NIRMA UNIVERSITY

INSTITUTE OF MANAGEMENT

NAAC ACCREDITED 'A' GRADE

MBA – FT (2020-22)

SUMMER INTERNSHIP REPORT 2021

on

ApplyBoard

submitted to

INSTITUTE OF MANAGEMENT, NIRMA UNIVERSITY

Date of Submission: July 12th, 2021

SUBMITTED BY: **SUBMITTED TO:**

201130   Prof. Tejas Shah

Pakhee Jain

Section – A

TITLE PAGE

Author of Report: Pakhee Jain

Company Name: ApplyBoard

Date of Report: 12-07-2021

Purpose of the Report: Report for the fulfilment of the Summer Internship 2021 project for the MBA FT 2020-2022 program at Institute of Management, Nirma University

Prepared for: Institute of Management, Nirma University, Ahmedabad

Submitted to: Prof. Tejas Shah, Institute of Management Nirma University, Ahmedabad

DECLARATION

I, Pakhee Jain, hereby declare that this Summer Internship Report is an authentic work done by me. It is to the best of my knowledge and belief. This is to declare that the entire work involved in the completion of this Summer Internship Report such as research and analysis is a profound and honest work of mine.

(Signature)

Pakhee Jain

201130

ACKNOWLEDGEMENT

Firstly, I would like to sincerely thank **ApplyBoard** for giving me the opportunity to work with them. I am grateful to **Mr. Karunn Kandoi (Country Head)** and **Mr. Sunny Dixit (Project Guide)** for supporting and guiding me throughout my internship and providing me with constant motivation and expert advice and also, for helping me take crucial decisions and for giving the advice and guidance so that I understand how the edu-tech market works.

I would also like to thank **Prof. Tejas Shah (Mentor),** Institute of Management, Nirma University for being a supportive mentor and helping me with my queries.

I am also thankful to my **fellow interns** at ApplyBoard who provided valuable insights into the real market situation.

I would also like to thank the **Institute of Management, Nirma University** for giving us an opportunity to go out into the corporate world and gain practical knowledge to support theoretical learning. I would like to acknowledge that this work is my own and is submitted for partial fulfilment of credits for the MBA degree.

EXECUTIVE SUMMARY

My market research internship began at ApplyBoard in the second week of May on a project called "KYC Market Research". We spent the first week doing competitor analysis and understanding the history and background of the organization. After getting a fair understanding of the market, we were explained the objectives of the research. Then we moved on to drafting the questionnaires for our two target sets – recruitment partners and student, both the customers of ApplyBoard.

We had to frame the questions keeping in mind the four roleplays we were going to play in front of the recruitment partners – a student, a sub-agent, a potential new recruitment partner and an ApplyBoard Research Team Member. For the students, we had to target student who were planning to go abroad for studies, who had applied to foreign universities and who were already studying overseas.

We spent the rest of the month collecting data through Google forms and telephonic conversations after acquiring the contact information of the target set independently from resources available online.

We then proceeded to sort the data and analyze it using MS Excel and then present it into charts and graphs for easier analysis. We spent days sorting the data to ensure maximum efficiency and accuracy.

After preparing the data into charts and graphs, we moved on to chalk out initial insights and observations. We spent a lot of time on this process in order to ensure that the observations are crisp. This led to a really good first-cut draft of recommendations which was presented to the senior management of the company. They appreciated our efforts and raised some additional questions which we then included in our follow-up survey which we floated among the target set.

During the end of the tenure, the data of the follow-up survey was sorted and drafted into presentable format and a final PPT was made and submitted to the project manager.

Word Count: 317

TABLE OF CONTENTS

PART A: PROFILE OF THE ORGANIZTION

(1)   ABOUT THE ORGANIZATION

1.1 Company Details:

For my Summer Internship Project, I was placed with ApplyBoard. ApplyBoard simplifies the study abroad search, application, and acceptance process by connecting international students and recruitment partners to educational opportunities at institutions around the world. Using the ApplyBoard Platform, students and recruitment partners can easily search and apply to 1,500+ educational institutions and 50,000+ programs.

Founded in 2015 by brothers Martin, Meti, and Massi Basiri, they've built partnerships with over 1,500 primary, secondary, and post-secondary educational institutions, and worked with 5,000+ recruitment partners, to drive diversity on campuses across Canada, the United States, the United Kingdom, and Australia.

To date, ApplyBoard has grown to become the world's largest online platform for international student recruitment, assisting more than 150,000 students with their educational journeys. Their team has grown rapidly in the past 5 years, and they now have 1000+ team members. The ApplyBoard headquarters is located in downtown Kitchener, ON, with representatives in more than 20 other countries including India, China, Vietnam, the Philippines, Nepal, Bangladesh, the United Kingdom, Australia, and the United States.
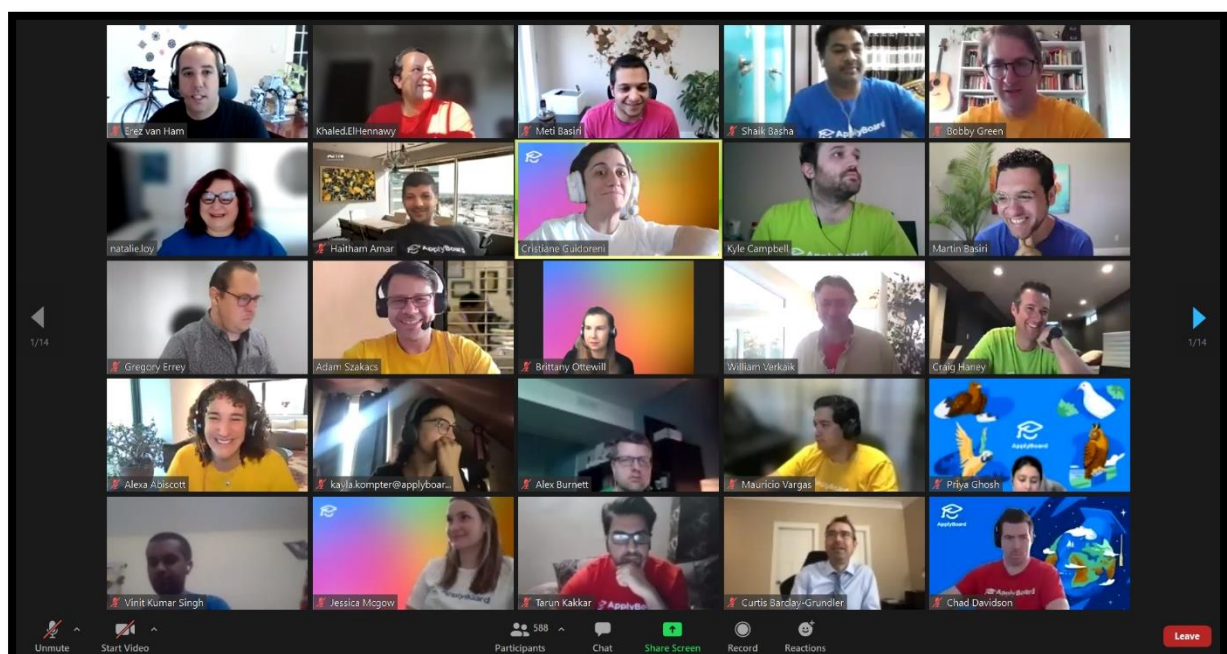
1.2 Mission

The company set its mission to make the best education accessible to students worldwide, regardless of their nationality or location. ApplyBoard wants to make a difference in our world today, one student at a time. Education is a human right for all, not a privilege.

(2)   ABOUT THE INDUSTRY

Edtech, a portmanteau of the phrase "education technology," is the combination of IT tools and educational practices aimed at facilitating and enhancing learning. An influx of technology is opening up new avenues of learning for students of all ages, while also promoting collaboration and inclusivity.

India's edtech industry is poised to become $30 billion in size in the next 10 years, according to a report released by transaction advisory firm RBSA Advisors. The current market size is about $700-800 million.

ApplyBoard uses 37 technology products and services including HTML 5, Google Analytics and jQuery.

PART B: PROJECT WORK

(1)   INTRODUCTION

1.1 Project Title:

Know Your Customer Market Research

1.2 Project Description:

The project was a market research conducted to gather insights from the customers about the company, its products and services, its competitors, and the market in general. The study will help the company in understanding what are their customers' needs and where they stand in delivering those requirements to them and hence, enabling the formulation of new company strategies. The project is titled as "KYC: Know Your Customer".

1.3 KYC Introduction

In today's scenario, understanding the pain points of the customers is extremely important to plan future movements for the growth of the business. Know Your Customer is a research project that holds maximum importance for the company at the moment.

The research was done with two target sets, i.e., the two kinds of customers of ApplyBoard - recruitment partners and students. The mystery audit approach of the KYC survey allowed recording of discreet data which is as truthful as possible and is free of any bias or prejudice. The research encourages the act of finding the true feelings of the customers about the firm and its competitors. It also helps in understanding their pain points and areas where they require more support from the organization.

1.4 Nature of Problem

With globalization, more and more students wish to study abroad and explore different cultures around the world. The world is moving towards gaining education from a broader perspective. However, the entire process can be challenging given the long and tiresome process of planning and applying. To ease the process and make this transition as smooth as possible for the students as well as all the recruitment partners, it is necessary to understand their pain-points and their

requirements. The key driver for growth is customer satisfaction. The problem is how this satisfaction can be achieved by introducing new product features, company policies etc.

1.5 Objectives of the Study

- To understand the overall student journey
- To understand Recruitment Partner's platform preferences and the reasons behind the same
- To find out Recruitment Partner's Training Needs Improvement (TNI)
- To know about recent industry patterns and trends
- To understand the market better in order to devise company strategy regarding product designs, prices and promotions

1.6 Utility of the Study

The study can be used to evaluate the intentions of the recruitment partners and dig data that might not be as easily accessible with a normal research study. The mystery audit allows the recruitment partners to speak more freely and hence, give correct and authentic responses. It also allows the collection of data about the competitors to judge the market position.

Understanding the challenges faced by the customers and evaluating their pain points gives the firm the ability to better deliver their services and build a good relation.

(2)   METHODOLOGY

This section covers the approach and the way in which the research has been conducted.

2.1 Approach

The approach followed in conducting this research is primarily quantitative. Data and facts which are measurable and quantifiable have been used to conduct data analysis and arrive at conclusions to build out recommendations. Quantitative approach emphasizes objective measurements and the statistical, mathematical, or numerical analysis of data to take informed decisions.

The process followed for conducting the market research is described below –

- Drafting a questionnaire according to the objectives if the study.
- Gathering the contact information of the target set of the research, i.e., recruitment partners in the country and the students who are planning to study abroad, applying for the same and/or are already studying abroad.
- Approaching them telephonically or via floating surveys to acquire the necessary data for the study according to the questionnaires drafted.
- Collecting the data and sorting it into presentable form using charts and graphs for further analysis.
- Analyzing the data collected to reach conclusions and build recommendations to be presented to the management.
- Presenting the first cut draft of recommendations to the management and receiving feedback to conduct further research.
- Drafting follow-up questionnaires according to the feedback given by the management and specific questions raised by them.
- Floating the same amongst the target set to acquire additional data and then sorting and analyzing the same to gather further insight and give recommendations.
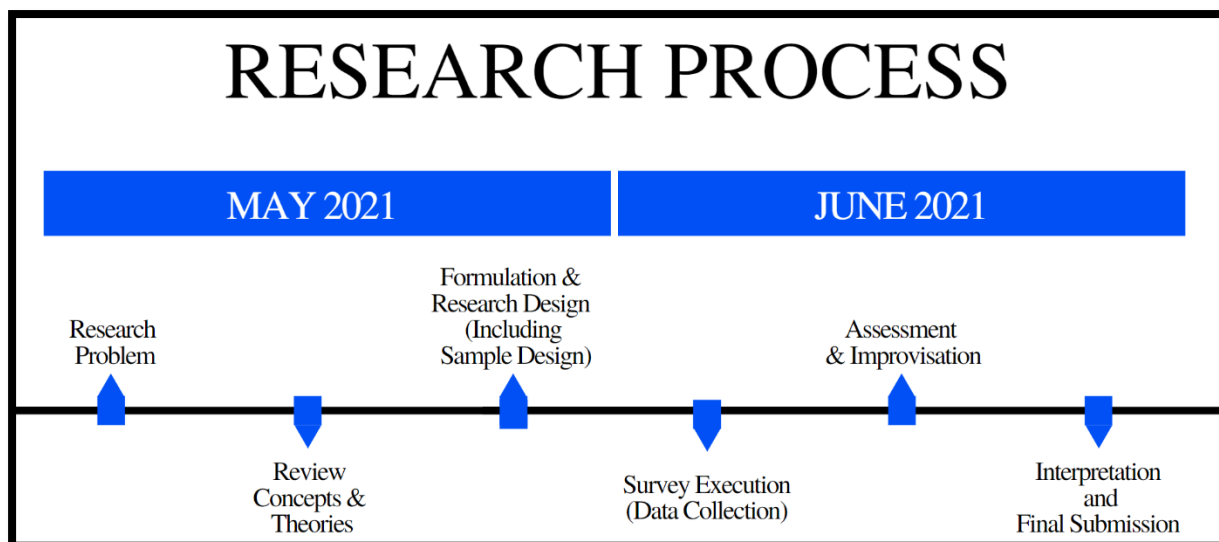
2.2 Sources of Data

Primary data was collected on the basis of secondary data available regarding the contact information of the various recruitment partners and students online. Contact information of the target set was acquired through https://educationagentsguide.com/ and various WhatsApp and Telegram groups found online. Company's internal database was not used.

2.3 Method of Data Collection

- Two major methods were adopted, i.e., telephonic conversations with recruitment partners and Google forms floated among the students.
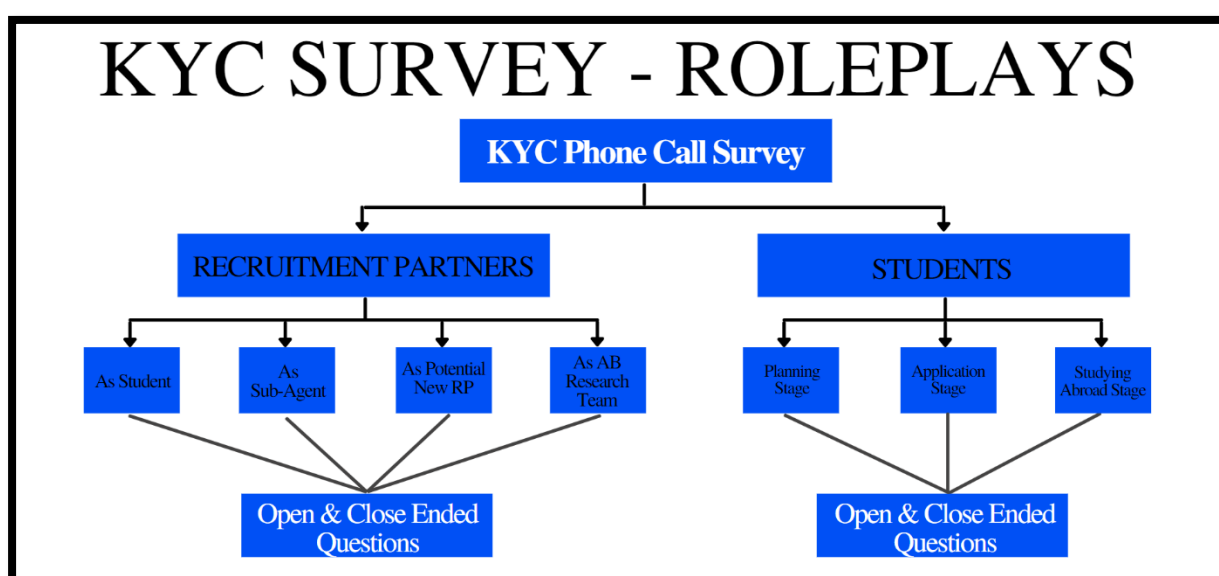
- In the first survey, the recruitment partners were approached by the team under a mystery audit where we roleplayed 4 kinds of roles – a student, a sub-agent, a potential new recruitment partner and an ApplyBoard Research Team member.
- For the follow-up survey, however, Google forms were floated to both the RPs and the students.
- Zomato coupons were also distributed to the recruitment partners and the students as a token of appreciation for submitting their responses.

2.4 Size of Samples and Method of Sampling

- Over 2500 recruitment partners were called to collect the data of 248 recruitment partners.
- Various WhatsApp and Telegram groups available on the internet were joined to gather the data of students planning to go abroad for overseas education and already studying abroad. More than 3000 students were then approached personally as well as the forms were broadcasted in the groups to maximize participation. 206 responses were recorded.

SAMPLE SIZE & MODE
INITIAL SURVEY

ROLEPLAY		SURVEY MODE	SURVEY COMPLETED
2500+ Recruitment Agents (Education agents guide website) Total RPs surveyed - **248**	As Student	Offline (Calling)	67
	As Sub-Agent	Offline (Calling)	56
	As AB Research Team	Offline (Calling)	73
	As Potential New RP	Offline (Calling)	52
3000+ Students (Through social media platforms and groups) Total Students Surveyed - **206**	In Planning Stage	Offline (Calling) & Online	100
	In Application Stage	Offline (Calling) & Online	49
	Student Completed 1+ Years	Offline (Calling) & Online	57

- In the follow-up survey, the Google forms were floated to the people who responded earlier as well as to new recruitment partners and students.

SAMPLE SIZE & MODE
FOLLOW-UP SURVEY

Customer type		Completed survey	Incompleted surveys	Total Responses
Recruitment agent		117	-	117
Students	Planning and preparing for study abroad	56	-	56
	Awaiting or received offer letter	14	-	14
	Already studying or studied in foreign	35	-	35
	Not planning to study abroad	-	19	19
Total		222	19	241

2.5 Method of Data Analysis

The method included clustering and tabulating of data using MS Excel to better understand the responses. The graphs and charts created were also compared and analyzed to derive better insights and conclusions to give more effective recommendations.

The data was collected and analyzed by six interns from two B-Schools of India (Institute of Management, Nirma University and T.A. Pai Management Institute) with no prior industry experience.
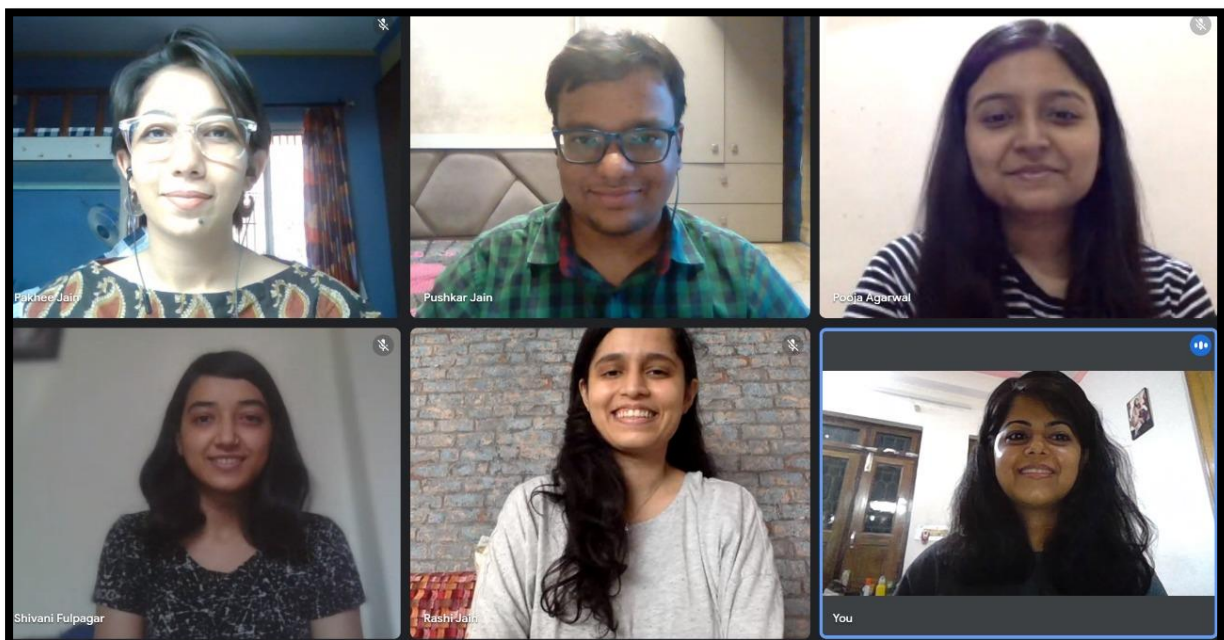
(3) CONTEXT OF INDUSTRY PROBLEM

The main issue when it comes to this industry is the differentiation provided by firms in terms of quality of service. ApplyBoard has really grown in the last few years, and to continue with this growth, it is necessary that regular innovations are made. But, with little space for innovation in terms of the product delivered, where one can really create a space for themselves and grow is with the kind of services one provides. Hence, the study is conducted to create a differentiation by devising appropriate strategies.

While it was found that many customers were satisfied with ApplyBoard, many had various issues as well. To dig deeper into those issues, the research was conducted. Because solving those issues would give ApplyBoard an edge over its competitors. For the same, Competitor Analysis was done before beginning with the research to understand the market. The competitors chosen for the same were Adventus, Canam Consultants, Kanan International, IDP, Krishna Consultants & StudyUK, SWOT Analysis was done by each intern for all these companies and for ApplyBoard and the findings were presented to maximize the understanding of the competitors and the market.
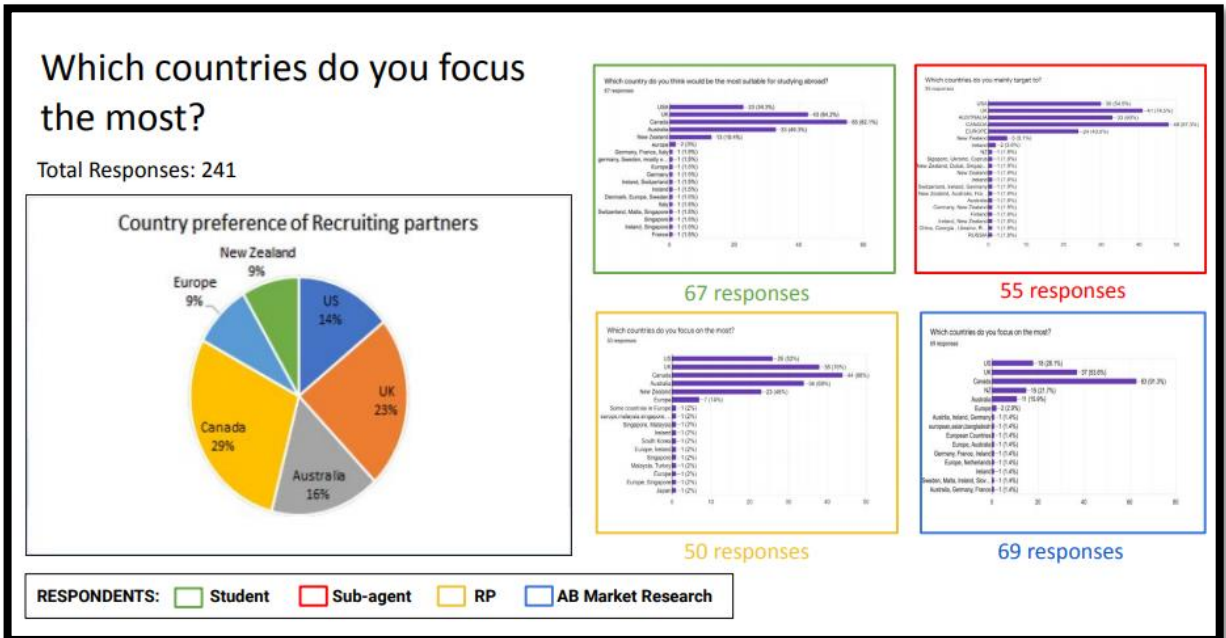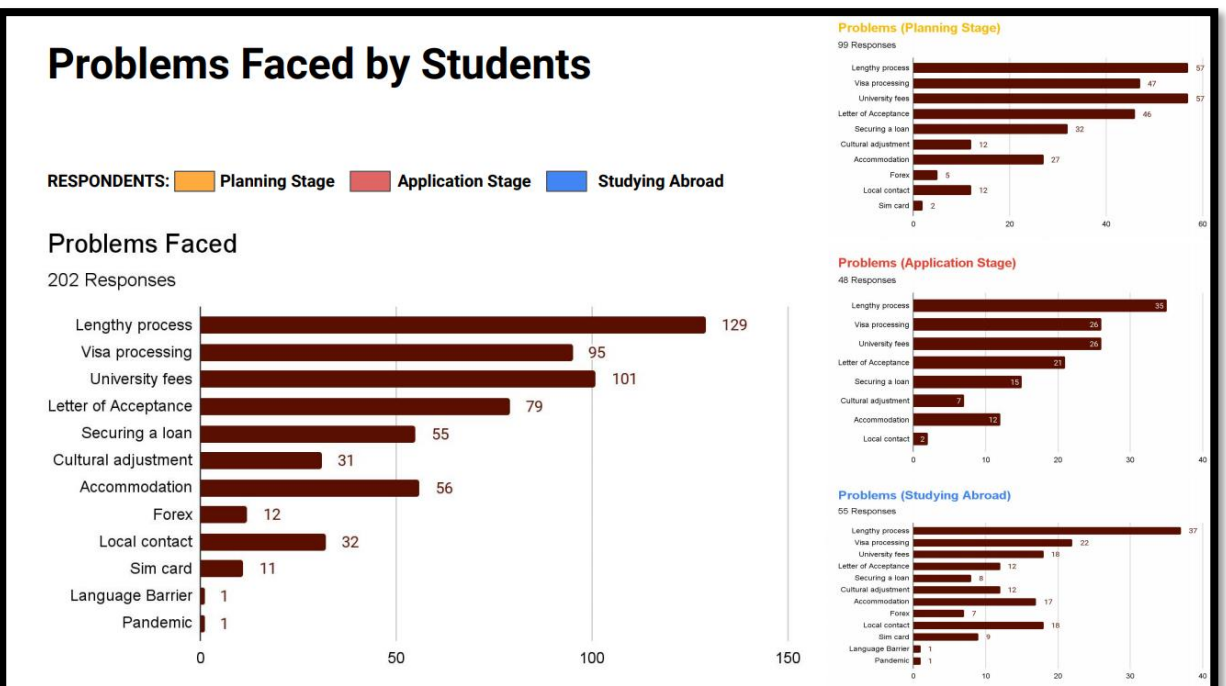
(4)   PRESENTATION OF DATA

We are not supposed to disclose all the research findings, but find below a glimpse of the same.

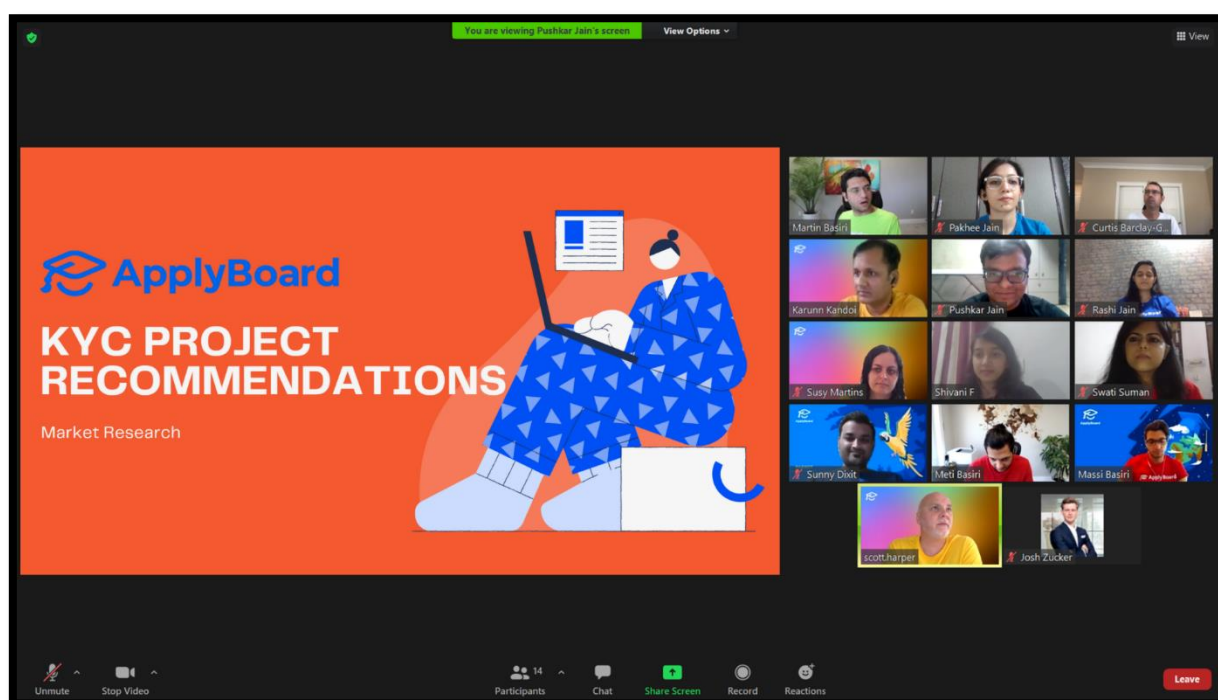## INITIAL SURVEY DATA:

Recruitment Partner Data

Student Data

FIRST-CUT RECOMMENDATIONS PRESENTATION:

We got the opportunity of presenting the first cut of recommendations and finding to the senior

management.

We were appreciated for our efforts and the following questions were put up, which were included in the follow-up survey conducted by the team in the last two weeks of the internship.

FOLLOW-UP QUESTIONS:

1. Do you think they are willing to pay $$$ for available support post-arrival?

2. Do they prefer an RP onshore or offshore?

3. Who do they want to answer? Pre-arrival or post-arrival with RP or otherwise? Who would you prefer to avail pre-arrival and post-arrival services through? - (Counsellor/ Agent, centralized 1800 helpline no. with the knowledge of school, alumni and agent, alumni, university, etc.) 4. How do you find an RP?

5. I think we should maybe look at what do students care about?

6. Top 3 considerations studying abroad?

7. How they pick an RP?

8. Why students drop out?

9. Do students prefer RP in India or the destination country?

10. How do students select an RP?

11. Mapping the review to the RPs- (Connect the reviews given by the students with the agent's name (existing data))

12. Do students prefer to go through the application process online, or they want it to be offline?

13. The Ontario Premier's Office is interested in knowing whether students see Ontario as a high-cost or low-cost jurisdiction to go to, and where that ranks in importance in their decision-making process when deciding where to study abroad. Is that something that we already know, or if not, could it be added to your list of questions to ask RPs and students? If presenting the question, we could make it broader and ask a general question about all provinces across Canada, not just Ontario.

14. Where do you get your information about your destination country? (Cost of living, job prospects, political climate, etc.) - Your agent, family, friends, social media, traditional media (e.g., internet news outlets) 15. Where do you hope to work after completing your studies? (Home country, country where studies are being taken, or a 3rd country)

16. Did you/are you planning to apply through the SDS Program? (Yes, no, don't know what it is). If yes, who has/had the most influence on where to buy the required $10,000 Canadian GIC? (My home bank, my parents' home bank, my agent, friends, family, etc.)

17. How important are work rights during your studies, when choosing your destination country? (Critically important, very important, neutral, not very important, not at all important)?

18. How important are work rights after your graduation, when choosing your destination country? (Critically important, very important, neutral, not very important, not at all important)?

(5)   ANALYSIS

5.1 Conclusions

- Overall, a lot of recruitment partners are satisfied with ApplyBoard, however their grievances were taken into considerations and work on them has started.
- With a constantly growing workforce, ApplyBoard has an early mover advantage to pull off certain strategies which might further change the game int their favor and hence, allow to them to grow even more.
- Identifying the needs of the students, ApplyBoard has opened up another new avenue to venture into and expand.

5.2 Inferences

- It can be inferred that conducting this market research was a success, because a lot of fruitful data was collected which can be used for a long time.
- A lot of key recommendations were presented which will shape the organizations' future strategies.
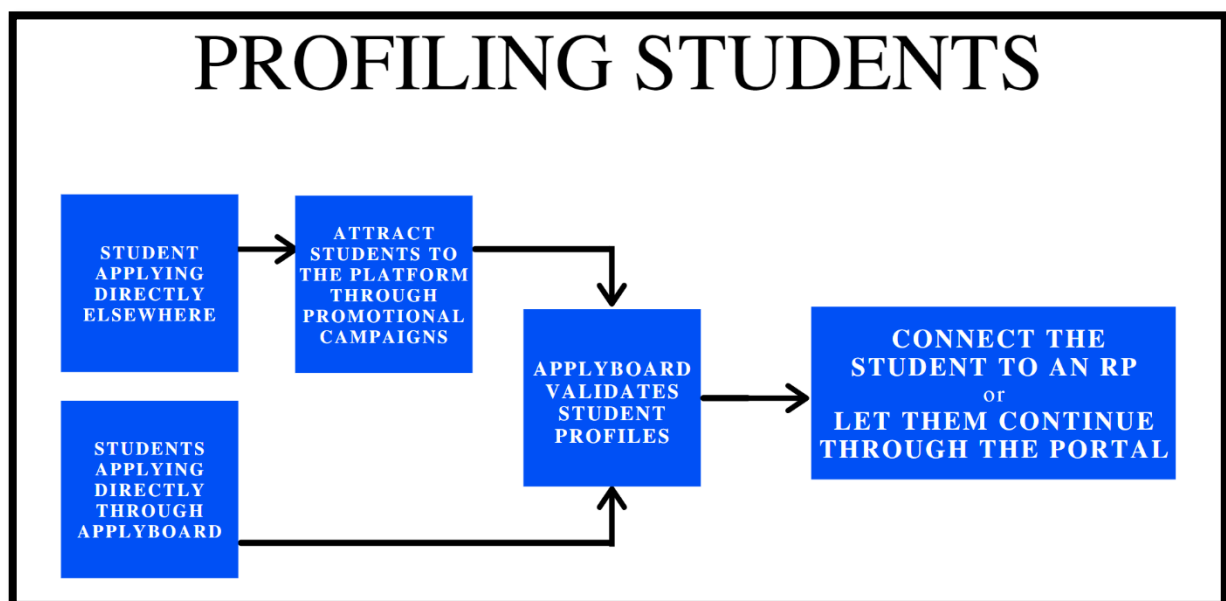
5.3 Managerial Implications

- The managers need to focus on the changing trends of the industry to keep up and ensure a Point of Differentiation in the products and services offered.
- Constant communication and feedback should be ensured from the customers to understand their pain-points and maximize their satisfaction.

5.4 Recommendations For Action

- **Lead Generation:** Because 82.2% of the students did not know about ApplyBoard, and of those who knew, majority knew about ApplyBoard through friends and family. It was suggested to increase the online presence of the platform to target the potential customers through social media, website targeting, advertisements, Google analytics and e-mail marketing.
- **Application Processing:** 69% of the recruitment partners claimed that long application processing time was a major problem faced by them with ApplyBoard. Hence, reducing the Total Application Time could be focused on through steps like bulk uploading of documents, providing real-time application status, introducing 24/7 chatbots, and educating and training recruitment partners through various workshops to make the process more convenient and quicker.

- **Communication Support:** Providing communication support through SPOC allocation and appointing more Agent Relationship Managers, enabling frequent check-ins and installing grievance redressal mechanisms.
- **System & Processing**

    o RP Community: It was found that a lot of students are in need of guidance and certain services. however, recruitment partners are unable to provide these services and even if they are, students are not satisfied with the results. It was suggested that and RP Community should be built for solving this issue. a common forum should be created for all the recruitment partners where ApplyBoard acts as a catalyst for matchmaking different recruitment partners. this platform can be used to provide various services to the students. This will increase recruitment partners' dependence on ApplyBoard and attract new recruitment partners and thus increasing the reach. More avenues for revenue and providing services to the students will open up and all the guidance & services received by students will make them stick to ApplyBoard.

    o Profiling Students: The percentage of students applying through an RP increases from the planning stage to the later stage which implies that more students seek guidance from an RP for Test prep after the planning stage. It was recommended to profile students and then move forward with them.

PROFILING STUDENTS

STUDENT APPLYING DIRECTLY ELSEWHERE

ATTRACT STUDENTS TO THE PLATFORM THROUGH PROMOTIONAL CAMPAIGNS

STUDENTS APPLYING DIRECTLY THROUGH APPLYBOARD

APPLYBOARD VALIDATES STUDENT PROFILES

CONNECT THE STUDENT TO AN RP or LET THEM CONTINUE THROUGH THE PORTAL

This will lead to good quality applications which can be directly processed through ApplyBoard and it will ensure end-to-end visibility of the student

journey. It will build stronger relation with ApplyBoard because now they are getting business from ApplyBoard along with support and it will result into lead generation. And at the end of it all, the students will get guidance throughout the process.

- **Post-Departure Services**

It was found that majority of students require support in terms of accommodation, part-time job and alumni support. Agents often promise, but fail to provide accommodation services and alumni support.

  o Accommodation: Providing accommodation to students can be a good business opportunity for ApplyBoard if they get deeper insights into "why" students prefer university accommodation and try to replicate their features in our own offerings.

  o Alumni Support: An alumni network can be established to provide peer support to the students. The students who all went through ApplyBoard and the students planning to study can be provided a common platform on by ApplyBoard to connect.

- **Expansion**

  o More Countries: Students prefer ApplyBoard mostly for Canadian services but only 12% of students give priority to Canada for studying abroad. Majority of the students prefer UK and Australia where ApplyBoard has comparatively less tie ups with universities. It was also found that even the recruitment partners who prefer ApplyBoard over its competitors prefer it majorly for Canadian Universities. Focus can be shifted to other countries like Australia, UK, European nations, New Zealand, USA, Russia, Philippines, Lithuania, Singapore, as suggested by the recruitment partners, to increase sales.

  o University Tie-Ups: Increasing the number of university tie-ups with universities having the most demanded courses and allowing recruitment partners for more than 2 applications with a single profile can also help.

- **Product Improvement**

- o Value Added Package: It was found that majority of the students require support in test preparations but 45% of them don't receive the same from recruitment partners. It was also found that test preparation is the most expensive service for students in the entire process. So, providing test preparation services at reasonable rates can be a focus point. Providing test preparation, VISA and application processing in a package with reasonable rates can also be considered and providing assistance with documents and interview preparation can also be added in the package.
- o Course Filters: Programs can be filtered on the criteria like, 'Duration of program', 'Maximum backlogs allowed', 'Job Opportunities' etc. which will help the students judge the courses better according to their needs.

PART C: LEARNINGS

(1) APPLICATION AND INSIGHTS OF CONCEPTS, TECHNIQUES AND SKILLS LEARNT IN YEAR I

The manner in which the courses learnt in the first year of MBA gained practicality during our internship has been described below:

1. **Organizational Behavior**: The important lessons on leadership, attitude, personality, conflict management learnt during this course helped me in effectively performing the tasks assigned and pursuing this internship very well.

2. **Presentation Skills**: This course improved our presentation skills for the corporate world. It surely helped us when we prepared multiple PPTs according to various needs to be presented to different managers of different departments.

3. **Data Analytics Management**: This course and its teaching helped with all the MS Excel work we did while analyzing our data.

4. **Strategic Management:** We had learnt strategy & policy making in firms while launching new product. We could relate to the concepts while deriving recommendations that would be used for strategy formulation by ApplyBoard.

5. **Communication for Managers:** This course helped us with our day-to-day communication requirements, as the entire internship was completed at home and most of the communication was textual.

6. **Human Resource Management:** We saw practical applicability of this subject when our project manager used to manage various groups of interns belonging to different colleges, cities and making them work towards the targets in the work-from-home system.

7. **Conflict Management & Negotiations Skills:** The teachings of this course came in handy whenever we entered any kind of conflict during our discussions. We came out of those discussions with better conclusions because we were amicable and were able to manage our conflicts and negotiate well.

8. **Business Research Methodology**: Our project is based on market research and thus involved a lot of research work. This work was made easy with the practice of research done in this subject.

## (2) NEW KNOWLEDGE, TOOLS, TECHNIQUES

1. My knowledge of MS Excel was enhanced with all the practical use of the software to analyze data and make it presentable.

2. My efficiency in using and creating Google forms increased and I was able to draft as precise forms as possible with maximum objective questions to ensure that we don't face any problems while analyzing the data.

(3) SOFT SKILLS

1. **Team Work**: We, the six interns, worked on all the tasks like brainstorming, drafting questionnaires, preparing presentations, deriving conclusions etc. which enhanced our team bonding and interpersonal skills. Dealing with people from other colleges, coming from different background really helped me to become a team player.
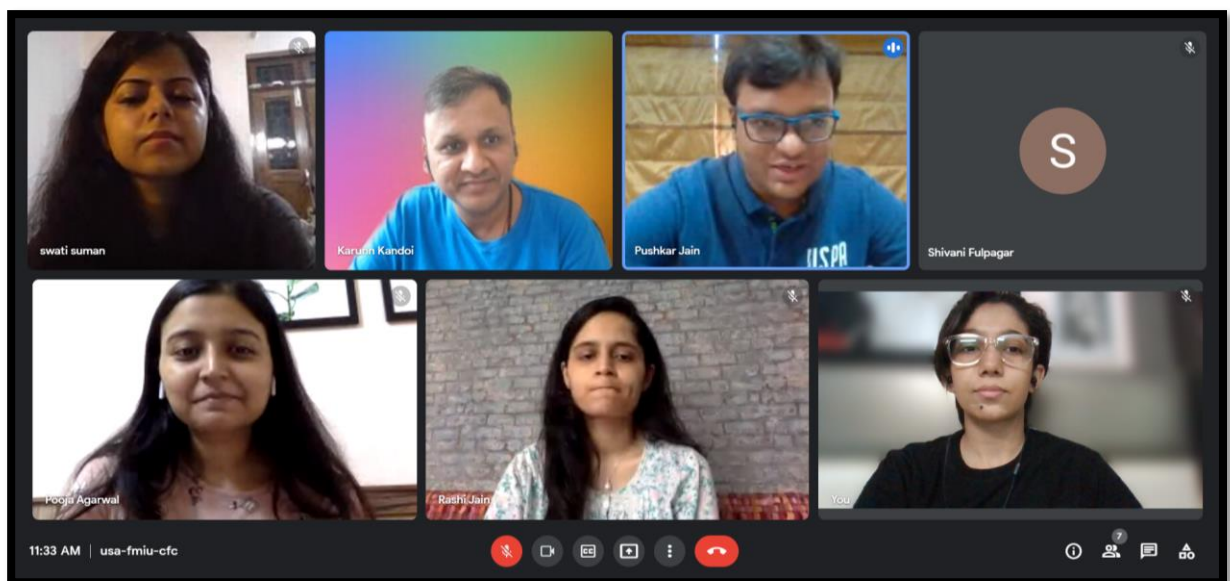

2. **Communication Skills**: The major part of the first half of the internship was calling various recruitment partners and conducting telephonic interviews in four different roleplays, i.e., a student, a sub-agent, a potential new recruitment partner and an ApplyBoard Research Team member. Interaction with clients of different cities, age and backgrounds improved my communication skills drastically. These calls were monitored by our project manager who gave us feedback to improve our skills.

3. **Negotiation Skills:** The recruitment partners had to be persuaded to divulge certain information. So, a great deal of negotiation was involved which greatly improved our negotiation skills. This skill was further honed in the various discussions we had as a team to plan our strategies to conduct the research and chalk out the recommendations to be presented to the management.
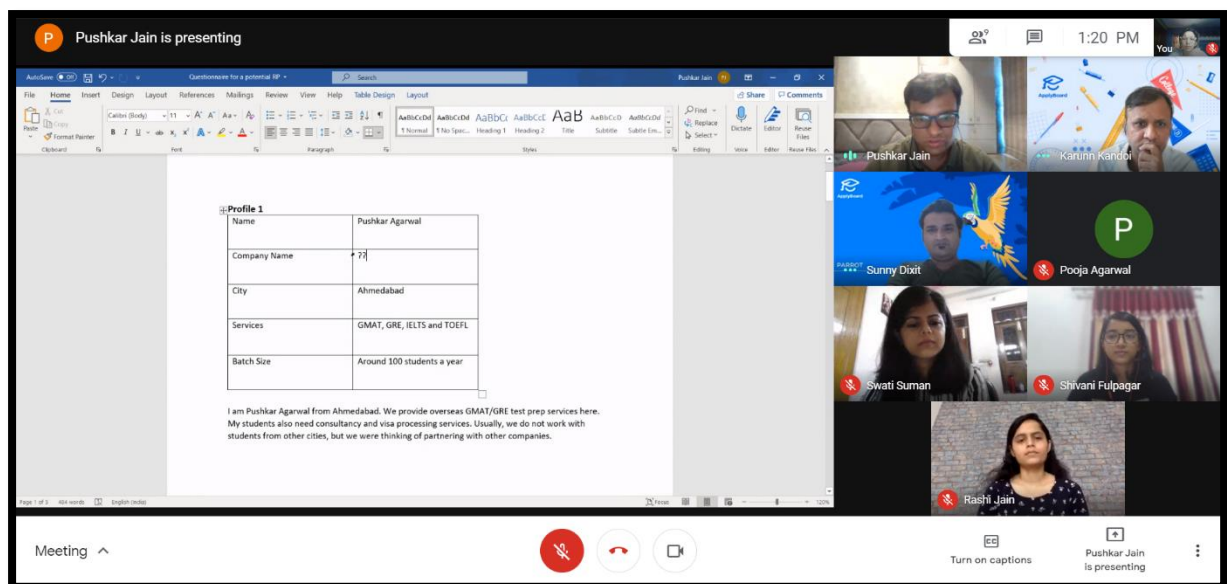
4. **Time Management:** As we were working from home throughout this internship period, managing time between internship video call sessions, internship work & other household chores initially posed a challenge but gradually, we learnt how to manage time and divide it to finish all the tasks timely. Also, making sure that maximum number of calls are made during the day-time and the rest of the work is done later allowed to reach other daily targets and the overall target more efficiently.

5. **Work Ethics & Professionalism**: The pandemic affected our internship in a way that

everything was being conducted online instead of working in the company's office. But we practiced professionalism and sound work ethics by reporting to our mentor timely, attending all the video conferences properly, submitting the work done. There was no dress code in place, but we were given ApplyBoard T-shirts in our welcome kit, which we wore proudly for all the major meetings.

6. **People Culture:** I realized the importance of having a good work and people culture in the organization as it really brings the people together and creates a community and a sense of belongingness among the people which improves productivity giving better results. During our tenure,

we were invited to various celebrations and People and Culture events like celebration of AppyBoard tripling the valuation to 3.2 billion US dollars with 300 million US dollars fundraising, AB 1000 celebration when the ApplyFam crossed 1000 members, AB Idol etc.
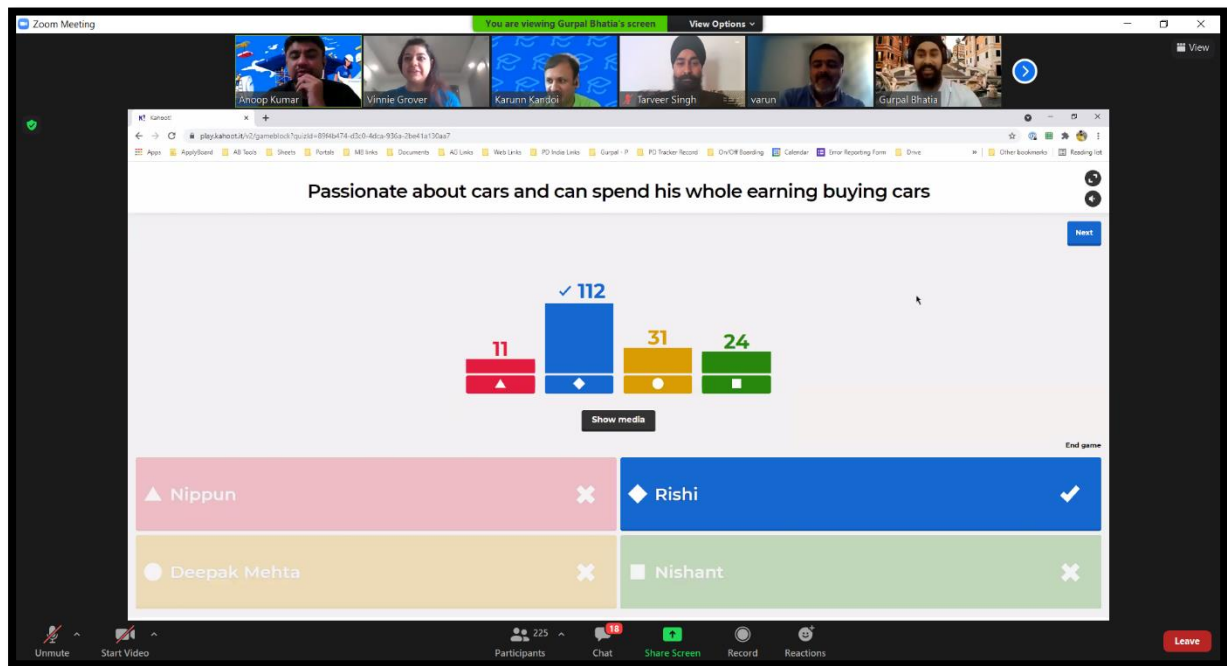

(4) INSIGHTS ABOUT MANAGERIAL ROLE FOR FUTURE LEARNING

This internship increased my understanding about the industry and how it operates. Our mentor taught us the working pattern, functionality, business model of ApplyBoard besides making us aware about the managerial responsibilities attached thereto. A manager of such a company is responsible for lead generation and ensuring customer satisfaction. So, he has to be good at marketing, negotiation, leadership, advising, forecasting & most importantly understanding the needs of the customer.

I understood different techniques of how to conduct thorough market research for a product or a service. I understood about the parameters that are required while conducting such market research.

The interaction with the CEO and Co-Founder of the company, Martin Basiri taught me that focus is the key to achieving anything and hard work is extremely essential.

The interaction with the Vice President, People & Culture, Susy Martins taught me to believe that the job I do is the most important, that way I'll give my 100% to it and will enjoy working as well.
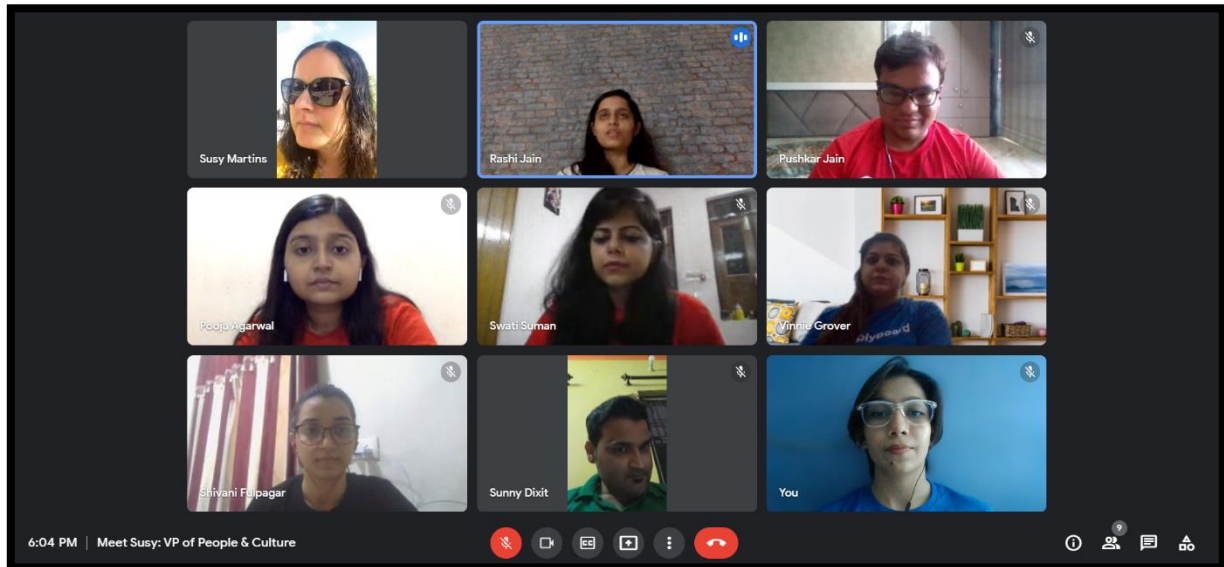
I showed my interest in Marketing along with one of the other interns and that is why we got the opportunity of having a one-on-one interaction with the Digital Marketing Head of the company, Irshad Daftari. That interaction taught me to always stay curious and keep exploring and challenging myself.
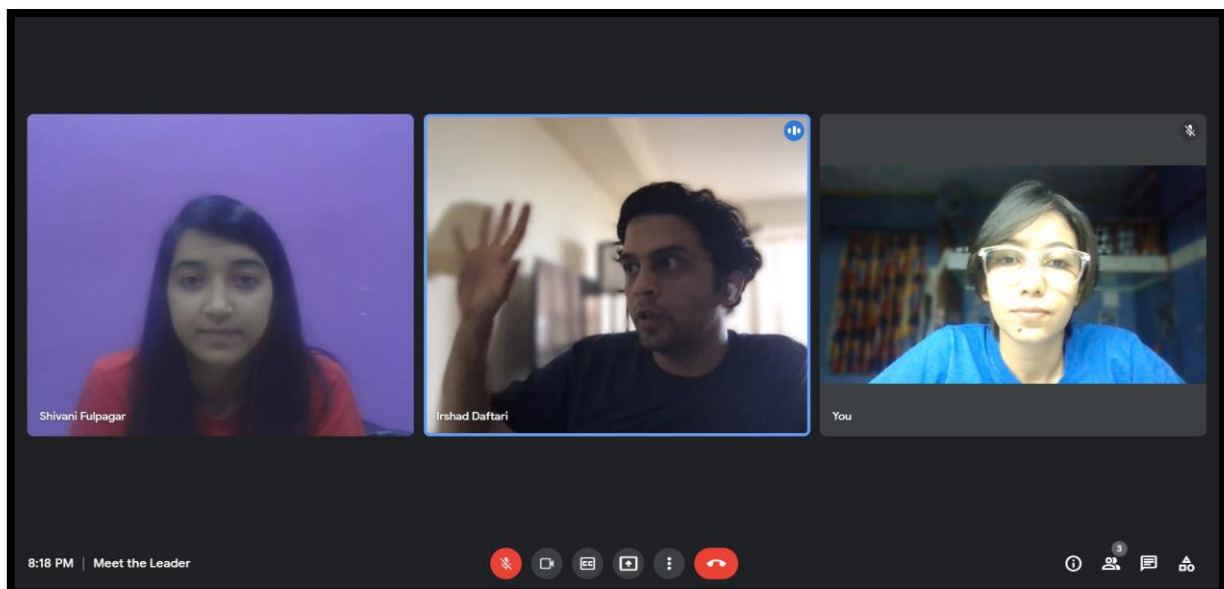
Working on this project and data analysis was very helpful and a great value addition to me. I had no prior experience to work on anything like this. But having worked upon this, I learnt that how to extract data from large set that is relevant to the problem in hand. I understood how to work upon this extracted and how to present it more efficiently.

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2. Sternlicht, A. (2021). Study Abroad EdTech ApplyBoard Triples Valuation To $3.2 Billion With $300 Million Fundraise. Retrieved 12 July 2021, from https://www.forbes.com/sites/alexandrasternlicht/2021/06/15/study-abroad-edtech-applyboard-triples-valuation-to-32-billion-with-300-million-fundraise/?sh=1de248896885

ANNEXURES

(1)   SIP Certificate

9th July 2021

TO WHOMSOEVER IT MAY CONCERN

This is to certify that **Pakhee Jain** was an Intern with ApplyBoard India Private Limited, from **10th May, 2021** to **9th July, 2021** in the **Operations**. During this period, we found her to be sincere, diligent and hardworking.

We wish her all the best in her future endeavors.

Yours Sincerely,
for **ApplyBoard India Private Limited**

Karunn Kandoi
Head of Business Operations - India