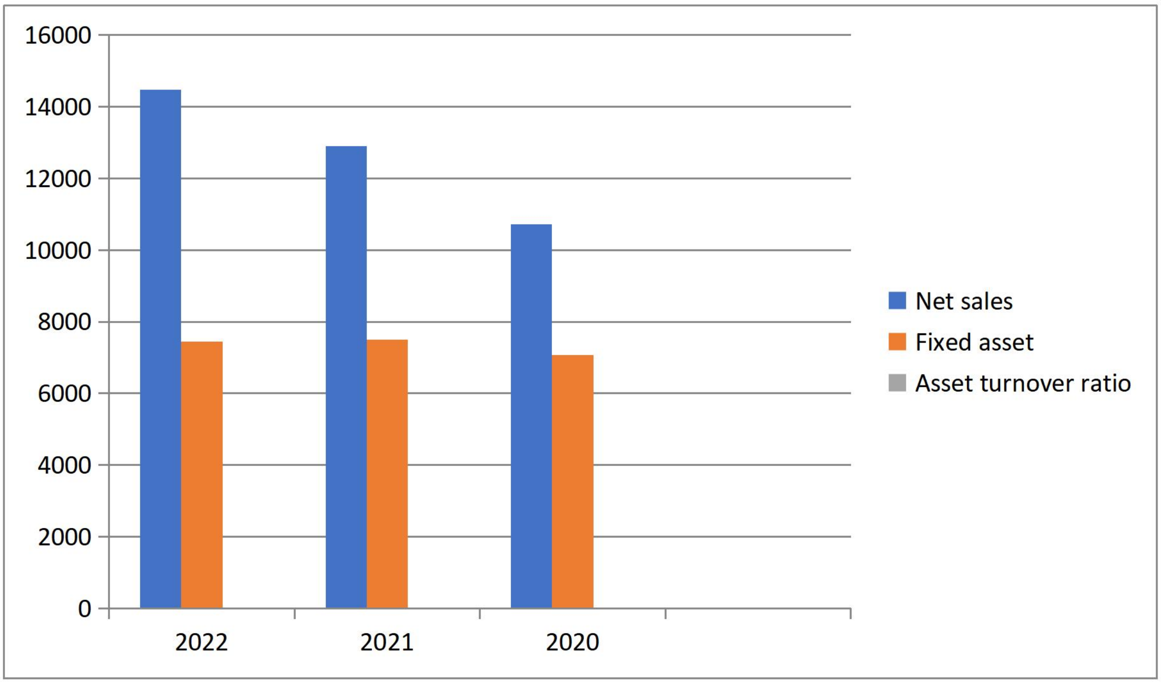


This current ratio denotes the operating financial health of a company. It measures the capacity of the company to pay off its immediate liabilities with the liquid able asset. Current asset include cash, short term investment, receivables, inventories etc. current ratio less than 1 is avoidable.

Asset turnover ratio:

(In crore)

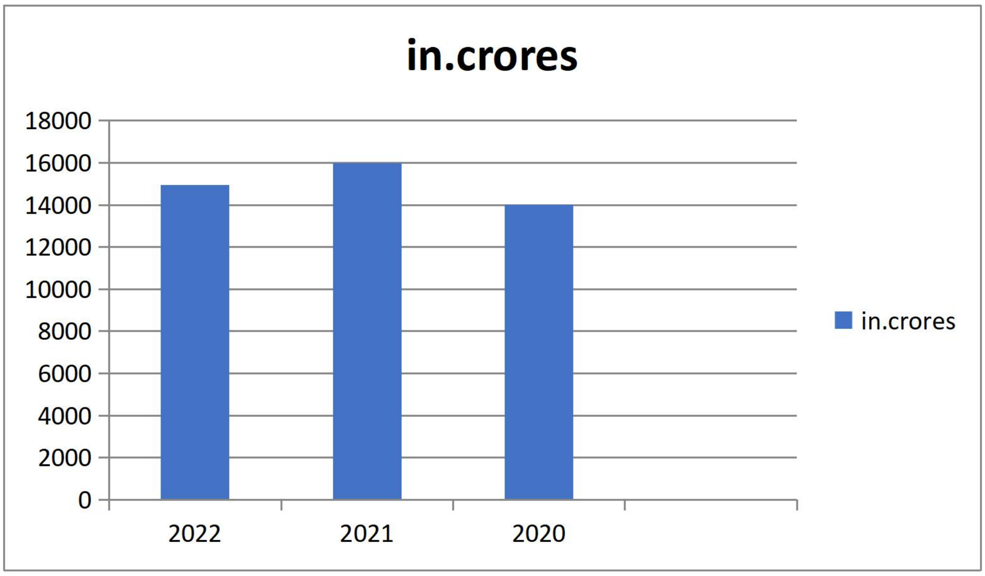
Year	Net sale	Fixed asset	Asset turnover ratio
2022	14,477	7,442	1.9
2021	12,909	7,503	1.7
2020	10,722	7,074	1.9



Asset turnover ratio cam be used as an indicator of efficiency with which a company is using its assets to generate revenue. Here higher ratio is favored because there is an implication that company is efficient in generating sales or revenue. If the ratio is greater than 1 it is always good. The reason for a decline in business could be economic downturn or competition.

Revenue:

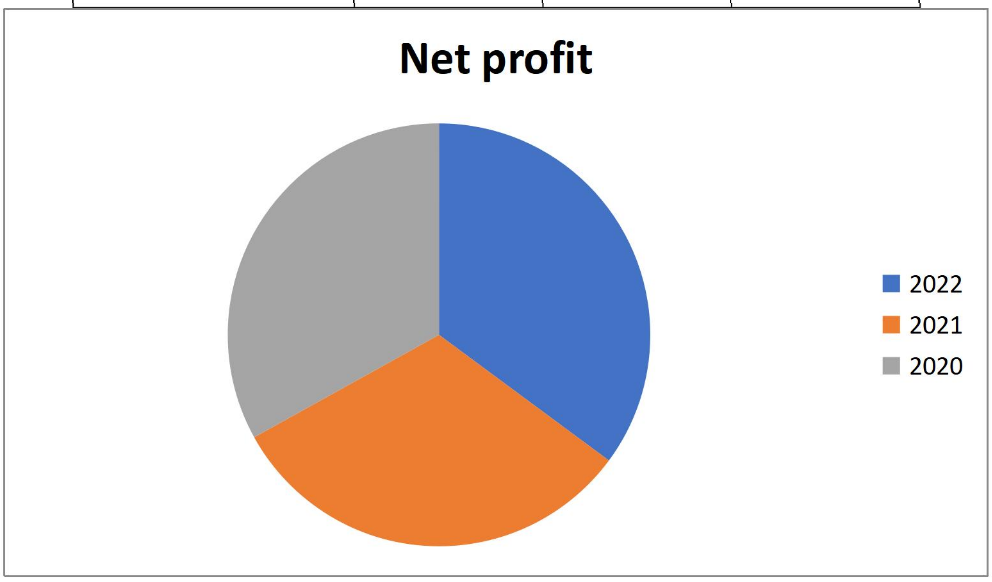
Year	2022	2021	2020
Rs.in crores	14,947	15,979	14,004



An increase in the revenue is sign of a good company. Revenue denotes that the demand for the company's product or service has increased. In the year 2022 we can see revenue is decreasing i.e., 14947 cores. It is the bad sign for the company.

Net profit v/s EPS:

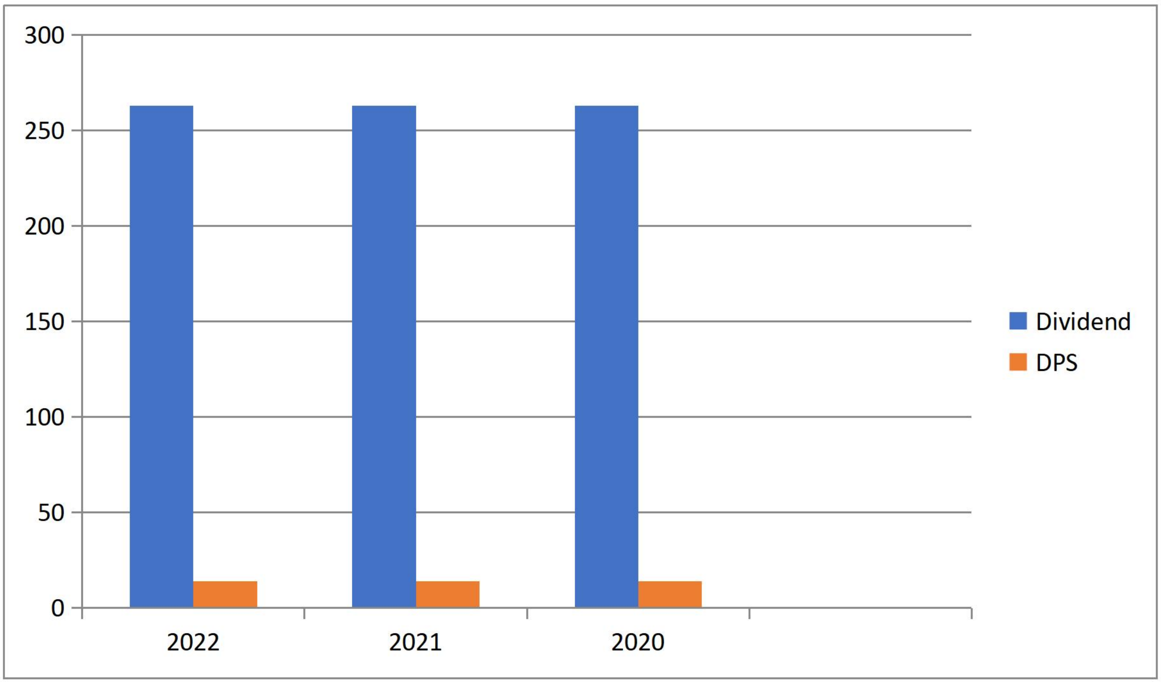
Year	2022	2021	2020
Net profit (crore)	1520	1377	1430
EPS	80.94	73.33	76.15



Along with the revenue, the profit of the company should also grow because it is the profit that matter at the end of the day. A company whose profit is decreasing should be avoided. Earnings per Share (EPS) closely related to Net Profit (N/P) as it is equal to number of shares. Both should follow the same growth pattern, unless the company has diluted its equity by issuing more shares.

Dividend v/s DPS:

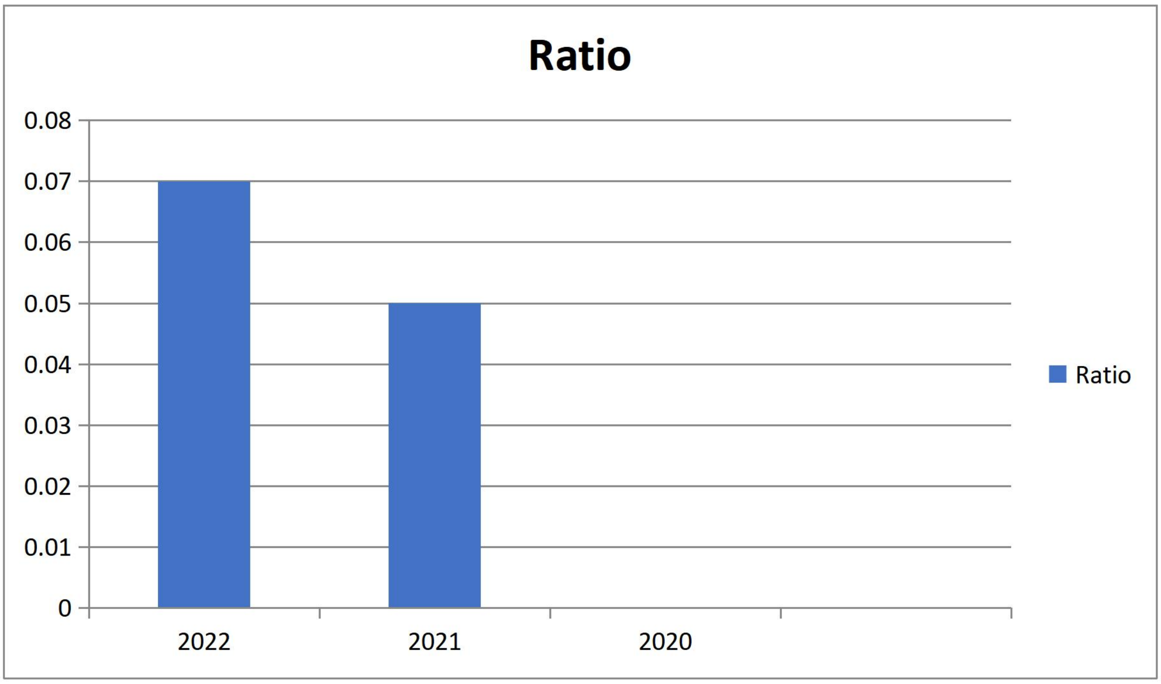
Year	2022	2021	2020
Dividend	262.90	262.90	262.90
DPS	14	14	14



A growing dividend is the good sign for many ways. Which means the company has shared its growing profits with the shareholders which confirm high integrity of management. Also confirm that investment yield a good dividend in coming days. Sometimes a company need cash to invest in future investment to further growth. So that time highly difficult to distribute percentage of dividend.

Debt equity ratio:

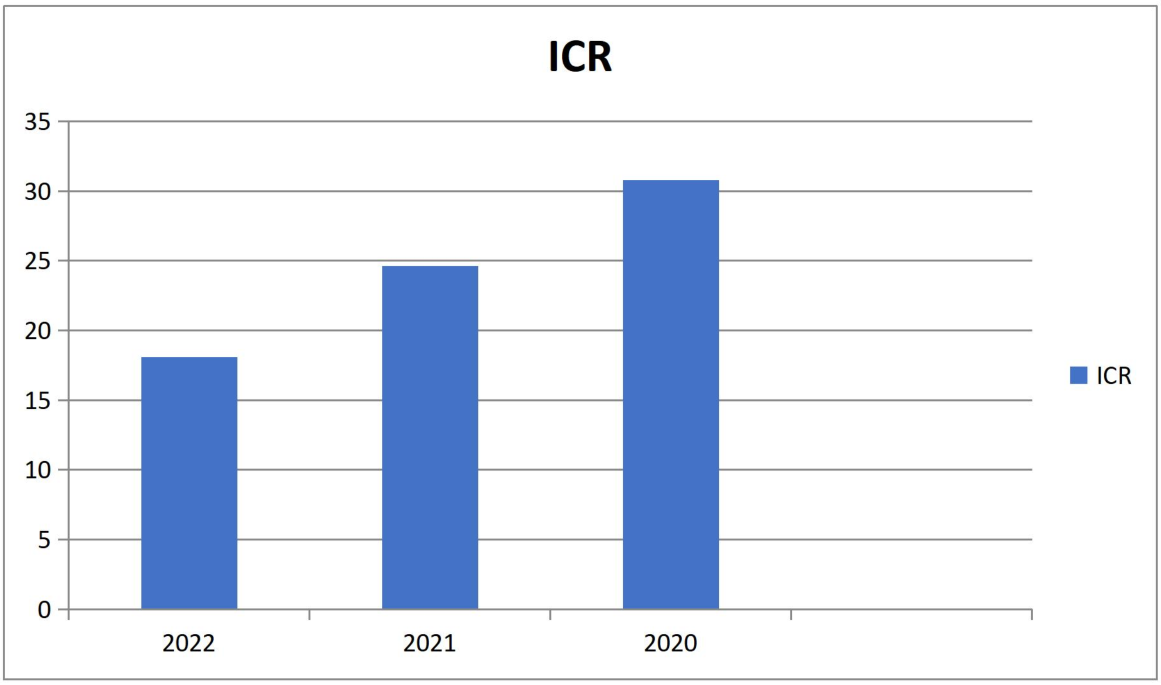
Year	2022	2021	2020
Ratio	0.07	0.05	0.00



A high debt equity ratio is a bad sign for the safety of investment. A company which has high risk in comparison to its net worth, has to spend large part of its profit in paying off the interest and the principal amount. If a debt is decreasing over a period of time, it is a good sign. The company that has a debt equity ratio greater than 0.5 should be avoided.

Interest coverage ratio:

Year	2022	2021	2020
ICR	18.09	24.63	30.78

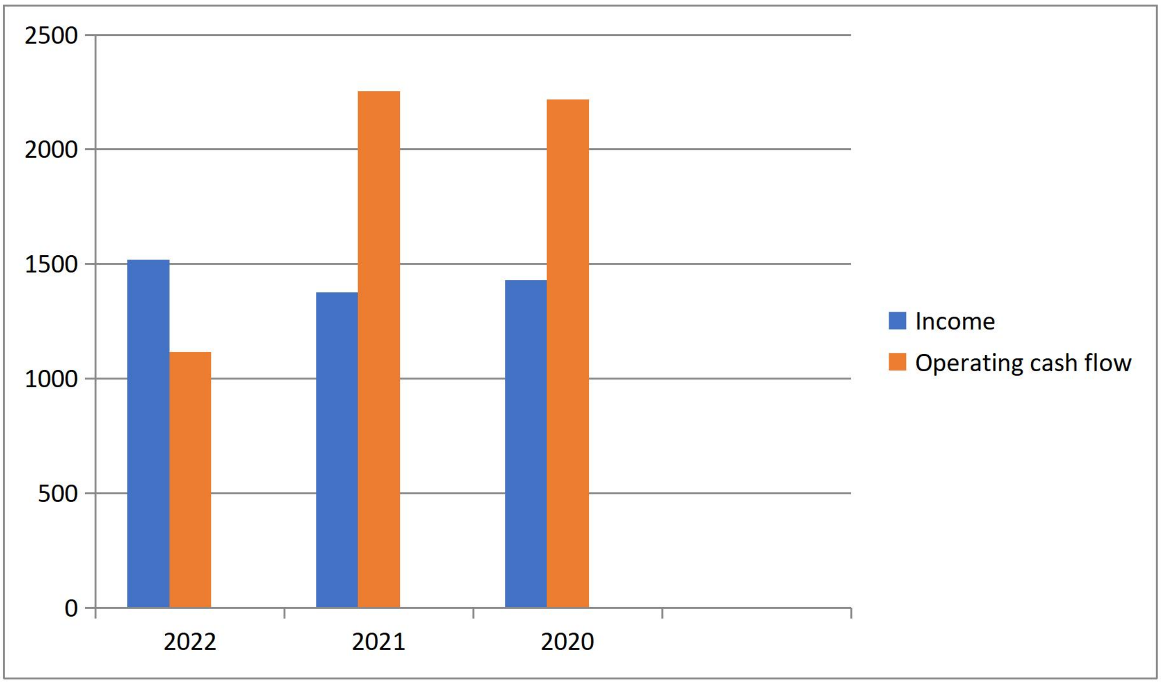


Interest Coverage Ratio= Earnings before Interest and Tax (TBIT)/ Interest

Interest coverage ratio means high capacity to bear the interest of the debt with profit. In order to ensure safety of the investment. In order to ensure safety of the investment, one should not invest in the companies that have interest coverage ratio of less than 2.5%.

Income v/s Operating cash flow:

year	2022	2021	2020
Income(crore)	1520	1377	1430
Operating cash flow	1117.54	2254.71	2219.19

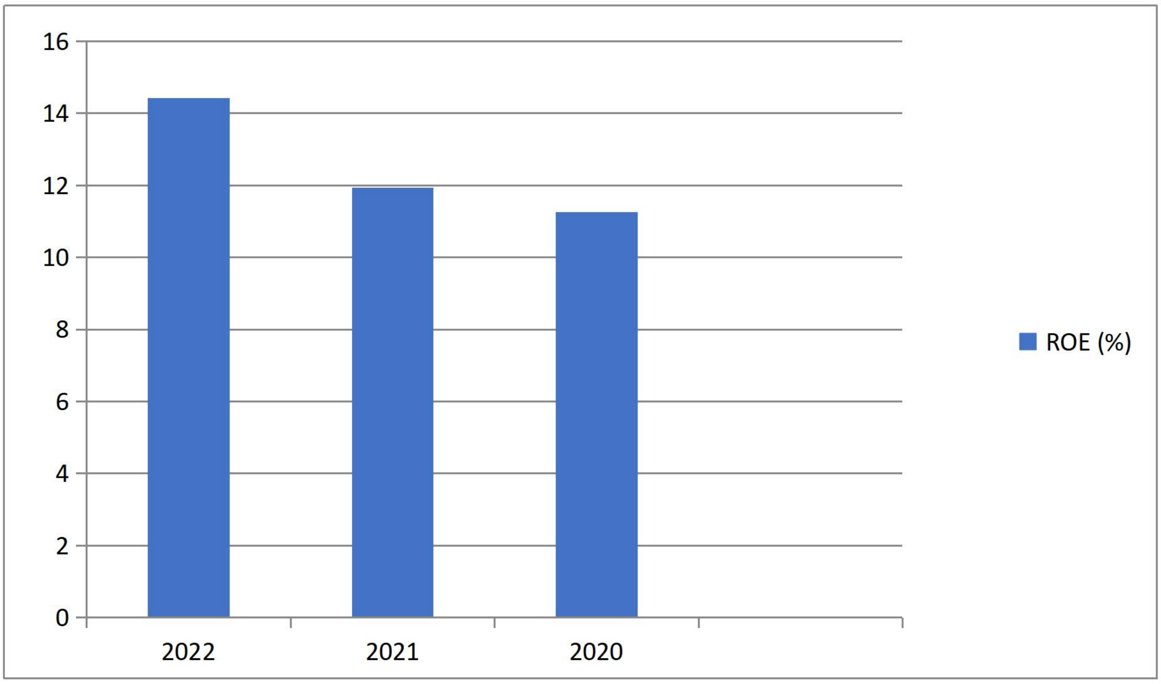


Operating cash flow = EBIT + Depreciation + Amortization - Changes in working capital

Operating cash flow is the amount of cash generated by the company's general operations. For an ideal company the operating cash flow is would normally be higher than the net income and tend to parallel to the net income. A huge deviation between income and operating cash flow depicts the possibility of accounting manipulation. Operating cash flow is a very important metric we can analyze about how company's figures are reliable.

Return on equity:

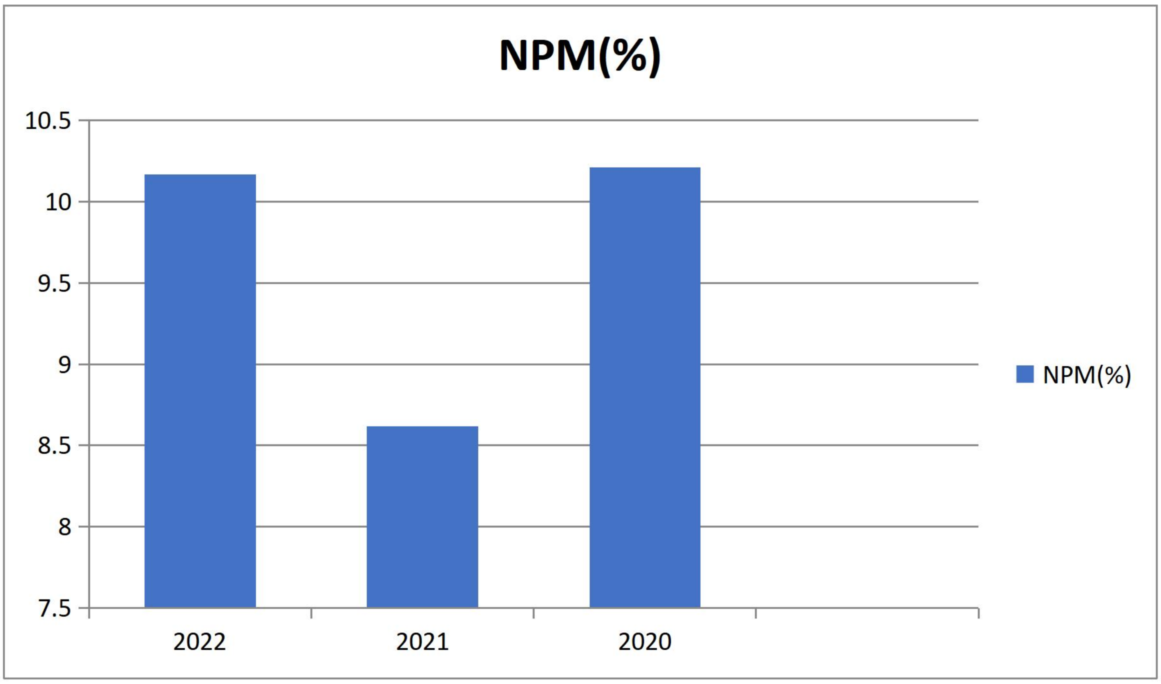
Year	2022	2021	2020
ROE (%)	14.43	11.93	11.26



Return on Equity is the measure of efficiency of the company. A company which has high return on equity is likely to grow faster in future comparison to one that has lesser return on equity. It is the measure of how efficiently a company has been put its asset to use in order to generate profit. We can tell that target companies should have ROE greater than 15%.

Net Profit Margin:

Year	2022	2021	2020
NPM (%)	10.17	8.62	10.21



Here Net profit margin is the measure of how much of the company's revenue actually translated in to profit after covering all expenses, interest, tax etc. If company have more net profit margin than competitors, we can tell that company is able to maintain higher net profit revenue.

CHAPTER-6

LEARNING EXPERIENCE

In the course of this internship study and the preparation of the study report, I have gained in depth knowledge of JODO Fintech ltd, one of the unique industries.

Being a human resource and marketing student it's our duty to know about the system, because of this study I got know details of Fintech industry, financial activity, marketing concepts and gained knowledge about the shares, stakeholders etc…and along with this I learnt to analyse the information by own.

It's a beginning of new phase and wish it goes for long. This study helped me to know about the history of fintech industry in India, and also future trends. I also learnt the history of the company, different variety of products and services, organisation structure, shareholders pattern and financial position of JODO Company.

The report covered aspects like mission, vision, quality policy, Awards, work flow, of the company. The main learning was application of McKinsey's Framework with reference to the JODO Company. It also helped me to know the application of Porter's Five Force Model and SWOT analysis of the JODO fintech. The analysis of financial position has been made based on the ratio analysis.

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https://casemba.com/vivek-gupta/at jodo private-limited/porters-analysis.php

ANNEXURE:

Profit and loss account

Profit and loss account	2022	2021	2020
Income			
Revenue from operation (Gross)	13,486.83	15,343.11	14,477.47
less: excise/ service/ tax/other levies	0	0	0
Revenue from operation (net)	**13,486.83**	**15,348.11**	**14,477.47**
Total operating revenue	13,784.54	15,656.65	14,801.35
Other income	203.98	311.21	138.5
Total revenue	**13,988.52**	**15,967.86**	**14,939.85**
Expenses			
Cost of material consumed	4,245.47	5,389.44	5,368.35
Operating and direct expenses	3,431.81	4,050.06	4,011.41
Changes in inventories of FG, WIP, and stock-in trade	142.41	100.81	-124.98
Employee’s benefit expenses	839.07	863.97	881.06
Finance costs	57.04	86.22	89.2
Depreciation and amortization	635.3	602.97	599.64
Other expenses	2,077.76	2,483.35	2,534.33
Total expenses	**12,124.73**	**13,936.39**	**13,445.56**
Profit/loss before exceptional, extraordinary item and tax	**1,863.79**	**2,031.47**	**1,494.29**
Exceptional items	-176.01	0	0
Profit/loss before tax	**1,687.78**	**2,031.47**	**1,494.29**
Tax expenses continued operations			
Current tax	547.38	689.81	457.02

(-) MAT credit entitlement	0	0	0
Deferred tax	-274.54	-17.25	31.27
Tax for earlier years	0	0	-500.63
Total tax expenses	**272.84**	**672.56**	**-12.34**
Profit/loss after tax and before Extraordinary items	**1,414.94**	**1,358.91**	**1,506.63**
profit/loss from continuing operation	**1,414.94**	**1,358.91**	**1,506.63**
Profit/loss for the period	**1,414.94**	**1,358.91**	**1,506.63**

Balance sheet

SOURCES OF FUNDS	2022	2021	2020
Equity and liabilities			
Shareholder's fund			
Equity and liabilities	187.99	187.99	187.99
Total share capital	187.99	187.99	187.99
Reserve and surplus	12,473.45	11,333.29	10,339.67
Total reserve and surplus	12,473.45	11,333.29	10,339.67
Total shareholders fund	**12,661.44**	**11,521.28**	**10,527.66**
Non-current liabilities			
Long term borrowings	83.98	0.00	0.00
Deferred tax liabilities (net)	376.2	642.21	663.09
Other long-term liabilities	0.00	0.00	0.00
Long term provision	213.57	234.13	139.52
Total non-current liabilities	**673.75**	**876.34**	**802.61**
Current liabilities			
Short term borrowings	0.00	0.00	0.00
Trade payable	1,146.30	1,470.97	1,922.73
Other current liabilities	3358.57	3190.12	2,744.75

Short term provision	15.87	23.39	27.3
Total current liabilities	**4,790**	**4,684.48**	**4,689.78**
TOTAL CAPITAL AND LIABILITIES	**18,125.19**	**17,082.10**	**16,025.05**
APPLICATION OF FUNDS			
Asset			
Non-current asset			
Tangible asset	6,482.91	6,957.28	7012.21
Intangible asset	175.69	34.09	37.22
Capital work-in-progress	545.3	435.34	392.16
Other asset	0.00	0.00	0.00
Fixed asset	**7,203.90**	**7,426.71**	**7,441.59**
Deferred tax asset (net)	0.00	0.00	0.00
Long term loans and advances	129.35	135.92	161.23
Other non-current asset	2,241.55	1,866.02	1,610.11
Non-current investment	220.63	230.15	230.15
Total non-current asset	9,795.43	9,658.80	9,443.08
Current asset			
Current investment	0.00	0.00	0.00
Inventories	900.47	1140.95	1678.56
Trade receivable	451.53	628.43	868.26
Cash and cash equalent	5891.09	4538.1	3000.33
Short term loans and advances	59.8	31.43	78.47
Other current asset	1027.61	1084.39	955.95
Total current asset	8330.5	7423.3	6581.57
TOTAL ASSET	**18,125.93**	**17,082.10**	**16,025.05**

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