

IDENTIFYING THE CHALLENGES IN ACCOUNTING PRACTICES IN KEY
ACCOUNT MANAGEMENT – A CASE STUDY ON TIGER LITHIUM CO.
LTD.

Tiger Lithium Co. Ltd.

Prepared by
Ishtiaq Uddin Sifat
ID: 221011028

Supervised by
Arzoo Ismail
Senior Lecturer

Submitted in Partial Fulfillment of the Requirements for the Degree
Bachelor of Business Administration



April, 2026



Internship Report Approval Form

Student Name _____ ID No. _____

Major: _____ Year: _____

Mobile Phone: _____ Email: _____

INTERNSHIP/PROJECT INFORMATION

Internship

Organization: _____

Internship /Project Report Topic: _____

Term (Tick one): ☐ Spring 2026 ☐ Summer 2026 ☐ Fall 2026

SUPERVISOR APPROVAL (Tick One)

☐ Approved ☐ Not Approved ☐ Partial Re-write ☐ Full Re-write

Remarks (For Not Approved): _____

Signature: _____

Date: _____

Name: _____

E-mail: _____

Phone: _____

PLAGIARISM DECLARATION

1. I know that plagiarism means taking and using the ideas, writings, works or inventions of another as if they were one's own. I know that plagiarism not only includes verbatim copying, but also the extensive use of another person's ideas without proper acknowledgement (which includes the proper use of quotation marks). I know that plagiarism covers this sort of use of material found in textual sources and from the Internet.
2. I acknowledge and understand that plagiarism is wrong.
3. I understand that my research must be accurately referenced.
4. This assignment is my own work, or my group's own unique group assignment. I acknowledge that copying someone else's assignment, or part of it, is wrong, and that submitting identical work to others constitutes a form of plagiarism.
5. I have not allowed, nor will I in the future allow, anyone to copy my work with the intention of passing it off as their own work.

Name _____ (BLOCK LETTERS)

ULAB ID # _____

Signature _____ Date _____

Executive Summary

The analysis presented in this internship report is of the operational and financial practices in Tiger Lithium Co. Ltd, with respect to invoicing, management of receivables, discounting practices and management of logistic costs as part of key account management.

The purpose of the research is to relate financial concepts with the practical application of business operation in terms of inefficiencies and quantitative aspects. The results show that a number of processes are more of manual procedures without well-organized analytical models, which impact the accuracy of finances and the efficiency of operations.

One of the problems that have been identified is the delay in invoice generation that delay the recognition of revenue thus interfering with the cash flow. Also, the lack of formal receivable tracking system including ageing analysis and work measure such as Days Sales Outstanding (DSO) has promoted the long time taken to collect the goods and poor working capital management.

The report also emphasizes that decisions on discounts are not made based on a proper profitability analysis leading to high margins reduction. In addition, expenses of logistics are not systematically assigned to a particular client, which leads to overestimating the profitability of the clients.

The report proposes the use of automated invoicing, organized receivable monitoring, discount policy based on data and activity-based allocation of logistics costs to curb such challenges. These would make the financial activities more transparent, decision-making more robust, and sustainable business acquisition.

Altogether, the internship was an experience that provided some useful insights on how to implement analytical and financial instruments in the practical organizational setting.

Table of Contents

Part- A	7
Chapter One: Preparation of Internship.	7
1.1 Internship Motivation.....	7
1.2 How the internship will be searched and the organisation selected.....	7
1.3 Internship Interview Experience	8
1.4 Overview of the Organisation	8
Chapter Two: About the Internship	10
2.1 Position, Office Environment, and Job responsibility	10
2.2 Learning, Skills Applied and Contributions.....	11
2.3 Academic Learning and Internship Responsibilities Relationship	12
Chapter Three: Self Reflection	13
3.1 Things I Liked and Disliked.....	13
3.2 How I Could Improve and How I Could Improve the Organisation	13
3.3 Future Orientation and Recommendations to the Internship Program	14
Chapter Four: Personal Development Plan	15
4.1 Continuous Learning and Career Planning	15
4.2 Technical and Interpersonal Skills to be received.....	15
Part- B	17
Chapter One: Introduction	17
1.1 Research Title.....	17
1.2 Research Objective / Purpose	17
1.3 Background of the Research	17
1.4 Problem Statement	18
Chapter Two: Methodology	20
2.1 Type of Research.....	20
2.2 Research Design.....	20
2.3 Sampling, Data collection and analysis	20
Chapter Three: Findings and Discussion	22

3.1 Problems in Invoicing and Revenue Recognition.....	22
3.2 Problems with Credit Management and Receivable Tracking	23
3.3 Impact of Discount Practices on Key Account Profitability	24
3.4 The problem of Logistics Cost Handling on Profitability Understanding	25
3.5 Overall Discussion	27
Chapter Four: Recommendations	28
4.1 Improvements in Invoicing and Revenue Recognition.....	28
4.2 Fraud: Improving Credit Management and Receivable Tracking	28
4.3 Making Discount Decisions More Data-Driven	29
4.4 Improved Analytics and Distributions of the Logistics Costs	29
4.5 Enhancing Systems, Training, and Coordination	29
Chapter Five: Conclusion	31
References.....	32

Part- A

Chapter One: Preparation of Internship.

1.1 Internship Motivation

I am a business student at the University of Liberal Arts Bangladesh and I did not wish to be subjected to a traditional and mundane office atmosphere as an intern. I wanted an internship that would expose me to both the corporate practices, as well as the emerging industries. Of interest to me were organisations whose mission is guided by innovation, sustainability, and quantifiable social or environmental contribution. Tiger Lithium Co. Ltd (trading as Tiger New Energy Ltd) seemed to be a perfect fit since it is a start-up that is operating in clean energy and electric mobility business, which is gaining traction in the context of Bangladesh.

Sustainability, green environment, and innovative business model of battery-swapping made the company incredibly attractive to me and, therefore, I became an intern. I thought that being involved in a dynamic start-up would enable me to understand how contemporary businesses work, how they develop their systems in a vacuum, and how they solve actual operational and financial problems. My goals during this internship were to learn how key account management in a high-growth startup works, how the functions of accounting and finance are applied to support relationships with clients, and how strategic customers are managed using data-driven decision-making. I would also have the opportunity to enhance my communication skills, professional behaviour, and the ability to cooperate with cross-functional teams like sales, operations and finance.

1.2 How the internship will be searched and the organisation selected

The process of searching to join the internship began with the research of the opportunities related to my interest in sustainability, technology, and business operations. I did not apply to every position but to those where I could use my academic knowledge of accounting, finance, and marketing in practice. The internship position in Tiger Lithium Co. Ltd occurred on Facebook when the company shared a post in which they advertised vacancies in various positions, such as Key Accounts Intern.

Having read the job description, I realized that the tasks were quite in line with my interests, particularly, working with clients, data processing, and working with internal departments. To do that, I have created my resume with the focus on my academic experience and communication, as

well as my interest in clean mobility solutions, and applied through the contact information in the Facebook post.

The main reason why I selected this organisation is that it is a startup with an innovative and scalable business model that aims at battery swapping and green mobility. An experience in this kind of environment would provide exposure to expedited decision, process development and real-life problem-solving, which I thought would be more valuable to my learning experience than a highly traditional corporate structure. Moreover, the sustainability orientation of the company was in line with my personal values and long-term career aspiration to work with impact-oriented organisations.

1.3 Internship Interview Experience

Once my application was considered, I got contacted to have an interview regarding the position of Key Accounts Intern. The interview process has made me realise the expectation of the role as well as the culture of the organisation. Throughout the interview, I was questioned on my academic experience, my concept of key account management, and my passion in the electric vehicle and clean energy industry. The interviewer was also interested in knowing how comfortable I felt with communicating with clients, data in Excel, and coordinating with various departments.

The interview centered primarily on three issues: what motivated me to join a startup, how I can be responsible in a dynamic environment, and that I am ready to learn new tools and systems. I have told them how I was excited to work in a developing company where the processes are still developing and where the interns are provided with real duties rather than with merely clerical duties. I also emphasized that I would like to learn about accounting-related procedures like invoicing, receivable management, and cost tracking, since they are vital both to financial performance and to client satisfaction.

My experience in the interview was good and professional. The interviewer has made it clear what was expected of the position of the Key Accounts Intern, such as visiting corporate clients, assisting with billing and receivables, and liaising with the finance and operations departments. This clarity made me confident that the internship process would be an exciting and challenging experience. Soon after the interview, I was confirmed that I was selected and my internship duration would be between 3 January 2026 and 31 March 2026.

1.4 Overview of the Organisation

Tiger Lithium Co. Ltd is a company that is in the business of clean energy and electric mobility in Bangladesh. (Ventures, 2025) The firm specialises in offering lithium battery systems and battery-swapping technologies to electric vehicles, particularly motorcycles with three wheels and rickshaws. Its fundamental mission is to facilitate the shift towards sustainable transport by

decreasing the reliance on the conventional mobility based on fossil fuels and encouragement of efficient and eco-friendly options.

The company is a privately owned startup that operates in Dhaka and has expanded tremendously since its inception in 2021. (Bangladesh based startup Tiger New Energy secures USD 3.5mln funding, 2026) It has spread its operations to various other locations establishing a network of battery-swapping station and collaborations with fleet operators and drivers. Being a startup that has about 51-200 employees, the organisational structure is comparatively lean, and the operations, key accounts, finance, and technology teams closely collaborate to provide services. (Start your EV Battery Swapping Business: Complete Business Model, n.d.)

Tiger Lithium Co. Ltd has a number of major products and services. Its major service is a chain of battery-swapping shops where electric vehicle owners can swap their discharged batteries with charged ones in a short time, thus cutting down on downtimes. The company provides an option to use lithium batteries, through its Battery-as-a-Service model, which enables drivers and fleet operators to pay subscription fees to use the batteries rather than buying them directly, which reduces the initial cost of switching to electric vehicles. Another aspect that the company is working on is the creation of GPS-enabled lithium batteries that can be fitted in a wide range of electric vehicles and the supply of clean mobility solutions that will minimize carbon emissions and improve energy efficiency.

In general, the Tiger Lithium Co. Ltd can be seen as a clean-energy start-up that can contribute to the faster promotion of electric mobility in Bangladesh and other emerging markets. Through my employment in this organisation, I was able to see how a mission-driven startup integrates technology, operations, and financial practices to serve key accounts and contribute to environmental sustainability.

Chapter Two: About the Internship

2.1 Position, Office Environment, and Job responsibility

As a Key Accounts Intern, I was working in Tiger Lithium Co. Ltd. during my internship period of 3 January 2026 to 31 March 2026 in the Key Accounts department that deals with the major swapping clients, fleet operators, and key strategic partners of the company. The department is vital in sustaining long term relationship with high value customers and in ensuring that operational, financial, and service related problems are managed effectively.

The workplace at Tiger Lithium Co. Ltd existed contrary to the atmosphere of a business that was just starting to grow. The office was an open and interactive workplace where teams that included operations, finance, key accounts and technology worked together. The communication was casual and common and it was therefore easier to meet up with the seniors at the workplace as a form of communication in order to clarify on tasks as well as seeking guidance where necessary. As a company working in the clean-energy startup environment, innovation, continuous improvement, and sustainability were important, which helped to generate a highly motivating environment to learn and contribute.

During my time as a Key Accounts Intern, my daily duties included elements of office work and field work. At the office, I helped in handling data pertaining to key clients, preparing and updating records of swaps, invoices and payments, and also coordinating internal processes between the key accounts and the financial team. I was used to monitor changes in performance of swapping stations such as battery circulation, swap frequency and overall uptime. I assisted in compiling and organizing this data according to regular reports where they would be reviewed by my supervisors to determine the performance of the clients and any concerns pertaining to operation or financial factors.

The other significant aspect of my roles was that I had to liaise with the finance department regarding billing and receivable issues. I assisted in drawing invoices, tracking credit conditions, and making follow-ups of the payment of clients holding key accounts. I was also ready to help solve discrepancies in billing, explain the issues regarding the approvals of discounts, and gather the required information to make financial records accurate. Besides that, the position involved frequent contact with customers and internal departments to ensure the details of the services, communicate, and address questions.

In addition to office work, my job had a component of corporate office and client visitation within and outside Dhaka. These visits gave me a greater insight into how customers conducted their business, gave me an opportunity to learn their expectations of the company, and the practical implications of Tiger Lithium battery-swapping solutions on their companies. In general, the position of Key Accounts Intern offered a well-proportioned combination of administrative,

analytical, and field assignments, which allowed me to realize how key account management functions in a clean-energy start-up.

2.2 Learning, Skills Applied and Contributions

My internship experience with Tiger Lithium Co. Ltd was a great experience where I would acquire the necessary practical skills and apply the knowledge acquired during my studies. Among the main learning spheres was the application of internal software like LARK and OP that were a solution to internal communication, task control, and work with data. My everyday use made me realize how to work on these platforms and manage documents, coordinate with coworkers, and monitor running tasks and deadlines.

I upgraded my communication skills, both verbal and written, as well as software skills. The interaction with the important clients of the key accounts, the answers to questions, and the communications with other departments, finance and operations are the spheres that required clarity, professionalism, and responsiveness. I gained skills on how to write brief messages, to prepare succinct reports and to negotiate on issues in a formal and polite way. Such interactions enhanced my skills of presenting information, active listening, and professional tone both to internal and external stakeholders.

Technically, analytically, I had a practical experience in dealing with data pertaining to invoicing, receivables, and swapping station performance. The use of the metrics, such as battery circulation and replenishment frequency, that were supported to allow me to monitor its usage allowed me to realize how the operational data is employed to assess both the performance and usage patterns by customers. Helping the finance department with invoice preparation and following up payment provided me with an opportunity to observe the accounting practice in operational business. I got to know how crucial accuracy in the financial information, prompt invoicing, and effective maintenance of the records are in running successfully under the receivable management.

The roles that I performed throughout the internship were primarily directed at facilitating the efficient operation of the key account operations and financial coordination. I ensured that records are up to date, I followed up on pending payment, and helped in the organisation of account information to ensure that my supervisors do not have to do too much manual work. Aligned with enhanced visibility of the client activity and the trend of operations, my involvement in monitoring the performance of the station and the preparation of simple reports helped to improve the visibility over the activities of the station. I also facilitated the relationship-building through regular scheduling of client visitation to their offices where I would serve as a bridge between clients and the internal team and report the feedback.

On the whole, being consistent, detail-oriented, and proactive in communication enabled me to learn the system, as well as contribute to the system because of the internship. These three areas

using software, communication, and analytic work have improved my preparation in any future work, whether in a key account management position, finance or operations position.

2.3 Academic Learning and Internship Responsibilities Relationship

The duties I had to carry out such as the Key Accounts Intern were directly related to the theories and concepts that I got in my academic subjects at the University of Liberal Arts Bangladesh. Accounting and finance courses made me realize the need to ensure invoicing is done correctly, revenue recognized properly, receivables managed properly, and cost tracked properly. When I was working with invoices, terms of credit, and follow-up payments in the course of the internship, I was able to relate quite well these areas to such concepts as accounts receivable, cash flow, and financial control I learned at school.

Likewise, the topics concerning the sphere of marketing and customer relations management were directly connected with my positioning at the key account level. The concept of key account being a strategic customer who has a high contribution to the revenues of an organisation was in accord with my practical knowledge of managing an important customer at Tiger Lithium Co. Ltd. The importance of constant communication, client needs and long term relationship was relevant to understanding customer satisfaction, customer loyalty and value creation theories that I acquired in my course work.

Also, business communication and organisational behaviour courses helped to comprehend the dynamics of the workplace and the solution to effective communication. The internship set up obliged me to collaborate with the personnel of other departments, including finance, operations and management units. The notions of teamwork, coordination, leadership approaches and organisational culture were used to help me clarify how decision making processes were done and how various teams worked together to take care of the key accounts.

On the research and analytical front, research methods and data analysis concepts were also interrelated to the internship. The appearance of the monitoring stations performance indicators, information on accounts, and trends in client usage provided me with a practical concept of the data collection, processing, and usage in decision making. This relationship was further enhanced when I came up with my research topic during my internship into the issues surrounding accounting practices in key account management.

In short, the internship tasks at the Tiger Lithium Co. Ltd were not independent of my academic experience. Rather, they offered a real-life level that could put theories of accounting, finance, marketing, communication, and management into practice. The combination of theory and practice has enriched my knowledge of the way knowledge in the classroom is converted into the organisational process and has equipped me to work in a professional job in the future.

Chapter Three: Self Reflection

3.1 Things I Liked and Disliked

The experience in Tiger Lithium Co. Ltd had several things I liked during my internship. I also personally preferred the fact that the company is a startup with clean energy and electric mobility. This also rendered my work significant since I was helping to a little extent to make the environment greener. I also liked the open and friendly culture in the office. Coworkers were helpful, and I could probably pose questions and get to learn about them. I also found it that I was not being assigned with simply basic work to do as a Key Accounts Intern; I was being engaged in actual work involving clients, invoices and station performance.

At the same time, there were some things that I did not like or found challenging. Since it is a startup, processes were not properly organized at times, and work could get chaotic. Sometimes change of tasks occurred suddenly, and I had to adapt on it. Other work, particularly regarding data and follow-up, might be redundant and time-consumptive. Moreover, it could be hard to coordinate the activities between various departments including the finance and operations department when people were extremely busy. These problems sometimes rendered it rather tense to plan the time and to fulfill the tasks without any problems.

3.2 How I Could Improve and How I Could Improve the Organisation

In retrospect, I was able to do a number of things even better in the course of my internship. One of the ways in which I could have done this better is by better planning my daily activities and putting priorities into consideration. I would sometimes wait until I was given orders rather than initiated to enquire what I could do further. I would have managed bigger responsibilities provided I was more proactive. Second, I would have enhanced my technical abilities, i.e. Excel and data analysis, at a previous stage of the internship. This would have assisted me to get through reporting functions quicker and with minimal mistakes. Lastly, I might have sought regular feedback by my supervisor frequently, so that I could correct on my weak points earlier.

The organisation could also have improved ways through which they could have utilized me. As an illustration, they might have engaged me more in systematized projects where they could have involved me in enhancing the accounting processes or key accounts reporting. I primarily assisted with day-to-day work, although I might have helped with something as simple as process documentation or creating a checklist that will help to avoid invoicing and follow-up mistakes. To me, the company might have provided me with a more precise training plan at the outset, particularly when it comes to accounting software and internal modalities, in order that I could get engaged in more complicated work at a sooner date. More frequent sessions with my supervisor to get my work aligned to the department objectives would have also assisted.

3.3 Future Orientation and Recommendations to the Internship Program

This internship demonstrated to me what I desire to work in my new job. I have discovered that I like positions where I might be able to use accounting knowledge, communicate with clients, and analyse data. I would like to develop my financial analysis skills, receivable management, and key account reporting in future. This is something I will also like to work on to ensure that I am able to not only take orders but also give suggestions as a problem arises. The other aspect that I would like to work on is professional communication, particularly in interacting with clients and top management.

To the organisation, my recommendations on how to improve the internship program are couple. To start with, they might give a brief orientation or training during the beginning of the internship that will ensure that all tools systems and standard procedures of key accounts and accounting practices are clearly understood. This would make the interns productive within a shorter time. Second, they may designate every intern to a minor project, such as the task of analysing a particular problem in invoicing or receivables and making a brief report with findings and recommendations. This would make the internship more systematic and useful to the companies and the intern. Lastly, the frequent feedbacks every two weeks would ensure that interns know where they are performing and will feel more engaged.

The whole experience of this internship has been a good learning experience to me. It revealed my strengths strength, including in dedication to the task, readiness to learn, and work with other people, and my weaknesses, including high technical skills and initiative in communication. These thoughts will be my guide as I consider my future actions in my educational and career path.

Chapter Four: Personal Development Plan

4.1 Continuous Learning and Career Planning

The internship experience at the Tiger Lithium Co. Ltd has enabled me to know what type of work I would like to do in future and skills that I should develop. My future career plans to begin in the key account management, finance or business operations surrounding the completion of my degree at the University of Liberal Arts Bangladesh. My experience as a Key Accounts Intern demonstrated that I like a combination of work with clients and well as with accounting assignments and analytic decisions. Thus, in the short-term, I would like to get a full-time job in which I can utilize these talents within a disciplined corporate or start up with high growth.

My future areas of specialization that may be in the medium and long-term include financial management of key accounts, business analytics or strategic account management. However, positions that are likely to offer me an opportunity to assist organizations to enhance their revenue process, improve their receivables, and make better financial decisions concerning significant customers are the ones that I would certainly like. I would also prefer to be working on areas that lead to sustainability or technology improvement, as in the clean-energy/ electric mobility department in Tiger Lithium Co. Ltd. Should this be possible, this will help me develop a career that is both fulfilling as a professional standing or even socially significant.

In order to facilitate this career direction, I intend to keep on learning further on advanced accounting practice, financial analysis and customer relationship strategies. I can also consider professional qualifications, or even a few-hour professional course in such fields as financial modelling, data analysis software, or CRM. Incrementally, I would be interested in leaving the support positions such as an intern or junior executive to the position where I could oversee key accounts, make financial decisions and participate in strategizing.

4.2 Technical and Interpersonal Skills to be received

According to my internship experience, I have established a number of technical competencies that I should further develop. To begin with, I would like to enhance my knowledge about accounting and financial tools, primarily, Excel and any popular accounting software. I was also in a position to understand how critical correct invoicing, receivable monitoring, and cost apportionment are in dealing with key accounts during the internship. For establishing myself as a contributing professional within the company, I will improve my technical skills in the areas that will allow me to work with the complex financial data and justify decisions. Certainly, another aspect about which I would like to obtain more information is the fundamentals of data analysis so that I could comprehend performance measurements, determine trends, and communicate results in a concise way.

Second, I will develop my expertise in the field of key account management systems and procedures. This involves the knowledge of the managing of contracts, billing conditions, credit limit and performance measures to large customers. The information about customer relationship management (CRM) tools and reporting dashboard will make me add more value in a future employment with any key accounts-related job. As my research topic is concerned with the accounting issues in key account management, I also intend to keep reading and learning about best practices in this field.

In addition to technical skills, I also understand that interpersonal skills are also critical in my career. I am interested in enhancing my communication attributes, particularly with clients, supervisors and cross-functional teams. It is possible to decrease misunderstandings and simplify coordination with the help of clear and professional communication. Another aspect I need to improve on, in relation to meetings and discussions, is confidence because I need to express my ideas and ask questions without feeling shy. A second important aspect is the work in a team: how to co-operate, how to respect against various views, and how to help colleagues in time of rush during teamwork.

Two additional interpersonal and professional skills that I seek to develop are time management and problem-solving. Through the internship, I learned that it is necessary to prioritize and remain organised at times when one has many tasks in hand. In the future I will attempt to have a better plan about my day, write to-do lists or create digital ones, and accomplish large tasks in small steps. To solve the problem, I would like to train in the analysis of problems, brainstorming on how something can be done, and deliberating with bosses instead of passively receiving orders.

Overall, it is possible to note that my personal development plan is to enhance not only my vital technical abilities in accounting, finance, and data analysis but also my communication, collaboration and time management. The areas I focused on would also allow me to develop a good career foundation in key account management and finance, and enable me to work more productively in any organization I would be dealing with in future.

Part- B

Chapter One: Introduction

1.1 Research Title

Identifying the Challenges in Accounting Practices in Key Account Management – A Case Study on Tiger Lithium Co. Ltd.

1.2 Research Objective / Purpose

The key goal of this paper is to define and analyze accounting practice issues associated with key account management at Tiger Lithium Co. Ltd. The research will be dedicated to how invoicing, receivabilities management, discounts approval, and monitoring logistics costs influence the customer profitability and financial decisions of the company.

Precisely, the research would seek to:

- **Process Mapping:** Analyzing invoicing and revenue recognition for key accounts.
- **Operational Audit and Profitability Analysis:** : Evaluating the culture and effectiveness of credit control and receivables. Assessing discount approval processes and their impact on account margins.
- **Strategic Impact:** Measuring how accounting transparency informs high-level management decisions

At the realisation of these objectives, the research aims at rendering information that can be used by the Tiger Lithium Co. Ltd to reinforce its accounting techniques and facilitate the more efficient management of key accounts.

1.3 Background of the Research

The key accounts are strategic customers as they generate a significant amount of the total revenue of an organisation. Such clients normally get special attention, personalised services and more coordinating services in various departments like sales, finance and operations. Due to their significance, good financial data regarding key accounts is necessary to know their real profitability and to make long term business relations with key accounts.

Major swapping clients, fleet operators, and corporate partners are the key accounts in the case of Tiger Lithium Co. Ltd where the company provides battery-swapping and lithium battery services to companies. Observations that were made during the internship period indicate that accounting

related activities are at the center of managing such relationships. Everyday operations involve preparing invoices using excel or accounting programs, making follow ups on receivables, coordinating of discounts and logistics support arrangements. These activities show how closely accounting practices are linked with key account management.

But there are also practical difficulties related to these areas. Late issuance of invoices may slow down cash collection and it may confuse the clients. Paperwork results in the possibility of billing mistakes and record management. Debt collection systems are weak, and hence it would be very difficult in monitoring overdue payments and taking appropriate action. The profitability of key clients can be lowered due to discount decisions that are not founded on appropriate financial review. Moreover, problems in specific customer or route allocation of logistics costs may lead to the display of an incomplete or misleading picture of customer-level profitability.

These are especially significant in a fast expanding startup as Tiger Lithium Co. Ltd. Reliable financial information is also required to enable the company to make decisions about prioritisation of key accounts, design pricing and discount policies and working capital management. As such, it has significance to examine the issues related to accounting practices in key account management not only in the daily affairs of the operations but also in the long-term strategic planning. It is a study grounded on first hand observations and experiences during the internship and an attempt to bridge the gap between the practical experiences and a systematic examination of the issues.

1.4 Problem Statement

Despite the criticality of accounting in the key account management process, organisations tend to have a problem of sustaining efficient and consistent accounting processes when interacting with key clients. Both the profitability and transparency may be impacted due to issues like delayed invoicing, poor receivable management, and poor cost allocation. These obstacles may constrain the position of the management to appraise the output of key accounts as well as to make decisions about the price and credit terms, and resource allocation.

In Tiger Lithium Co. Ltd, this was some of the issues witnessed during the internship. Manual invoicing was done, with invoices issued late, follow up was a significant element in receivable tracking, and financial analysis did not necessarily reap the full benefits of the decisions on discount. These problems combined create doubts regarding the extent to which the company can accurately determine the profitability of its key accounts, as well as content of how well they are able to handle financial risks.

Going by this scenario, the question that will be primary in the study is:

- What are the critical concerns of the accounting practices in the key account management in Tiger Lithium Co. Ltd?

In order to substantiate this primary question, the sub-questions of the study are also the following sub-questions:

- What impact do invoicing and revenue recognition have on financial reporting?
- What are the challenges of credit management and tracking of receivables?
- What is the impact of discounts on key account profitability?

Chapter Two: Methodology

2.1 Type of Research

The research is based on a mixed approach to research (qualitative and quantitative). The qualitative aspect will revolve around how the accounting practices are actually functioning on a day to day basis by making observations and conducting informal discussions. The quantitative component involves a basic numerical analysis of invoicing and receivable and other financial data where possible. This mix also contributes to the development of the realistic aspects as well as the quantifiable trends of the accounting practice problems in key account management at Tiger Lithium Co. Ltd.

2.2 Research Design

The study is structured as a case study of a corporation known as Tiger Lithium Co. Ltd. being an intern in the Key Accounts department, I was directly exposed to the invoicing processes, receipt management, discounts, and logistics support. The case-study design will enable a detailed study of the methods of conducting these activities in an actual organisational context on key accounts.

The qualitative aspect will involve the observations conducted when performing my daily duties, studying of internal documentation and patterns, and informal communication with members of the work using significant accounts and finance. The quantitative element involves fundamental analysis of the chosen invoices, receivable books, and payment follow-up files to learn about delays, remittance, or discount trends in the event where appropriate. Collectively, the methods are assistive in addressing the research questions concerning the invoicing, credit management, and the influence of discount on profitability.

2.3 Sampling, Data collection and analysis

The sampling will be non-probability and purposive. It is concentrated on key account customers and transactions that were more or less related to my internship position. The study does not have a large random sample which is replaced by focusing on certain cases, documents and processes that represent the typical accounting practices of important clients in Tiger Lithium Co Ltd.

Data collection includes:

- Internal documents like: invoice format, billing records, receivable follow-ups (where available internship).
- Observations of daily working process in terms of issuance of invoices, tracking of receivables, and allowing of discounts.

- Informal meetings with the key accounts and the financial teams members in order to learn about the processes, problems and typical difficulties.

In data analysis, qualitative data will be sorted into themes like invoicing delays, manual errors, issues with receivable tracking and decision-making on discounts. Where it can be obtained, quantitative data are examined in a plain fashion, e.g. whether there were delays in payments, how frequently the follow-ups were made, or whether the discounts had certain patterns. It is not expected to result in the complex statistical outcomes, but it will help to identify the main issues and their influence on the financial reporting and key account profitability.

Chapter Three: Findings and Discussion

3.1 Problems in Invoicing and Revenue Recognition

The review of invoicing process within Tiger Lithium Co. Ltd has shown that the process is semi-manual and it is not heavily standardized which results in delays in the invoice generation process and also invoice revenue recognition variances. These are financial events that directly impact a cash flow and accuracy of reporting.

The Invoice Processing Time, which is the time interval between service delivery and invoice issuance, is a crucial analytical aspect in determining invoicing efficiency. Ideally invoices are to be issued within 1-2 days of service delivery. But according to the patterns in the workflow, delays can reach up to 3-7 days owing to the manual entry of data, interdepartmental coordination, and verification.

To estimate the financial cost of such delays, the following estimation can be made:

- Average invoice value = 50,000 BDT
- Invoices monthly = 100.
- Total monthly billing = 5,000,000 BDT

Assuming that 30 percent of invoices are delayed by 5 days, then:

- Delayed invoice value = $30\% \times 5,000,000 = 1,500,000$ BDT

This implies that 1.5 million BDT of revenue recognition is deferred to 5 days, which goes straight to the delay of cash inflow.

The effect can be explained in terms of cash flow delay cost as well.

$$\text{Daily Cash Flow Impact} = \frac{1,500,000}{30} = 50,000 \text{ BDT per day}$$

Therefore, a five-day lag causes a delay of liquidity value of around 250,000 BDT that could be spent on operational costs or reinvestment.

In addition, late invoicing causes differences in the timing of revenue recognition, which leads to discrepancies in the delivery of services and the reporting of revenues. This undermines the accuracy of financial reporting and can cause bad short-term decision-making, particularly in a start-up setting where cash flow is paramount.

The other problem is the possibility of human error in manual invoicing that can contain incorrect quantities, pricing mistakes or matching of client information. Such mistakes tend to cause reworking and hence prolonging payment collection as well as inefficient administration.

On the whole, the findings of the analytical work indicate that delays in invoicing not only delay recognition of revenues but also have quantifiable adverse effects on cash flow. The introduction of a more automated and time-constrained invoicing system would greatly enhance financial efficiency and minimize delays and increase reporting accuracy. (Emagia , 2025) (SAP Taulia, 2023)

3.2 Problems with Credit Management and Receivable Tracking

The receivable management practices analysis at Tiger Lithium Co. Ltd depicts that there are a number of inefficiencies which directly affect the cash flow and liquidity position of the company. At the time of the internship, the main method of tracking the receivables was by using spreadsheet and informal communication means like phone calls and messaging, which restricts the kind of systematic monitoring.

Days Sales Outstanding (DSO) is one of the main analytical indicators in managing receivables and is used to gauge how many days it takes to collect receivables upon sale. The formula is-

$$DSO = \frac{\text{Accounts Receivables}}{\text{Total Credit Sales}} \times 365$$

According to the observed trends, it is possible to dramatically increase the DSO due to late follow-up and unstructured tracking. An example of this is when the average duration taken to collect is lengthened beyond what was assumed to be 30 days to 45-60 days; it means that the cash inflow is delayed 50-100% on average. The delay decreases the capacity of the company to invest in its operations and also meet its suppliers on time as well as working capital flowing smoothly.

Also, there is no established accounts receivable ageing system and as a result, it is not easy to classify pending invoices. An ageing analysis is normally disaggregated into categories like receivables as:

- 0–30 days (Current)
- 31–60 days (Moderate delay)
- 61+ days (High risk)

With no such classification, high-risk overdue accounts are likely to go unnoticed leading to higher likelihood of bad debts. As an illustration, when at least 20 percent of receivables are 60+ days they are an indication that the company may suffer a liquidity risk and inefficiency in credit management.

The other key indicator is the Collection Efficiency Ratio that is computed as:

$$\text{Collection Efficiency} = \frac{\text{Collected Amount}}{\text{Total Receivables}} \times 100$$

A lesser ratio is a sign of incomplete follow-up mechanisms and under-performance in terms of receivable recovery.

In general, the absence of automation, organized analysis of ageing, and specific follow-up causes immediate collections, a lower efficiency of cash flows, and financial risks. The introduction of a more systematic receivable tracking system with the help of analytical tools would greatly enhance the financial control and decision-making.

3.3 Impact of Discount Practices on Key Account Profitability

Discount management is very important in the sustaining relationship with key accounts but the analysis shows that such decisions are frequently made without systematic assessment on their financial effects on profitability.

The impact of discounts on profit margins needs to be analyzed to understand the effect of discounts. Profit can be calculated as:

- $\text{Profit} = \text{Revenue} - \text{Total Cost}$

A simplified situation is given:

- Revenue (at current price) = 100,000 BDT.
- Total Cost = 80,000 BDT
- Profit = 20,000 BDT (Profit Margin = 20%)

At 10 percent discount:

- New Revenue = 90,000 BDT
- Profit = 90,000 – 80,000 = 10,000 BDT
- New Profit Margin = 11.1%

This demonstrates a one in ten profit cut (10 percent discount) decreases profit by one-half significant financial impact. When such discounts are consistently practiced with no analysis, the company may end up keeping its clients at the expense of gaining lesser profits. (SAP Taulia, 2023)

The other important issue is the lack of customer level profitability analysis. Some discounts are sometimes negotiated on relationship or volume expectations, but without consideration of:

- Direct service costs
- Logistics costs

- Operational overhead

This causes certain key accounts to be reported as profitable using revenue numbers and in actuality, net contribution after discounts and expense could be very low or even negative.

To be more analytical, it might be useful to make profitability statements on individual accounts, in which:

- *Net Profit per Client = Revenue – (Service Cost + Logistics Cost + Discount)*

This kind of analysis would enable the management to know whether or not a discount would be economically justified. In the illustration, a client that brings in high revenue, yet needs frequent logistical support and high discounts can end up decreasing the overall profitability.

Finally, although the impact of discounts on client retention is a strategic issue, without a developed financial assessment, margins can be depreciated dramatically. Combining the decision to make discounts and the quantitative analysis of profitability would help the company to balance between customer satisfaction and long-term financial performance.

3.4 The problem of Logistics Cost Handling on Profitability Understanding

The logistics cost management analysis of Tiger Lithium Co. Ltd shows that logistics costs, such as costs in battery transportation, station support, and client servicing, are not allocated systematically at the client level. This has no structured cost allocation which restricts the company in determining the profitability of key accounts.

The logistics expenses generally involve:

- Cost of transportation (fuel, driving, usage of the vehicle)
- The cost of delivery and battery movement
- Service support costs and field visit costs

These costs are usually nowadays rounded off (e.g., total monthly logistics cost), without attributing them to particular clients or services. Consequently, the profitability analysis is not complete.

To solve this, simple cost allocation model can be used. One of them is to apportion logistics expenses according to quantifiable activity metrics like the number of trips, distance, or frequency of service. For example:

- Total cost of logistics monthly = 100,000 BDT.
- Number of trips per month = 20 trips a month.
- Cost Per Trip = $\frac{100,000}{200} = 500 \text{ BDT per trip}$

In case a certain key account needs:

- 20 trips per month

Then:

- Logistics Cost for that Client= $20 \times 500 = 10,000$ BDT

Now adding this to profitability:

- Revenue from client = 80,000 BDT
- Service cost = 50,000 BDT
- Logistics cost = 10,000 BDT

Profit without logistics cost allocation would be as:

- $80,000 - 50,000 = 30,000$ BDT

It leads to a 50% overestimation of profit, which may be misleading to the management.

Alternatively, the logistics costs can also be deferred on the basis of:

- Cost per km/distance travelled.
- Delivery of number of batteries.
- How often they visit the service.

Both approaches give a better description of the real price paid per client.

This lack of analytical allocation poses a risk whereby certain key accounts might seem to be very profitable but they are actually taking up a lot of logistics. On the other hand, efficient clients might be under-valued because of the incorrect distribution of costs.

To sum up, a structured logistics cost allocation model should be implemented to do a proper customer-level profitability analysis. It allows making better pricing-related decisions, allocating resources better, and enhancing financial transparency in the key account management. (Pulse, 2025)

3.5 Overall Discussion

The combination of the results indicates that the areas of interest regarding management of the key accounts of Tiger Lithium Co. Ltd. are invoicing, receivables, discounts, and logistics where delayed invoicing and partly manual invoicing influence the recognition of revenues and financial reporting. The credit and receivable tracking weaknesses have risks to the cash flow and difficulty in managing credit terms. The practice of discount under the absence of right analysis can diminish the margins and conceal the actual profitability of the key clients. The weakness of that is an incomplete allocation of logistics costs that hinders the company to view the complete financial picture further down in the customer level.

These are typical of most immature startups, particularly where systems and processes are immature. But when left unattended, they may compromise the companies potential to make informed choices concerning pricing, clientele and allocation of resources. The research indicates that automation, combination of financial and operational data, and the utilization of less ambiguous ways can assist Tiger Lithium Co. Ltd to reinforce their accounting, as well as their key account managerial approaches. This would in turn assist in a more sustainable growth and better strategic planning in future.

Chapter Four: Recommendations

4.1 Improvements in Invoicing and Revenue Recognition

Among the findings, a major suggestion is to ensure that invoicing process gets structured and less manualized. The company must launch standard invoice templates that would be directly hooked into its accounting or ERP system. This would save on the time of going through and typing data in excel and reduce the possibilities of human error. The use of predetermined dates when invoices are issued following the delivery of services, e.g. a set number of days, would also come in handy in ensuring that the revenue is recognised promptly.

The other suggestion is to improve internal checks prior to making final invoices. As an example, one can use a plain checklist to check the client data, quantities, rates, and tax information and then issue an invoice. This will contribute to preventing corrections in the future and enhance accuracy of financial records. Better recognition of revenue and financial reporting will also be enhanced by having the staff trained on the importance of timely and correct invoicing with regard to key accounts.

4.2 Fraud: Improving Credit Management and Receivable Tracking

In order to deal with the challenges of credit management and tracking of the receivables, Tiger Lithium Co. Ltd can use more disciplined monitoring. One of them is to have an ageing report, which serves as a clear indication of the number of days that an invoice is outstanding (0-30 days, 31-60 days, etc.). Both the key accounts and finance teams should have a regular review on this report. It will assist in detecting the clients who have not paid up on time and enable follow-ups to be made.

Also, the company has the option of automated reminders on the payments that are still outstanding and due in the future or in a simple email format, the company can make use of this in its software. A specific assigned duty of following up on certain accounts will make sure that the receivable management will not rely solely on informal communication. Moreover, the company can check the terms of credit provided to key accounts and change it depending on the payment history of each client and its risk posed. An improved information coupled with stronger policies will ensure that cash flow is safeguarded and bad debt minimised.

4.3 Making Discount Decisions More Data-Driven

The most prominent recommendation on discount practices is to tie the approvals of discount closer with finance analysis. The firm must calculate the impact of offering a discount to a given key account on its overall profitability before the company can grant a discount to such a customer. A simple profitability sheet can be used to capture revenue, direct service costs, logistics costs, and the impact of discounts. It will assist the management to see that a discount is acceptable or it should be curtailed.

There should also be some clear guidelines as to who is allowed to grant discount and up to what degree. Discounts of higher magnitude may need the consent of top management or finance department. Any discounts provided to key accounts should be stored in one central database in a way that the company will be able to check the trends over time. Tiger Lithium Co. Ltd can go on maintaining a satisfied client pool and guarding the margins by improving the organization of discount decisions and making them more data-driven.

4.4 Improved Analytics and Distributions of the Logistics Costs

The company requires a more comprehensive system to monitor and apportion logistics costs in order to enhance a better insight into customer-level profitability. All significant logistics processes, when transporting batteries or coming to the client points, must be logged in with the minimal data, including date, route, client name (where necessary), and the nature of the service. A basic tracking sheet or an online form can be used to trace the logistics charges to certain accounts or sets of clients.

When this information is gathered, the company may place logistics costs on a basis to be used: such as the number of trips made, the distance covered, or the amount of batteries moved on each key account. This will give a clear picture of the actual cost of serving the various clients. Under improved cost allocation, the management will know what accounts are well profitable, which are marginal and where pricing changes or service conditions might be necessary.

4.5 Enhancing Systems, Training, and Coordination

Lastly the company must consider improving the system on the whole and staff training. Incorporating the financial data (invoices, receivables) with the operational data (swap frequency and performance of the station) will provide a better view of every key account. The purchase of appropriate software that would deal with invoicing, tracking receivables, and simple analytics will cut down on manual labor, as well as enhance accuracy.

Conducting training to the personnel working in key accounts and finance on issues such as invoicing requirements, receivable control, and monitoring cost will contribute to the improved

internal culture of financial discipline. The enhanced alignment of departments, through review meetings periodically or even shared dashboards, will make sure that all departments share a single vision of performance of the clients. Through these measures, Tiger Lithium Co. Ltd will be able to enhance its accounting practices as well as its key account management, which will enable it to make more informed decisions and sustainable business growth.

Chapter Five: Conclusion

The paper has explored the issues surrounding accounting practices in key account management at Tiger Lithium Co. Ltd, which was observed and experienced during my internship period in the organization and as an intern in the company in the capacity of a Key Accounts Intern. The key areas that were addressed during the research included invoicing and receivable management, the practices of discounts and logistics cost management, which are important in the analytic explanation of the financial performance of strategic customers. Being an upcoming company in the business of clean-energy and electric mobility, Tiger Lithium Co. Ltd needs precise and timely financial data at its disposal as it looks to handle its key accounts efficiently and facilitate a sustainable growth.

The study findings revealed that the recognition of revenue and some delays in issuing invoices may be adversely impacted when the processes of issuing invoices are partially manual. Challenges in credit management and tracking of receivables due to the lack of automation and use of manual follow-up is a risk to cash flow and increasing the difficulty of managing outstanding payments. Also, the study pointed out, the discount decisions are not always being solidly dotted with structured financial analysis, which is likely to minimize the profitability of major accounts. Moreover, this is coupled with incomplete tracking and allocation of logistics costs at a customer level which narrows down the business in determining the actual account level profitability.

These are typical problems in most startups when systems and processes are still in progression, but have significant consequences. Otherwise, they may lower financial transparency, tighten the screw of operations, as well as diminish the quality of managerial judgment in pricing, credit patterns, and use of resources. In a business such as battery swapping and clean mobility, an industry that is competitive and capital-intensive, the accounting practices will be critical to the success of a business in the long run.

The study recommendations imply that Tiger Lithium Co. Ltd needs to shift towards more formalized and automated methods of invoicing, tracking receivables, granting discount, and distribution of logistics costs. The standardisation of invoice formats, the use of ageing reports and automated reminders, correlation of discounts with the profitability analysis, and better cost tracking can help the company have a better understanding of the financial performance of their key accounts. These will also be supported by training the employees and improving coordination between the key accounts, financial and operations.

After all, the study establishes that key account management is strongly tied to accounting practices. Enhancement of such practices will not only assist Tiger Lithium Co. Ltd to have a more suitable financial control but also assist in making more informed and strategic decisions regarding its most significant customers. In its turn, it can help the company achieve greater profitability, optimised resource use, as well as more sustainable growth in the clean-energy market.

References

- Bangladesh based startup Tiger New Energy secures USD 3.5mln funding. (2026, April 16). *The Daily Star*. Retrieved from <https://www.thedailystar.net/tech-startup/news/bangladesh-based-startup-tiger-new-energy-secures-usd-35mln-funding-3644321>
- Emagia . (2025, August 22). Accounts Receivable Challenges: Managing Overdue Payments, Mitigating Credit Risk, and Ensuring Timely Collections. Retrieved from <https://www.emagia.com/resources/glossary/accounts-receivable-challenges/>
- HighRadius. (2023, December). 9 Toughest Accounts Receivable Challenges and How to Overcome Them in 2024? Retrieved from <https://www.highradius.com/resources/Blog/9-accounts-receivables-challenges-and-how-to-solve-them/>
- Pulse. (2025, February 19). 5 Common Challenges in Accounts Receivable Analysis and Solutions. Retrieved from <https://mypulse.io/blog/5-common-challenges-in-accounts-receivable-analysis-and-solutions>
- SAP Taulia. (2023, January 12). How to overcome challenges in the accounts receivable process. Retrieved from <https://taulia.com/resources/blog/challenges-in-accounts-receivable-process/>
- Start your EV Battery Swapping Business: Complete Business Model*. (n.d.). Retrieved from FatBit Technologies: <https://www.fatbit.com/fab/start-ev-battery-swapping-business-complete-guide/>
- Ventures, A. (2025, June 4). Tiger New Energy's Battery Swapping Technology Receives US\$3.5M Push. Retrieved from <https://ventures.adb.org/tiger-new-energys-battery-swapping-technology-receives-us3-5m-push/>