



A Study on Working Capital Management, Operational Revenue Auditing, and Financial Control Systems at Jubile Travels, Tirupur

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Abstract:

This paper presents an internship-based study of working capital management, operational revenue auditing, and financial control systems at Jubile Travels, Tirupur. The internship was undertaken in the Finance & Accounts Department from 25 May 2026 to 14 August 2026 under the guidance of Mr. Baskaran G, Manager, and academic supervision of Dr. Selvi S. The study examines the financial and operational transaction cycle of a commercial transport enterprise covering passenger services, parcel cargo, corporate charters, and fleet expenditure. The analysis focuses on revenue reconciliation, working capital, receivable ageing, fuel efficiency, route profitability, bank reconciliation, and internal controls. Primary evidence included trip waybills, Electronic Ticketing Machine records, counter collections, fuel invoices, odometer readings, OTA settlement statements, vendor invoices, corporate billing schedules and bank reconciliation information made available during the internship, supplemented by secondary sources. The study identifies timely reconciliation, receivable discipline, vehicle-level fuel monitoring, and daily operational controls as important elements of financial management in transport operations. Two practical case studies examine multi-depot digital payment reconciliation and commercial fleet fuel-efficiency control. The internship also enabled the application of MBA Finance concepts including working capital management, CVP analysis, CPK, RevPAK, DSO, contribution analysis, NPV, IRR, and internal control to a real-world service business.

Keywords: working capital management, revenue auditing, financial controls, Jubile Travels, transport finance, fuel efficiency, route profitability, digital reconciliation

1. Introduction

The commercial road passenger transport and mobility logistics sector is an important part of India's transport infrastructure and supports intercity travel, labour mobility, business travel, tourism, and parcel connectivity. The internship report places Jubile Travels within this operating environment and emphasizes the financial complexity created by high-frequency transactions, recurring fleet expenses, and multiple revenue channels.

Jubile Travels, headquartered in Tirupur, operates scheduled intercity passenger services, under-deck express parcel logistics, corporate employee-transport contracts, and tour and holiday charters. The company serves routes connecting Tirupur with Bengaluru, Chennai, Coimbatore, Madurai, Salem, Trichy, and Kochi. Its business model therefore combines retail passenger collections, parcel receipts, and credit-based corporate billing, each with different settlement and working-capital characteristics.

The finance function is closely linked with operations. The internship involved trip-sheet and Electronic Ticketing Machine auditing, reconciliation of physical cash and UPI collections, Online Travel Agency settlement verification,

fuel invoice scrutiny, accounts payable and receivable work, bank reconciliation, and short-term liquidity analysis. These activities provided the basis for examining how financial controls operate in a high-frequency transport setting.

The purpose of this paper is to present the internship findings in a research-paper format, focusing on the relationship between working capital, revenue quality, fuel efficiency, route economics, and financial control systems at Jubile Travels. The study also documents practical case studies and translates the internship observations into management-oriented findings.

2. Literature Review

The conceptual foundation of the study is drawn from financial management, management accounting, working capital management, cost accounting, and transport-sector operating practices. The source report uses established financial-management concepts to interpret the timing of collections, supplier credit, receivable ageing, operating costs, and capital expenditure.

Working capital management is particularly relevant because the enterprise combines advance or near-immediate passenger collections with credit-based corporate contracts. The report applies the operating cash-cycle perspective to distinguish between cash generated before or close to a trip and receivables generated after contracted services are delivered. This distinction is complemented by DSO and ageing analysis.

Management-accounting concepts such as cost-volume-profit analysis, contribution analysis, cost per kilometre (CPK), revenue per available kilometre (RevPAK), passenger load factor, and break-even occupancy are used to connect operating activity with financial outcomes. Fuel efficiency is examined through kilometres per litre (KPL), while route economics are evaluated using multiple indicators rather than passenger occupancy alone.

The source report also refers to regulatory and industry resources from the Ministry of Road Transport and Highways, the State Transport Authority of Tamil Nadu, the Reserve Bank of India, SIAM, and online ticketing-platform operator resources. These materials are used to contextualize transport regulation, digital payments, vehicle modernization, and OTA settlement practices.

3. Research Methodology

The study follows a single-organization internship case-study design centred on Jubile Travels, Tirupur. The unit of analysis is the finance and operational transaction cycle associated with passenger services, parcel cargo, corporate charters, and fleet expenditure. The approach combines qualitative observation with quantitative analysis of selected operational and accounting information made available during the internship.

The primary objectives were to understand the working-capital characteristics of a commercial passenger transport enterprise; evaluate revenue and collection reconciliation practices; examine the relationship between fuel consumption and route-level operating cost; study receivable ageing and payment behaviour in corporate contracts; and identify internal-control practices supporting financial accuracy.

Primary evidence included trip waybills, Electronic Ticketing Machine summaries, counter collection records, fuel invoices, odometer readings, OTA settlement statements, vendor invoices, corporate billing schedules, bank statements or reconciliation information made available for internship work, and discussions with responsible personnel. Secondary evidence included textbooks, government regulatory material, transport-sector reports, and publicly available information used to contextualize the company-level analysis.

Data quality was addressed through cross-verification. Passenger revenue was considered through booking information, ETM records, physical or digital collections, and bank settlement. Fuel expenditure was examined by comparing purchase documents with litres supplied and kilometres travelled. Corporate receivables were evaluated using invoice dates, contractual terms, ageing buckets, and payment follow-up.

Confidentiality was maintained by using aggregated analytical values and process descriptions rather than reproducing confidential customer names, account numbers, passwords, payment credentials, or personally identifiable information. The study does not represent an external assurance report and does not independently verify every company asset, liability, tax return, payroll record, or statutory book.

4. Results and Analysis

4.1 Business Model and Financial Operating Environment

The report identifies four principal operating segments: scheduled intercity passenger services, under-deck express parcel cargo, corporate employee charters, and tour and holiday charters. Each segment has a distinct customer base and cash-flow profile. Passenger services generally generate advance or immediate collections, parcel services have high cash velocity, corporate contracts involve monthly credit billing, and tour charters commonly involve advance deposits.

Operating Segment	Primary Customer Base	Indicative Margin	Working-Capital / Cash-Flow Characteristics
Scheduled intercity passenger	Business travellers, commuters, tourists	14%–18%	Passenger fares collected in advance of travel
Under-deck express cargo	Garment manufacturers, traders, courier agencies	25%–35%	High cash velocity; freight collected at booking
Corporate employee charters	Textile export mills and industrial plants	10%–14%	Monthly credit billing; approximately 30–60 day DSO
Tour & holiday charters	Pilgrimage groups, schools/colleges, families	16%–22%	Advance booking deposit, with balance before departure

Source: Author's compilation from the SIP report; margins are indicative analytical estimates stated in the report.

The diversified model creates both opportunity and accounting complexity. Different channels use different settlement schedules, source documents, and customer-credit arrangements. Consequently, the finance function must integrate operational information with accounting records rather than relying only on periodic financial statements.

4.2 Financial and Operational KPI Framework

KPI	Purpose in the Study	Management Interpretation
Cost per Kilometer (CPK)	Measures operating expenditure per kilometre	Supports route and fleet cost comparison
Revenue per Available Kilometer (RevPAK)	Links revenue with available route capacity	Supports route economics and yield analysis

Passenger Load Factor	Measures seat/berth utilization	Indicates revenue utilization of available capacity
Days Sales Outstanding (DSO)	Measures corporate collection period	Identifies cash tied up in receivables
Kilometres per Liter (KPL)	Measures vehicle fuel efficiency	Flags vehicle/route exceptions requiring investigation
Break-even occupancy	Determines passenger volume required to cover trip costs	Supports fare, cargo and scheduling decisions

Source: Financial KPI framework described in the SIP report, Section 6.3.

The KPI framework connects operational activity to financial outcomes. The report emphasizes that a single KPI should not be interpreted in isolation. For example, passenger occupancy must be considered with fare yield, CPK, cargo contribution, tolls, crew costs, and vehicle utilization. Similarly, a low KPL observation should trigger investigation because traffic, load, vehicle condition, driving style, and measurement timing may influence fuel efficiency.

Revenue auditing is treated as a transaction-level control. The sequence begins with trip-level comparison of bookings or manifests against ETM records and collections; continues with gross digital collections versus gateway or OTA settlement reports; and ends with matching net settlement to bank realization. An exception register is proposed to classify timing differences, documentation gaps, refunds, commission deductions, bank charges, and unresolved items.

4.3 Working Capital Management

The internship analysis identified a mixed working-capital model. Passenger ticketing and parcel bookings can generate immediate or advance cash, while corporate employee-transport contracts create receivables after service delivery. The project dataset recorded an average corporate DSO of 48 days against contractual terms of around 30 days. The report interprets this gap as a source of cash being tied up in receivables.

Supplier credit can partially offset the working-capital requirement, but diesel, maintenance, tyre and spare-parts payments, statutory taxes, insurance, and loan commitments create recurring cash outflows. The report therefore emphasizes a rolling cash forecast rather than reliance on monthly profit figures alone. It proposes daily collection reconciliation, weekly receivable ageing, a rolling 13-week cash forecast, and a separate reserve for predictable statutory payments.

4.4 Fuel Cost and Sensitivity Analysis

Fuel is identified as one of the most important controllable operating costs. The report states that High-Speed Diesel accounts for a substantial share of operating expenditure and models a fleet travelling approximately 1,80,000 kilometres per month at an average efficiency of 4.5 KPL. The following sensitivity analysis is reproduced from the internship project.

Diesel Scenario	Price / Litre	Monthly Diesel Expense	Variance vs. Baseline	Required Fare Adjustment / Passenger
Baseline	₹93.00	₹37,20,000	₹0	Baseline published fares

₹2 price rise	₹95.00	₹38,00,000	+₹80,000	+₹14.50
₹5 price rise	₹98.00	₹39,20,000	+₹2,00,000	+₹36.25
10% surge	₹102.30	₹40,92,000	+₹3,72,000	+₹67.50
₹3 price drop	₹90.00	₹36,00,000	-₹1,20,000	Margin expansion / promo buffer

Source: Researcher's sensitivity analysis in the SIP report, based on project baseline diesel consumption and fare assumptions.

The analysis indicates that fuel-price changes can affect trip contribution quickly when fares cannot be adjusted immediately. The report therefore emphasizes operational controls such as improving KPL, optimizing route frequency, preventive maintenance, reducing unnecessary idling, and using under-deck cargo revenue to support trip economics.

4.5 Route Profitability and Financial Feasibility

Route profitability was examined using CPK, RevPAK, operating ratio, passenger load, cargo contribution, and net margin per round trip. The report emphasizes that occupancy alone is insufficient to assess a route because fuel, tolls, crew costs, maintenance, permits, and allocated fixed costs influence contribution.

The route-level analysis also demonstrates the role of secondary cargo revenue. Under-deck parcel cargo can provide incremental revenue without a proportional increase in major trip costs and can therefore reduce the passenger break-even requirement on selected routes. This supports the report's broader conclusion that transport finance should evaluate the complete revenue mix.

4.6 Financial Ratio Analysis

Financial Ratio	FY 2023–24	FY 2024–25	FY 2025–26 (Projected)	Industry Benchmark
Current Ratio	1.28	1.32	1.35	1.20–1.40
Quick / Acid-Test Ratio	1.08	1.12	1.16	1.00–1.15
Debt-to-Equity Ratio	1.45	1.28	1.12	1.20–1.60
Interest Coverage Ratio	3.12	3.48	3.85	Above 2.50
Operating Profit Margin	14.8%	16.2%	17.4%	12.0%–18.0%
Net Profit Margin	5.2%	6.1%	6.8%	4.0%–7.0%

ROCE	15.4%	17.1%	18.6%	14.0%–18.0%
DSO	52 days	49 days	48 days	40–50 days

Source: Jubile Travels financial records and researcher calculations; benchmark ranges are analytical reference points stated in the SIP report.

The project report interprets the ratio movement as indicating improvement in interest coverage and a decline in debt-to-equity across the reported periods. Because some figures are project calculations and the FY 2025–26 values are projected, the ratios should be treated as internship-based analytical indicators rather than audited public financial statements.

5. Case Studies

5.1 Case Study 1: Multi-Depot Payment Gateway and Digital Counter Reconciliation

With the expansion of digital booking channels, the internship report observed reconciliation differences between booking registers and bank current-account credits. The reported causes included settlement timing lags, Merchant Discount Rate deductions, and cancellation or refund processing.

A three-tier daily reconciliation framework was designed: Tier 1 compared counter bookings with ETM machine logs; Tier 2 compared shift-wise cash/UPI registers with payment-gateway settlement reports; and Tier 3 compared net gateway payout advice with the bank current-account statement. The framework linked passenger count, seat allocation, gross ticket value, gateway deductions, net payable, bank credit date, and transaction reference.

During a four-week trial described in the report, unverified booking revenue variances declined from an average of 4.2% of daily collections to less than 0.15%, while refund-processing and ledger-reconciliation cycles were reduced from five days to same-day verification. The report attributes these outcomes to the structured reconciliation process.

Control Tier	Source Document 1	Source Document 2	Reconciliation Objective
Tier 1: Booking vs. ETM	Counter booking manifest	Conductor ETM machine log	Passenger count, seat allocation and gross ticket value
Tier 2: Collection vs. Gateway	Shift-wise cash/UPI register	Payment gateway settlement report	Gross transactions, MDR deductions and net payable
Tier 3: Gateway vs. Bank	Net gateway payout advice	Bank current-account statement	Actual bank-credit date and UTR/reference

Source: Reconciliation framework designed by the researcher from internship observations.

5.2 Case Study 2: Commercial Fleet Fuel Efficiency and Operating Cost Control

The report identified fuel as the largest variable cost category and observed variation in KPL among buses operating on similar routes. The investigation considered tyre pressure, engine air-filter condition, and driver operating habits as contributing factors.

A weekly Vehicle Mileage Audit Protocol was introduced with workshop involvement. Vehicles achieving the designated fuel-efficiency target were linked to the report's stated incentive approach, while under-performing buses were referred for mechanical servicing. The report states that improving average fleet fuel economy from 4.0 KPL to 4.45 KPL across 1,80,000 monthly fleet kilometres reduced monthly diesel consumption from 45,000 litres to 40,450 litres, generating an estimated monthly operating-cost saving of approximately ₹4,23,150 at ₹93 per litre.

Factor Examined	Operational Finding	Financial / Operating Implication
Tyre pressure	Under-inflation by 10–15 PSI was observed in some buses	Higher rolling resistance; report estimates 3%–5% efficiency reduction
Engine air filter	Delayed replacement during dry months	Sub-optimal combustion; report estimates 4% higher diesel consumption
Driver operating habits	Excessive idling and erratic acceleration	Report estimates 3–5 litres of fuel wasted per round trip

Source: Workshop and fleet-maintenance observations recorded during the internship; financial implications calculated by the researcher.

6. Discussion

The combined analysis indicates that financial performance in a commercial transport business is closely connected with operational discipline. Revenue quality depends on reconciliation speed because trip-level, OTA, gateway, and bank records must be linked before management can distinguish genuine performance from settlement timing differences.

Working capital is another central issue. Passenger ticketing and parcel bookings can support liquidity through rapid collections, while corporate contracts create receivables. The 48-day DSO in the project dataset indicates that receivable management is an important liquidity lever. Collection improvements can release cash without necessarily requiring additional sales.

Fuel efficiency and route contribution are similarly important. Small changes in KPL accumulate across thousands of monthly kilometres, while occupancy and fare-yield changes become material when multiplied across repeated trips. The report therefore recommends vehicle-level KPL dashboards and route-level profitability dashboards rather than isolated cost reporting.

Digital channels increase convenience and traceability but also create additional settlement points through commissions, refunds, payment charges, and timing differences. The study consequently treats standardized reconciliation, exception ownership, and segregation of duties as core financial controls.

From a managerial perspective, the report proposes a daily digital reconciliation dashboard, weekly receivables review, vehicle-level fuel scorecards, a rolling 13-week cash-flow forecast, stronger shift-cash controls, standardized vendor invoice verification, periodic OTA economics review, and route-level profitability dashboards. These are presented as management options rather than mandatory actions.

7. Conclusion

The internship at Jubile Travels provided a practical setting in which finance and operations are closely interconnected. The study demonstrates that financial control in transport depends on timely and accurate transaction reconciliation: passenger revenue must connect with trip and ticketing records, digital settlements with booking data and bank realization, fuel purchases with vehicle activity, and corporate receivables with ageing and follow-up.

The study also shows the importance of working-capital visibility. Advance passenger collections, parcel receipts, corporate credit, supplier terms, statutory obligations, and recurring fleet expenses create a complex cash-flow structure. A rolling cash forecast, disciplined receivable follow-up, and planned reserves for periodic payments can improve liquidity visibility.

Managerial accounting techniques such as CPK, RevPAK, break-even occupancy, sensitivity analysis, contribution analysis, NPV, IRR, and DSO provide complementary views of performance. Used together with operational records, these measures help explain why a financial result occurred and which operational lever may influence it.

The most significant professional learning from the internship is that an effective finance professional in transport must understand both the accounting entry and the operational event that created it. The study therefore concludes that finance should function not only as a reporting activity but also as an operational control function linking cash, capacity, fuel, people, maintenance, and customer transactions.

8. Limitations and Future Scope

The study is limited by the approximately twelve-week internship period, the summarized or operational nature of some company information, and the assumptions used in route and profitability calculations. Changes in occupancy, fare, fuel price, toll, maintenance cost, financing cost, or vehicle utilization would alter the analytical results. Industry benchmark ranges in the report are analytical reference points and should not be treated as direct peer comparisons without consistent definitions and accounting policies.

Future research could use historical trip data to forecast route-level occupancy, combine fuel data with GPS and telematics to model KPL drivers, build payment-risk scoring for corporate clients, compare diesel and electric buses using total cost of ownership, and evaluate the economics of OTA versus direct digital bookings using contribution after commissions, payment charges, promotional discounts, acquisition costs, and cancellations.

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