



**IIP 2018-20**

**Final Report**

Submitted by

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2018JULB07024

**Project Report**

**SUBMITTED IN FULFILLMENT OF THE REQUIREMENT OF**

**“ Post Graduate Diploma in Management”**

**IFIM BUSINESS SCHOOL**

**BY**

**Kamuju Shashank**

**2018JULB07024**



**UNDER THE GUIDANCE OF**

**Faculty Mentor Internship Mentor**

Prof Sandeep Sharma Rashika Daaga

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Kamuju Shashank

2018JULB07024

PGDM Marketing, 2018-20

IFIM B-School,

Bangalore

# Internship Details

|  |  |
| --- | --- |
| Role | Client Service Analyst |
| Name of the student | Kamuju Shashank |
| Registration Number | 2018JULB07024 |
| Company | MyGate |
| Location | Bangalore |
| Department | Client Delight |
| Faculty Mentor | Sandeep Sharma |
| Industry Mentor | Rashika Daaga |
| Company Address | 315 Work Avenue, #257, 3rd and 4th Floor 16th Cross, 5th Main Rd, Sector 6, HSR Layout, Bengaluru, Karnataka 560102 |
| Website | <https://mygate.com/> |

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# Context

As a part of the curriculum and in order to gain practical knowledge in the field of management, I had to do Internship in “MyGate”. Being a student of Marketing and sales, I have grabbed an opportunity to work as Client Service Analyst in the Client Delight Department.

During this tenure, I have acquired various skills, developed my knowledge about the industry, by interacting and coordinating with staff and clients, which helped me to handle clients in my career.

# About the Company

MyGate is building technology to simplify check-ins everywhere. The flagship solution, launched in 2016, currently facilitates over 1.5 million check-in requests every day at thousands of gated premises across the 13 cities in which they operate, and continues to show rapid growth.

They are also working on/launched products to benefit the occupants, management and other stakeholders of the gated premises work with, such as an ERP tool and a system for eCommerce players to better manage their deliveries.

Founded by ISB/IIM/IIT alumni, MyGate is headquartered in Bangalore, with offices in each of its markets across the country. Over the past few months, they have been named one of India’s Most Innovative Start-ups (by INC 42) and India’s Coolest Start-ups (by Business Today).

# About the Industry

App based security was fairly new and when apartment security was more or less marked by ‘man guarding’. Cut to 2019, and, today, app-based security management has a lot of opportunities.

From prominent players in the real-estate business to multinational conglomerates, everyone wants to get in this booming business. Residential security looks set to grow as an opportunity, poised to reach a whopping $74.7 billion in global market size by 2023.

# Customers

* Resident Customers
* Corporate Companies.

# Competitors

**ADDA**

3Five8 Technologies Private Limited is the company behind ADDA - Neighbourhood Social Network, Cloud Based Society Management and Accounting Software.

Through ADDA, our Flagship Product, they provide a Private and Secure Portal of Residential Communities with applications for Online Collaboration among Residents, HelpDesk and Facility Management, Online Billing, Accounting and Payment Gateway. They are also the best Subject Matter Experts in India with respect to Society Management and Accounting.

The other product, ADDA Security is Transforming Security in Apartment Complexes, taking the Security Gate of Apartments Online and providing intelligence on Visitor check in, staff attendance and more, to Apartment Residents and Apartment Associations.

Mission: To be the Global Market Leader in Owners Association Management Software

**ApnaComplex**

ApnaComplex integrates various dimensions of managing a residential complex such as managing finances, managing data (of owners, facilities, assets, documents etc.), managing day-to-day operations, and most importantly bringing the entire community together.

ApnaComplex is offered as a hosted solution with zero infrastructure setup by the society. Following are salient features:

Society Accounting Tools, including Collection and Payment Gateway

Help Desk Automation Tools

Smart Facility Management Tools

Community Collaboration Tools

Apartment Security

**NoBrokerHood**

NoBroker was started with the aim to reduce information asymmetry in the Real Estate industry and provide customers with world-class service. This is made possible with the use of cutting-edge technology. When they saw what was missing in the real estate industry, they created products to bridge the gap. But, when it came to home security, they saw many areas that needed work.

This is why they created – NoBrokerHood. This is a tech-enabled visitor and community management system, aimed to make life more convenient and secure for residents in any housing society.

The constant movement of service staff (maids, drivers, courier services, delivery personnel, etc.) and guests make security management a hassle. While most apartment buildings and residential complexes do have security measures in place, they are either outmoded or rely heavily on manual record keeping.

Large societies render human staff inadequate for day to day tasks. Further, such inadequate management of visitor entry also leads to day-to-day challenges for residents, such as unauthorized visitor entries/vehicle parking and maintaining service staff attendance. Moreover, residents are required to respond to calls from the Gate to authorize entry which might be troublesome and difficult if people are in meetings or busy.

NoBrokerHood offers a plethora of services and features which enables you, as a user, to manage multiple activities inside residential buildings, housing societies, and gated communities. From finding domestic help to monitoring visitor entry and pre-authorising guest visits, it’s all done from the phone. It also further strengthens the safety of your society by keeping visual and digital records of all entries and exits – accessible anytime and anywhere – and automates staff entry through a biometric process.

# Collaborators

**Swiggy, Zomato and Dominos**

They decided to have a tight integration with companies like Swiggy, Zomato, Dominos, to name a few, to address these security challenges in our societies - thereby allowing us to receive the customer flat number and delivery boy's registered phone number (as per the company's record) for every order in our society directly from Swiggy, Zomato and other myGate validated partners.

This integration means that MyGate users will get a notification saying 'Delivery boy is ARRIVING' around 10-15minutes before the delivery boy is at your society gate. This is usually the time when the delivery boy clicks on 'Picked Up Food' on his Swiggy/Zomato device.

Why are they doing this ?

1) The Users get the delivery faster - The approval notification comes when the delivery boy is on the way, and he doesn't spend any time at the gate waiting for approval (provided the delivery boy gives the registered number.)

2) It prevents fake entries - helps myGate and Swiggy/Zomato find cases where delivery boys are trying to create fake entries and thus stop such cases, thereby increasing the security quotient.

Effectively you are approving the same Delivery exec slightly before he reaches your society (as opposed to him reaching and waiting at society gate and then you approving it).

In this flow also, the Delivery executive is stopped at the gate by the security guard, details verified and is provided entry only if the user has provided an approval.

This process improves the safety of the society complex, makes the delivery faster and the entire process seamless. The actual entry time of delivery executives is recorded as check-in time and can be used for any offers/queries related to delivery time (for e.g. a 30-min delivery offer from Swiggy/Zomato/Domino's).

**MyGate - Business and Revenue Model**

MyGate's revenue model is just like any other SaaS product i.e. subscription based. MyGate's monthly pricing depends on the number of houses in the society. It costs an apartment about Rs 20 (28 cents) per month, thus MyGate app charges comes down to an average of INR 6000- INR 10,000 per community every month**.**

**MyGate - Growth & Revenue**

Named as one of India’s most innovative startups, MyGate has been able to carve a niche for itself in the field of security and community management. The startup is operational in 11 cities in India and has amassed over 1.2 million home customers. It sees its customer base increase by 20% each month. The service is now handling 60,000 requests each minute and clocks over 45 million check-in requests in a month.

Some major growth milestones achieved by the MyGate are:

* Presence in 13 cities like Bengaluru, Delhi, Mumbai, Kolkata, Chennai, and Hyderabad.
* It is providing services to 4000+ gated communities and over 1.2 million homes.
* MyGate's operating revenue grew by 3.9 times to reach Rs 5.8 crore in FY 2018-2019 from 1.51 crore in FY 2017-2018. But, MyGate's net losses also increased by 9.3 times during the same period. While in FY 2017-2018, the company incurred loss of Rs 2.73 crores, losses increased to Rs 25.33 crores in FY 2018-2019.

# Conceptual Underpinning

## Applications of Concepts

* Providing Multi channel Customer Experience by using in the moment communications like WhatsApp groups, Live chat, over the phone, Mails (Omni Channel)
* Aligning Customer Experiences to build and resolve Individual customer touch points to reach an overarching experience of doing business by information I share about the MyGate products, services, and the brand image.
* Report Writing: Submitting daily, process and post training reports.
* Communication Skills to hold regular meetings between the two departments where each side can share their upcoming plans, concerns, and questions is helping me.
* By using Automation, it has taken a huge weight off the shoulders of the support team and other departments like MIS team, KAM team. It works best when it enriches human interactions rather than takes over them completely. Mostly using FAQs pages and Chatbots in MyGate.
* Analyzing data has helped me and other teams in MyGate to know information about things like the percentage increase of support tickets (Helpdesk CRM) can be used for upcoming queries.

# Problem Framing

## Problem Definition and Study Objectives

**To prevent customers from churning**

Customers, today, do not hesitate before switching to an alternative solution when they aren’t getting the best possible experience with a product. To prevent customers from churning because of bad experiences, teams have to make sure their complaints are being handled diligently, with the right amount of care and attention to detail.

**To Improve agent productivity**

Happy employees make happy customers. When agents are working in silos and are constantly juggling between cluttered tools, their efficiency takes a hit. The poor employee experience translates into a less than satisfying experience for customers as well, ultimately leading to a broken support process.

**To prevent negative word-of-mouth**

In this age of social media, negativity spreads like wildfire. Any customer complaint about the brand which goes unattended, can quickly grab attention on social media for all the wrong reasons. Therefore, it becomes essential for the team to resolve customer problems at the earliest, and offer users the right solutions and troubleshooting steps.

**Automate tasks for quicker resolution**

Automate the process of complaint management by categorizing, prioritizing, and assigning customer complaints to the right agents using Freshdesk. This will help us resolve issues much faster and in a more streamlined manner. We also save time by adding preset canned responses to handle frequently reported issues.

**Enable better internal team collaboration**

With Freshdesk, cross team collaboration is much easier. We can loop in other internal teams right within the ticket thread, and ensure there are no lapses in communication before responding to customers. Freshdesk also has advanced collaboration features that let you share the ownership of tickets, create smaller sub-tickets from a primary ticket, and more

# Problem Identification and Metrics to measure customer engagement in MyGate

* Active community members
* Social media activity
* Customer referrals
* Email opens and click-throughs
* Net Promoter Score (NPS)

# Study Methodology

## Data Source:

Secondary data of the company from an online source.

<https://entrackr.com/2020/01/mygate-records-four-fold-growth-revenue-fy19/>

## Data Instrument:

Annual Financial Reports and other supporting documents.

## Data Collection:

As per the Annual Financial Reports, MyGate has burnt 5 times more cash in FY18 than FY19, this could be asserted to be rapid expansion of the Company. Mostly for Employee benefits, Guard devices, computing power, servers.

Marketing and Advertising are increased seven-fold for the sake of rapid expansion and competitors like Adda, Jiogate etc.

Despite loses surge 9X times, the company is moving forward. Many big investors groups are looking to give funding to MyGate.

Financial statements of the past five years of the company can be collected to analyze the performance of the Company.

Financial statements here include:

1. Balance sheet of the company
2. Profit and Loss account of the company
3. Cash flow statements
4. Notes to accounts

The hiring data will help understand if hiring helps to manage the ad hoc work that follows in during the busy season.

# Data Analysis

Analyzing and Categorizing data in Security based platform as MyGate

* Describing what exact data these platforms collect
* Creating dummy data under the broad categories
* Re-categorizing the data to see what patterns could be formed through it
* Finding implications from it

The patterns may be like what number folks visit a specific flat, at what time or throughout that day of the week is that the crowd most, etc. Then extending these patterns to see and represent situations diagrammatically what services may be provided by the platforms.

## Data Breach and Privacy

The information of those applications consists of varied instances that stand free of every difference (one instance refers to the info collected by one community). however, since all the data ultimately moves to centralized information, it becomes hackable.

However, the information from MyGate Residents is protected at several different levels. SSL (Secure Sockets Layer) encryption is used throughout the application for data in motion. Amazon Web Service (AWS) is used for operations and the data is stored in secure servers in a virtual private cloud. The data is further protected by firewalls and access restrictions. Apart from the security provisions as provided by AWS, MyGate takes additional steps to ensure that the data is secure. MyGate data servers do not use publicly accessible address or IP.

The access is further secured through multiple RSA keys sequential authentications through virtual servers. The keys are refreshed at regular intervals. The access is restricted to key business personnel only to ensure business continuity.

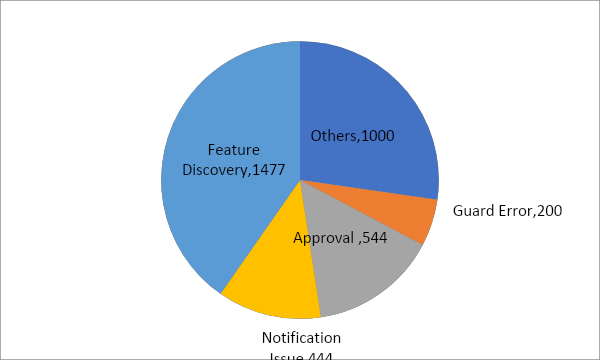
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# Data Visualization

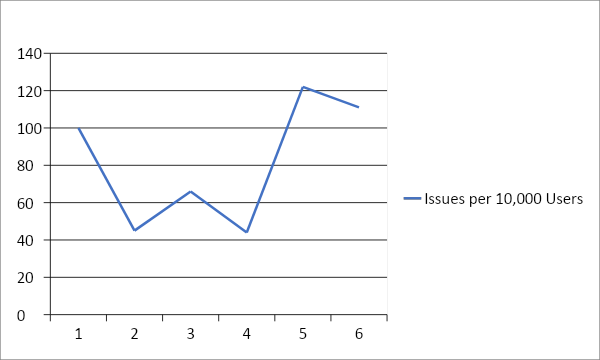
I have worked as Client Service Analyst in the Client Delight department. I was assigned to manage tickets from [Contact@mygate.in](mailto:Contact@mygate.in) for both support and ERP queries.Dealing with complaints to maintain trust. Preparing regular reports of progress and forecasts to internal and external stakeholders.

Later going deep into the role I was assigned the task of taking Lead Management calls and E-Pass Calls.

The Central Support team has solved a total of 3665 tickets (including ERP Support) over the last month (01/02/2020 to 29/02/2020) and the types of tickets received are as mentioned below.



Below is a graph depicting issues per 10,000 users. As seen in the graph, the issues have increased over the last five months.



## KeyAccount Metrics

* Mean Response Time
* Number of Queries for both Support and ERP
* Net Promoter Score
* Nature of Queries
* Lead Management Calls
* Social Media Escalation

# Managerial Implications

Freshdesk is a cloud-based customer support software and helpdesk solution. It is a platform with a set of tools and features to help businesses support all the needs of their customers.

Companies around the world use it to deliver exceptional customer service and experience. They are able to streamline their processes and provide multi-channel support.

## Factors that affect the Customer service

* Empathy
* Ownership or Accountability
* Response time

## Suggestions

* As there are an increasing number of Customer queries in recent months due to the expansion of MyGate to many new societies.I have found that automation messages for some of the queries can save time and to increase the efficiency of the agents.
* Also to incorporate the quick FAQs in the app might help the customers to resolve the issue without contacting the support team.
* Proper resident demo should be given,as it helps the customer service agents.
* I have observed, prompt responses are always appreciated,as it gives the customers a sense of actual conversation.

# Proposed Options and Feasible Options

* We receive a lot of New Feature request suggestions, hence what I suggested is to keep a tracker of all the suggested features to provide to the product team and tech team.
* To create automated responses in the Canned responses will help in decreasing the response time for an agent.
* To provide more FAQs in the App might help the users to tackle the issue within the app and resolve there itself.
* Delegate delivery(Leave at gate) has been implemented in certain communities due to the Nation Lockdown.
* Proposed to keep a standard call timings for the Lead management calls.

### New features in Freshdesk:

* Help Widget
* SLA’s for every response
* Approval workflow
* Disable ticket fields
* Display specific solution articles

# Resource, Timeline and Responsibilities

• Develop trust relationships with a portfolio of major clients to ensure they do not turn to competition.

• Acquire a thorough understanding of key customer needs and requirements.

• Expand the relationships with existing customers by continuously proposing solutions that meet their objectives.

• Ensure the correct products and services are delivered to customers in a timely Manner.

• Serve as the link of communication between key customers and internal teams.

• Resolve any issues and problems faced by customers and deal with complaints to

maintain trust.

• Play an integral part in generating new sales that will turn into long-lasting Relationships.

• Prepare regular reports of progress and forecasts to internal and external stakeholders using key account metrics.

# Timeline for first 10 days of my Training Period.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Task Name** | **STATUS** | **PRIORITY** | **START DATE** | **DUE DATE** |
| Pre-approved Responses | Completed | MEDIUM | 30/12/19 | 30/12/19 |
| Day 3 Questions | Completed | MEDIUM | 30/12/19 | 30/12/19 |
| Feature Discovery and Notification Issues Responses | Completed | MEDIUM | 31/12/19 | 31/12/19 |
| Guard Error and Bugs Responses | Completed | HIGH | 2/1/20 | 2/1/20 |
| Freshdesk | Completed | HIGH | 3/1/20 | 3/1/20 |
| Bugs and Recommendation Report Discussion | Completed | HIGH | 4/1/20 | 4/1/20 |
| Pre-approved Responses Update | Completed | HIGH | 6/1/20 | 6/1/20 |
| Post Training Test | Completed | HIGH | 7/1/20 | 7/1/20 |
| Freshdesk | Completed | HIGH | 8/1/20 | 8/1/20 |
| Freshdesk and Octopus | Completed | HIGH | 9/1/20 | 9/1/20 |
| Freshdesk | Completed | HIGH | 10/1/20 | 10/1/20 |
| Freshdesk | Completed | HIGH | 11/1/20 | 11/1/20 |

# Tasks and Challenges

On the first day of my internship viz. 18th December 2019, I have reported to my Manager at MyGate, got some details about the company and portfolio of products.

In the initial days, I had to understand the nature of the work and revenue model, about the company, competitors and so on.

I was responsible for Support and ERP activities viz. educating the people about the Mygate and its features and benefits updating the information on various business portals making catalogues and folders related to our products, tracking the leads generated through various sources, associating with various vendors, getting the tasks accomplished, assisting other teams for easy flow of activities

Every business person must take care of their business portals. I have been assigned a task to keep a track of our business portals, for queries of the clients. Some of the clients approach us through our mail id and app. I have tracked more than 100 lead management calls, from the point of generation of leads, converted by coordinating with all the teams and clients, through mails and calls.As sales people, require the catalogues and binders, to explain about the technical information of products to the clients, I was deployed in this project as well.

I have faced some issues initially, as my major tasks involved coordinating with various teams, vendors and clients. I had to call them plenty of times, to build a rapport, by which they feel like calling back, if they are busy with work, when I call them for follow up.

It was more of a fun, working with various teams, have come to know the importance of each team in an organization

# Limitations

## Problems Identified

* Lack in number of employees in the Central Support team during the busy season (January to April).

* Sudden increase in workload since the Covid 19 crisis for all the internal queries and due to work from Home productivity and efficiency has gone down.

* Adjusting to the work life and the new place in the start since I was new to the corporate world

* No proper tracking method for the Escalated queries and to follow up.

* Lack of proper framework for the reporting managers to follow up and resolve the issue.

* Poor work delegations and improper training to the new joinees.

* Net Promoter Scores were ignored for many months until I showed the wrong settings were given for Closed queries

# Final Report

## Executive Summary

The projects that I have worked on are important to develop impression among the clients, public as it helps in growth of the organization. A variety of tasks were assigned to me, each had different learnings. I have learned the following things during my tenure in the organization:

* Importance of each team and coordination between all the teams in an organization, for growth of a company.

* Importance of marketing activities for an organization

* I had got a chance to know the traits, which I must inculcate, to be a successful corporate

* Got to know the kind of issues that may lead to lose the clients/ leads

* Various kind of issues between User and company

* I have improved my communication and negotiation skills

* Working with Specified time lines

* Importance of Online Portals

## Overview of the Project

I was taken as an intern in one of the Coolest and Innovative startups , MyGate in Bangalore. The internship period was for 3 months and I was a part of the Central Support team under the Client Delight department for pan india . The whole experience was absolutely wonderful especially since I had never worked in the corporate world before this.

## Objectives of the Project

* Timely Response

* 100% Customer Centric

* Learning new concepts and able to deliver the work quick using those concepts

* Better utilization of resources

* Teamwork and team management

* Work should be transparent, accurate and approved by a senior and peers.

## Solutions

* Hiring new members for Central support team

* Training more efficiently with the follow up with the reporting managers

* Avoiding re-works as much as possible.

* Managing the time more efficiently and effectively.

* This experience has helped me to understand the scope, prospects, and importance of people in any growing organization and helped me in applying all the theory knowledge that I studied in the PGDM course in my actual career life.

# References

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