Internship Report on

Project Management Activities of Daraz Live

Submitted to

Islamic University of Technology

as part of the prerequisites for the bachelor's degree

BBA in Business and Technology Management (BTM)

Submitted by:

I understand that my final report will become part of the permanent collection of the Islamic University of Technology BBA in Business and Technology Management Program. My signature below authorizes release of my final report to any reader upon request.

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Letter of Transmittal

15th April, 2022.

S.M.Rakibul Anwar, CFS , FMVA®

Assistant Professor in Finance,

Department of Business and Technology Management,

Islamic University of Technology.

Subject: Submission of Internship Report.

Sir,

With due respect, the report of the internship course (BTM 4800) about 'Project Management of Daraz Live' has been presented to you where I discussed and described about the overview of the company, the daily operations and structure of a newly introduced project at Daraz Bangladesh Limited.

I have made this report following all of experiences during my internship. The collaborative environment of Daraz Bangladesh Limited has helped to understand the situations and apply my skills wherever they were needed. My supervisor and other managers of different departments have also helped me with insightful data and information to write the report. The report has been constructed leveraging the industry insights and information gained from all key stakeholders.

I express my heartiest gratitude for all of your directions and guidance from the very beginning of my internship period to complete this internship report. I will be greatly obliged if you accept this report and help me with proper feedbacks for further improvements.

Sincerely,

Zizan Ayub Al-Khalil,

Student ID: 170061056.

Department of Business and Technology Management,

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Declaration

I, Zizan Ayub Al-Khalil, a student of the Department of Business and Technology Management of Islamic University of Technology hereby declare that I have constructed and completed this report on 'The Project Management of Daraz Live' by myself based on my daily activities during internship period. I was guided by S.M.Rakibul Anwar, CFS , FMVA®, Assistant Professor in Finance, Department of Business and Technology Management (BTM), Islamic University of Technology (IUT). This work is authentic and has not been submitted to any other institutions.

Zizan Ayub Al-Khalil,

Student ID: 170061056.

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Acknowledgement

I have completed this internship with the supports of co-workers, managers and teachers. I am grateful to all of them for assisting me in constructing this internship report from fast to last and supporting me to decorate the sections aligning with real-life experiences at Daraz.

I want to express my gratitude to Almighty Allah to help me in building the capability to cope up with the organizational environment during internship period. After that, I want to express my gratitude to my supervisor, S.M.Rakibul Anwar for continuous supports, guidance and supervision to complete the internship. His supportive environment has enabled me to complete all of the weeks in this corporate and competitive environment strategically. This internship report was prepared also following his guidance.

I would like to thank my supervisor at Daraz Bangladesh Limited, Ryad Uz Zaman, Executive, Performance and Projects for all of the advices and guidance during my internship period. With his support, I was able to cope up with the organizational environment, collaborate with all levels of employees at Daraz and complete my tasks following the company standards. All of the employees of commercial department have helped me to overcome challenges in internal and external environment.

Last but not the least, I always grateful to have my family supports during internship. The mental support from my family members has helped me to gain energy to adapt with the corporate culture and pay attention to everyday tasks.

Executive Summary

The overall experiences of communicating with sellers, knowing their issues, maintaining relationships with stakeholders, and managing the overall project management have been described and decorated in this internship report. I have included the breakdown of operations also since it was vital part of my internship activities at Daraz Bangladesh Limited.

Daraz Bangladesh Limited, widely known as 'Daraz' was founded by Rocket Company in 2012. Since its inception, it has increased its business operations to different regions of the world. After predicting huge business growth opportunity, Daraz entered the Bangladesh e-commerce market in 2013 with the mission of developing habits of using e-commerce in day-to-day life of people. Daraz now dominates the market with 75% market share of the overall e-commerce market. With access to over 5 million customers, Daraz has increased their opportunity of growth by connecting 500 brands and 30000 marketplace sellers till now.

Daraz has increased their service lines for customers following different aspects. Daraz Live is the latest addition to that. I have worked as an intern in this project where I trained and mentored the marketplace sellers to be associated with the live platform and grow their business through self-branding and more connectivity to the customers. I also organized live programs for the sellers who are from diversified ranges of categories and evaluated the performance for future growth of the newly introduced platform.

My internship at Daraz Bangladesh Limited has helped me to get the real-life implications of the theoretical studies and strengthen my communication, persuasion and leadership skills to get a competitive advantage in the job sector of Bangladesh.

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Chapter 1
Introduction

1. Introduction

One of the core requirements of the internship course (BTM 4800) is to prepare a report where I am assigned to highlight all the details of the internship period, the description of activities, work culture and external business environment of the company where I completed my internship in. This report plays a very significant role for understanding my key relationships with stakeholders in the project I worked on, my daily activities and contributions to the wellbeing of the organization to improve effectiveness and workflow efficiency. As a part of this course, I completed a 3-month internship in leading e-commerce company of Bangladesh, Daraz Bangladesh Limited. I was appointed for seller engagement section of Performance and Projects team in Commercial division. During performing duties, I used to collaborate with other employees from Marketing and Seller Support department to ensure the work done and improve the organizational effectiveness. In this 9-credit course, we have also implemented our previous gained knowledge in real life scenarios and tried to relate with the practical understandings.

This whole report will concentrate on a particular project named Daraz Live, for which I engaged and mentored marketplace sellers and renowned brands to be associated with this project. I also ensured all ins and outs to complete operations of each day in this project. In weekly reports, I mentioned all about the day-to-day activities with proper breakdown. The structural concepts and the operations management of this project have been highlighted in the final internship report which will found in later parts.

1.1 Background of the Report

Daraz Bangladesh Limited has initiated their business in Business since 2013, owned by Rocket Internet, later acquired by Alibaba Group. Daraz plays a very significant by operating as a trustee between the customers and sellers. Through creating trustable opportunity for many sellers, Daraz has built their trust and brand acceptance with ensuring effectiveness. The goal of Daraz is to build the sustainable ecosystem of the e-commerce with the strong relationship between sellers and customers. The concept of business operations is very basic, customer order through Daraz's mobile application or website, the seller of the product is notified, Daraz collects the product from the seller and deliver to the customer. Finally, Daraz takes the commission from the sales. To get

the attention of customer, more orders and sales, Daraz figures out various ways of creating an untouched competition in the e-commerce industry. Daraz Live is a part of that kind of strategies to improve the interconnectivity between sellers and customers.

1.2 Origin of the Report

Before the graduation, the internship course is a way of understanding the industry characteristics and real-life business situations for students. The program's goal is to make the students ready and fit for the competitive job market of Bangladesh and help them understand to identify the required skills for the industry. This course also plays an important and significant role to improve the adaptability and making connection between industry people and BTM students.

1.3 Main Purpose

This purpose-led and practical course has enabled the students to experience the outer world with many perspectives and understand the internal and external environment of the company. The primary purposes of this internship program were:

1. Interconnectivity with diversified ranges of people in industry.
2. Getting the connection to theoretical knowledge of other BTM courses.
3. Understanding the company norms and values while working and getting insights about industry standards.
4. Understanding the way of merging technological and business concepts to get organizational effectiveness.
5. Developing must-have hard and soft skills to cope up with the company.

1.4 Objective of the Report

In the 3-month internship, I was assigned to understanding the operations of the Daraz Live project first. Then, in order to develop the project, planning and implementing operational ideas following

the seller and customer characteristics and collaborating with other participants of the company. The specific objectives Daraz has aligned with my job description were:

1. Understanding the ins and outs of a project; Getting all about the relationships with stakeholders.
2. Practicing the communication skill efficiently with stakeholders.
3. Finding out the insights of sellers and customers regarding a new project.
4. Designing the plan of development activities and visualization.
5. Engaging the sellers and participants from other departments to make the project successful.
6. To develop the practice of meeting KPI each month for a project.

1.5 Methodology

To complete this internship report, I have got supports from my colleagues, supervisor, managers and executives from other departments with proper knowledge and insights. Also, various websites and research papers created significant impact with data to develop this paper with specific information.

Primary Research:

1. Conversations with employees of Daraz,
2. Personal notebook where I noted down all day-to-day activities,
3. Conversations with sellers during training sessions,
4. The details of the project provided by regional team.
5. Weekly townhall meeting with Chief Commercial Officer.

Secondary Research:

1. The websites of Daraz and other competitors.
2. The articles from the newspapers.
3. The insights from researchers and organizations about the industry, published in different sources and platforms.

1.6 Scope of the Report

After reading this internship report, the readers will find out everything about the present condition of the e-commerce industry, internal and external environment of an e-commerce company, the value proposition. Also, how a new project is introduced to the stakeholders and developed day-by-day are also key outcomes that the readers will get. Through this whole report, the initiation of a new project to increase the connectivity between the customers and sellers will be described and illustrated. Readers will get significant and noteworthy insights about the hurdles and risk mitigation factors in a project management also.

1.7 Limitation

The 3-month internship helped to understand the characteristics of the daily activities and operations of the project and be associated with a great team. There was an opportunity to be associated with regional team, consisting of the employees of Pakistan, Nepal and Sri Lanka also and work collaboratively to develop the live project. 3-month internship was not enough to improve the adaptability and cope up with the regional team. To work in this type of environment, my supervisor suggested me to be associate with the domestic line of project for at least 8 months.

Chapter 2
Company Overview

2. Company Overview

Pioneering the e-commerce sector in Bangladesh, Daraz Bangladesh Limited has initiated a new trend in online consumer behavior and developed a trustable and customer-friendly ecosystem of brining latest local and international goods to people's doorsteps. People get wide range of products in the website and app from the marketplace sellers and big renowned brands. The goal of Daraz Bangladesh is concentrated on improving consumer's online buying experience with safe, easy and fast product delivery. When customers visit the website and app, they will get a wide and organized array of products, from daily needs to electronics with a lucrative discount rate. Thus, after the 10 years of initiation, Daraz has now become a 'daily-need' brand and part of everyday habit of people when there is need of ordering products through online.

The first of its kind platform in Bangladesh started the journey in Germany, established by an investment company named Rocket Internet since 2012. In Bangladesh, with great and significant success in the sector, Daraz is operating business by creating positive impacts with focused business goal and emphasizing convenience as one of the service attributes since 2013. With website and mobile application, Daraz is providing service to customers connecting diversified ranges of sellers from different categories.
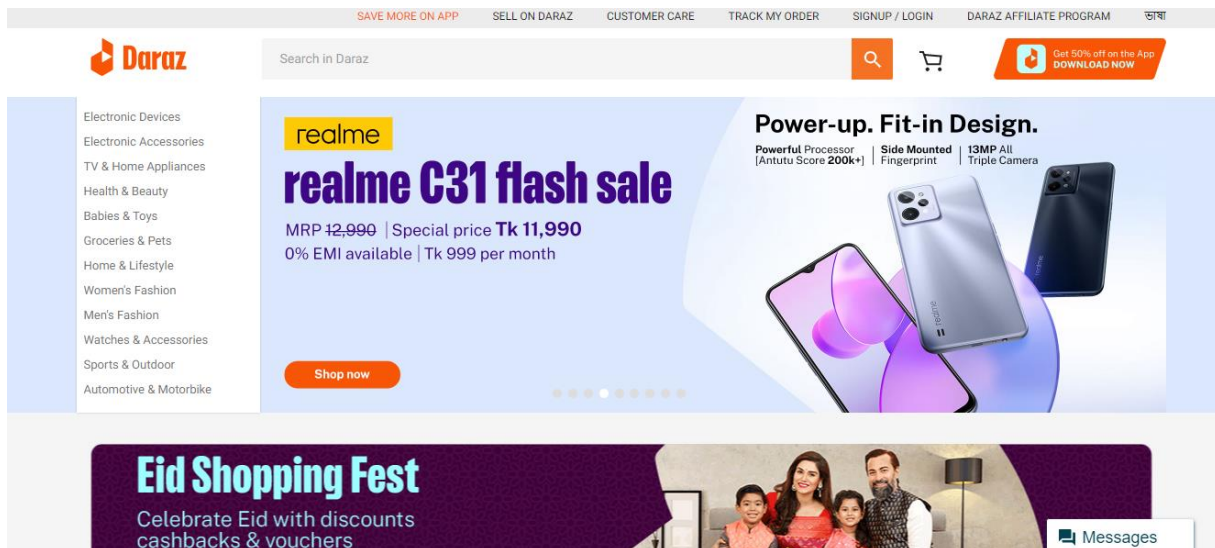
Figure: Daraz Website

Figure: User Interface of Daraz Mobile application

2.1 Company Insights

With wide range of suppliers and impressive growth rate in business year by year, Daraz has developed their business strategy with a sustainable model.

31000	190%	56000	75%	5%
Total number of **Suppliers**	Current **Growth Rate (YoY)**	Total Local and International **Brands**	Market Share **(E-commerce Market)**	**Commission** Daraz Takes

Figure: Business Insights of Daraz Bangladesh Limited

2.2 Logo and Tagline

With the successful presence in consumer's mind, Daraz has already created a strong brand in Bangladesh, with customer and seller centric tagline and values. Daraz has specified their values through a company tagline "Delivering Happiness on the Go"

Daraz has introduced few more exciting projects to create a better experience for both sellers and customers. To deliver the best for both of them and align with the corporate goals, Daraz has changed their logo initiating new values for the customers.

Old Logo   New Logo

Figure: Rebranding of Daraz

2.3 Mission

Since its inception, Daraz has always tried to give customers the taste of time and cost efficiency. Now they are trying to transform the buying habits of customers through one click. With focusing on the customer satisfaction, Daraz has specified their mission to deliver their sellers and customers with convenience.

Their mission statement is "To be the number one marketplace by offering the top quality services to all of the sellers and customers."

2.4 Vision

Considering all of the stakeholders in e-commerce industry, both internal and external, Daraz has created their vision for the wellbeing of both sellers and customers. So, their vision statement is "Uplifting the community through the power of commerce".

2.5 Details of Operations

The process starts with the registration of sellers with proper information. It should be noted that two types of sellers do business in Daraz platform. First ones are marketplace sellers and others are Dmall (Daraz-mall) sellers. Marketplace sellers are mainly the owners of small online shops, small and medium enterprises, importers of foreign products. Usually, the department of seller acquisition and engagement complete the process of marketplace sellers by checking all the business papers, previous operations and product categories. After the successful registration, the sellers will be able to show their products on Daraz website. To show the products, sellers need to inform the seller acquisition team about the products. Then, particular photographers and creative team do all of the processes to confirm the visibility of the seller's product on website as well as mobile application.

Daraz Mall sellers are renowned, branded and authorized shops and can be easily trusted by Daraz customers. To get a Daraz Mall authorization, a marketplace seller needs to be associated and do business with Daraz for a specific period of time and gain enough popularity through positive reviews from customers.

Daraz Mall sellers always get extra marketing facilities from Daraz marketing facilities to boost the business. On different occasions, they get opportunity to promote themselves through various Daraz platforms.

Figure: Promotion of a Daraz Mall brand (Masculine) on social media by Daraz

After the confirmation and termination of all registration procedures, Daraz authority clears all the dos and don'ts to the sellers through terms and conditions. Lastly, the representatives from both sides put signature on the agreement papers where commission rates and mechanisms are also specified. For big brands and dmall sellers, the signing arrangement is quite big and the commission rates are finalized through a systematic and logical negotiation.

Further, Dmall sellers keep communication with the key account executives and managers of commercial department regarding any issues or queries.

Figure: Agreement Signing Ceremony between Daraz and Fabrilife

People from various sections of Commercial department are responsible for keeping the track of sales and generating revenue by proper and adaptive strategies and keeping the continuous and healthy communication with Daraz Mall sellers for business growth of both sides.

To place an order, customers have scopes to order through website and mobile application. Customers can browse the products matching their preferences and requirements. After inspecting various kinds of alternatives from different sellers, they choose their preferred products and place an order. After placing order, the product details and order information reach to the Customer Support Unit of Daraz. After checking all ins and outs of information and looking over the product details, the executives of customer support unit approve the order and pass the order details to the seller center. The particular seller gets notified about the order and he prepares the order with proper packaging. With the completion of packing, they send the products to the local Daraz hub where all the products are stored which has been ordered by customers from various regions. In each hub, the hub managers ensure proper quality assurance of the products by checking all the tracking contents available. If any defect in the product is found, the hub managers return the products to the sellers. After completion of all the processes in the local hub, the products are sent to the Daraz Sort Center, located in Tejgaon, Dhaka. After checking all details and information, the products are organized according to the customer's locations and the authority completes final quality check and assurance process. Then, the products reach the local hubs of the locations from where customers placed orders. The customers can collect their deliveries by themselves from the hub or from the deliverymen who deliver their products on their address. Customer support unit is always enterprising and encouraging to solve any kind of problem from the customer's end. The employees of customer support unit are always careful and contribute to the after-sales service.

Daraz Bangladesh prioritizes seller management since sellers are the key stakeholders of the business. Taking care of customers in organized ways is also emphasized. Systematic tracking of orders is also given importance in daily business operations. Daraz always maintains 7-day return policy which improves the brand loyalty and building the trustworthiness among the customers where other market players failed to gain this attribute. There are some other strategies Daraz follows to retain the customers:

- Voucher code: One of the main components of retaining the customers and improving brand loyalty is voucher codes. Customers can avail the vouchers of various amounts when they shop online from both website and app. Some specific brands offer vouchers on particular amount purchases. There are some other ways to get the vouchers like-from Daraz Live or on different campaigns (11.11 campaign, Anniversary campaign, etc.). On Daraz Live, customers and viewers can get 150 BDT vouchers and use it on the next shopping through Daraz.
- Discount code: Different renowned brands create scopes for getting discounts for the customers. Some loyal customers get discounts on the overall purchases for frequent buying. Customers can get various percentages of discounts after purchasing particular amount or volume of products.

2.6 Organization chart of Daraz Bangladesh Limited
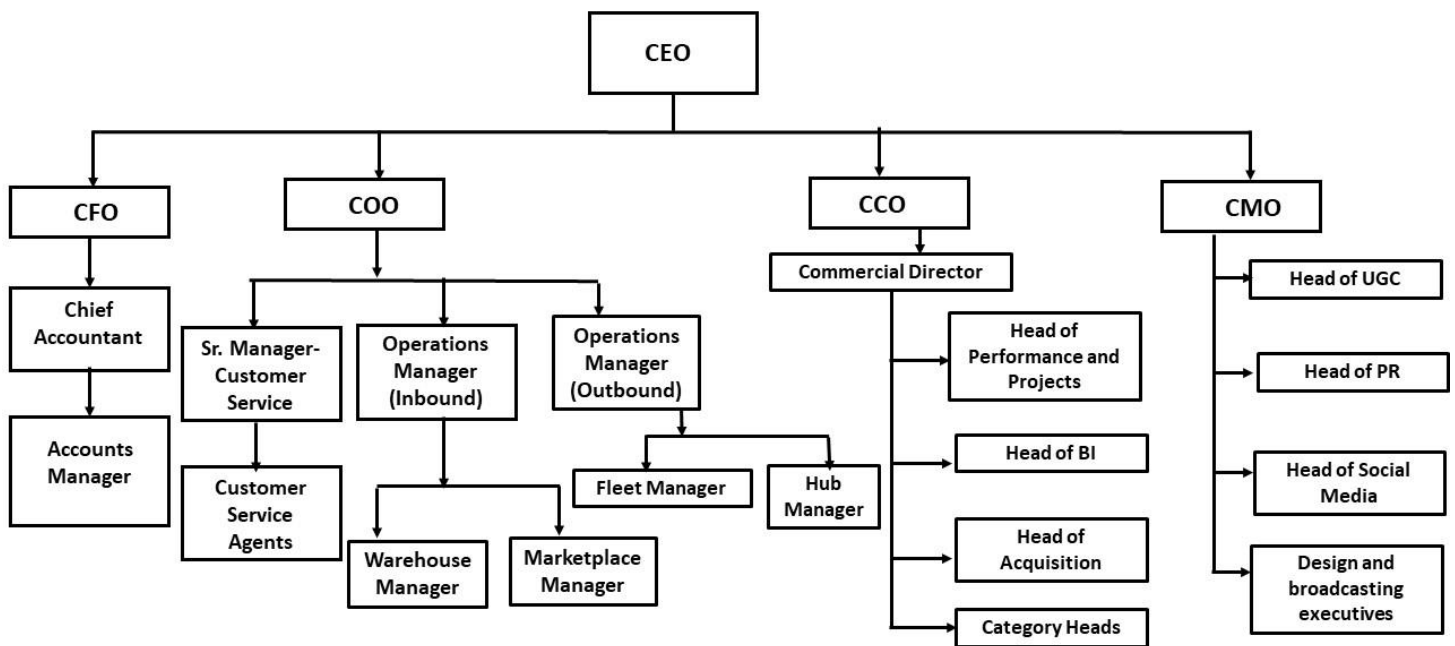
Figure: Organization chart of Daraz Bangladesh Limited. I was appointed for the commercial division under performance and projects department

Daraz focuses on diversity while recruiting the employees for different functions and departments. That's why people with creative mindset are found in marketing department and analytics-driven individuals are also appointed to grow the marketing operations of this big platform. Moreover, the commercial department where employees work for generating revenue and business growth, is also full of creative minds, data-oriented and growth-focused people. Mainly, interconnectivity and collaboration get the prioritized concepts in the commercial department.

One of the most significant and commendable activities of Daraz is 'Weekly Townhall' where chief of the department gives motivation through inspirational and influential speech. From this event, the employees get the full mental strength to meet the weekly target and are energized enough to carry on the job activities. Sometimes, the chief calls for an instant meeting and motivates all of the employees to overcome new challenge, be fully charged and meet new targets set weekly. Sometimes, the guidelines and important steps are also mentioned in these events which enlighten the employees to get both the personal and organizational goals.

Weekly performance review is another mentionable and praiseworthy part of organizational culture Daraz maintains. Even the directors and chiefs announce the best performers of each department and reward them with exciting prizes which encourage all employees to reach the individual goals and contribute to the business operational effectiveness.

2.7 Values

To continue the daily business operations with full rhythm and flow, Daraz has a great and systematic structure in each department. The organization structure prioritizes the diversity, healthy connection between the co-workers and skillful working attitude. Generally, employees get a friendly environment which helps them to grow and generate improvement opportunity within the organization. Mainly, the employees are required to bear the main Daraz values while working as these values help an individual to be motivated and think better and smarter ways for the wellbeing of clients, stakeholders, co-workers, sellers and final customers.

- **Continuously innovate:** Daraz always concentrates on the better future of the customers and sellers through the easier and smarter with the utilization of all possible resources and the

employees are also encouraged to create a better outcome for leveraging own skills by identifying new ways and implementing them in a very systematic and adaptive manner.

- **Make it personal:** With own passion and preferences, Daraz always encourages the sellers and customers to be better version of themselves. Daraz inspires all of the employees to be the best version of themselves and devote them to the betterment of the community.

- **Generosity of Spirit:** The employees of Daraz have the capability to go beyond their needs to affect the society positively as a business. All the opportunities Daraz get are taken care of and the organization inspires the people associated with it for creating a positive difference in the community. We can support each other with our own capabilities in addition to our daily responsibilities in the society.

- **Deliver on the promise:** Strong commitment and willpower help this organization to set the goal and Daraz reaches the set goal very smoothly by strong collaboration, effective work culture and energetic mentality in the workplace. The authority always creates 'Moving the Mountains' ability to all of the employees to reach any target.

2.8 SWOT Analysis of Daraz Bangladesh Limited

The SWOT analysis of Daraz Bangladesh Limited will help us to know more about the Daraz and the whole e-commerce industry of Bangladesh. We will also get to know about the technological aspects and drawbacks of this particular industry. How Daraz operates and creates the winning situation, how they capitalize on the strengths and continue focusing on the opportunities and company goals and how they can overcome the threats-all will be gathered in this section.

2.8.1 Strengths

This organization has a significant and noteworthy operations management system to be the top e-commerce platform in this country where entry barrier is so high. The strengths of Daraz will help us to make a conclusion about the way of capitalizing and leveraging the resources and the final outcome of such a systematic and strategic managerial system.

- **Strong brand identity and recognition:** If mass people are asked about the popularity of the e-commerce platform and choosing the best, Daraz will get the leading place. Throughout the year, this e-commerce brand keeps on introducing different lucrative campaign programs, maintaining the trend of organizing events like 11.11 campaign, 12.12 campaign, anniversary campaign and many more noteworthy and hype-creating branding activities. The branding activities through social media and offline marketing will always make the field monopolistic. Also, brand collaboration plays a major part in the creation of brand identity. They have been associated with various celebrities from different sectors to promote various categories of Daraz. They also made a common strategy effective by implementing the plan properly and in a very strategical way. Last year, they arranged a program for the influencers named 'Daraz Influencer Summit' where all of the influencers of Bangladesh took part and the success of this program was massive and the goal of organizing this kind of event was reached properly.

STRENGTHS
- Strong brand identity and recognition
- Strategic vendor management system
- Systematic logistics
- Accessibility
- Massive customer base

WEAKNESSES
- Presence of spam sellers
- High cost structure
- Customer biased
- Technical issues in newly introduced feature

OPPORTUNITIES
- Dominating other sectors
- Building sustainable ecosystem
- Technical improvement
- New market segment
- Win-win situation for the partners

THREATS
- Trust issues among customers
- Government rules and regulations

Figure: SWOT Analysis of Daraz

Daraz also concentrates on building a sustainable community and made a floor for customers in the social media where everyone has the right to make comments and provide feedback about the services of Daraz. For the wellbeing of marketplace sellers, Daraz organizes 'Seller Summit' each year to set the goals and specify the implementation plan. Actually, through this program, Daraz encourages the sellers to be more active on building a community which will affect the society positively and obviously in the long run.

In addition to the year-long systematic marketing and branding activities, all of the teams of Daraz-commercial, human resources, sales, customer service and operations always try to keep the promise to deliver the sellers and customers the taste of healthy and sustainable floor of business. The operations department always set vision to provide customers the best, affordable and convenient service and keep the strong connection with the sellers. As a whole, the collaborative field, out of the box and customer-centric branding and implementation of planning based on strategic business operations has made the Daraz Bangladesh Limited country's number one e-commerce brand and it is now the 13th most valued brand of Bangladesh according to the recent best brand award by Bangladesh Brand Forum.

- **Strategic Vendor Management System:** The acquisition team is responsible for listing and entering the sellers from different categories on Daraz following step-by-step process. The distribution and logistics model, commission system and payment methods are discussed and finalized before the inclusion of a seller in Daraz. The acquisition team is always committed to get new sellers on board with maintaining all the formalities and paper works.

The responsibility of the incubation team includes training and development of the sellers to generate growth for their business through live online session and field-training in different regions. Sellers need to take training for 4-8 weeks to be synchronized with the operations and strategically understood to develop their business with Daraz. The objective of the training is to familiarize the seller with the operations patterns, system and policies. Daraz has introduced a web-based ERP (Enterprise Resource Planning) system to manage the shop virtually for sellers named 'Seller Center". Each seller is able to plan, organize, monitor and manage the

sales operations for a particular shop through this system. Daraz photography team also helps the sellers to add the photos to the server maintaining the standards. After completing all of the training, each seller can get a certificate from 'Daraz Seller University'.
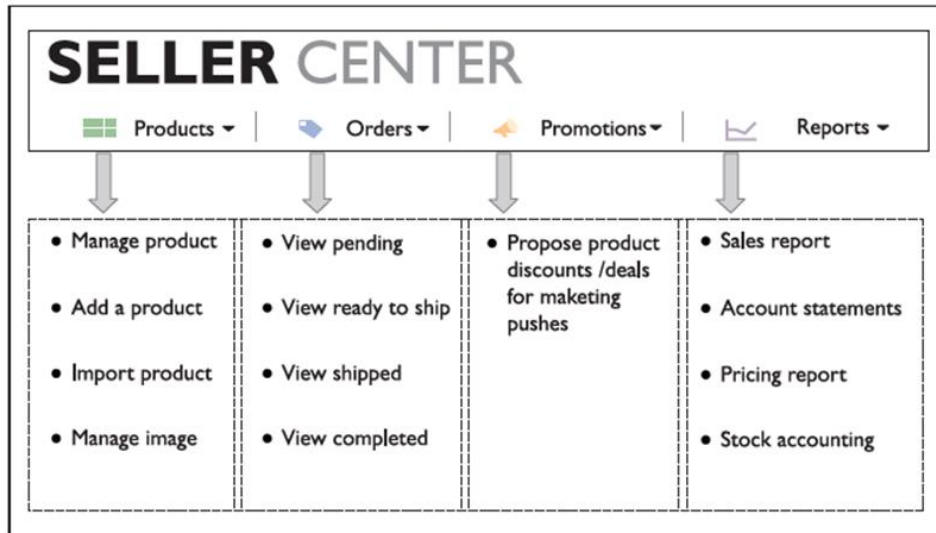

Figure: Features of seller center and mechanism of a seller's account

The incubation always looks for the growth opportunities for the sellers and strengthening the relationship with them. Through strengthening relationships and tracking the seller retention data, this team measure their performances. This team also emphasizes sellers to be associated with different campaign programs and provide discounts to the customers. They always focus on the win-win situation when it comes to creating any opportunity for business growth of the sellers. They are concentrated on utilizing the potential of the sellers. For example, a particular seller from a locality sells footwears. But they are not branded and popular to the people. In terms of quality, this seller has a high potential to grow in business. The incubation team always works on analyzing this type of business, finds the positive outcomes both for the organization

Figure: Key benefits of Daraz Seller Center

and business and build relationship in order to assist the sellers to strengthen the business operations.

The next team under the vendor management team is vendor operations team. Their key processes start from the order generation by the customers to the ending step-confirmation of delivery of the product to the customer. The team confirms that all the orders are picked up and delivered to the customers in a timely manner. The members of this team are always responsible for planning the logistics system properly, the efficient way of delivering the products and mapping out the effective and strategic distribution channel and the implementation. Overall, this team always monitors the whole delivery process and if any abnormality is found in the process, the team members try their best to find the solution as soon as possible. They have the collaborative working process with the logistics providers, the warehouse managers and the hub executives. The whole concentration is on fulfilling the orders in a timely manner and avoiding the order cancellations to retain the customer satisfactions and maintain the strong and healthy relationship with the sellers.

There is a chance of being delisted on Daraz App of Website after the constant order cancellations and delays. The performance matrix of Daraz suggests that the cancellation rate coming to 3% of the orders for a particular seller is a major reason to dropping the customer satisfaction. The incubation and operations teams of Daraz are really careful to maintain this percentage and always helps the sellers for keeping this margin. After five major order cancellations, the shop of the seller can be delisted also. The sellers are strictly monitored following the standards and the underperformers get removed from the whole system for few days.

In my 3-month internship period, I found some big brands and marketplace sellers getting the 'de-listed' status. They are unable to take any order from the customers then. It can create a bad impact on the seller's business as customers lose the satisfaction on that particular seller. I got to know that some marketplace sellers became 'delisted' due to the order delay. When they were contacted later, the main challenge sellers mentioned was that they are not technically skilled to operate and track the order in Daraz Seller Center. The incubation team continuously work on these matters

and helps the sellers to grow the business as much as possible and thus create a great and popular brand identity of Daraz through the strategic operations management and strong community.

- **Logistics management:** For the systematic and organized logistics management, Daraz dividers the whole logistics management following various strategies. For Tier 1 city, they have a very organized strategy and for other tiers, they have a strategy which will create positive outcomes for all the third parties and the key stakeholders.

	Tier 1 City	Tier 2 or 3 City
Pickup from seller		
Delivery at customer	Daraz or 3PL provider	3PL provider
Return at delivery		
Return after delivery	Customer dropped the item at a 3PL provider's facility for being channelled back	

Figure: Logistics Management of Daraz

The transportation for the delivery is provided by Daraz in the big and major cities or the Tier-1 cities. The own transportation of Daraz is on the operations in this region. After collecting the products from the warehouse, these transports go to the regional hubs and confirms all of the processes of delivering the products to the area hub managers. To remove the lead-time, the operations team always tries to find the fast-moving logistics system to deliver the products on time and maintain the customer satisfaction. In Tier-1 cities, Daraz has the local and regional hubs where the orders are processed and prepared to move to the main warehouse or delivered to the customers. The own fleet plays a major role to ensure the fast delivery to the customers.

After the order is placed at Daraz, the operations team follows different types of models to deliver the orders to the customers. The package can be prepared in the Daraz local warehouses or seller's facility. Following the consignment model, the fulfillment from the daraz warehouse should be confirmed. There are some other operational and logistics models that the organization follows. Other two models are: cross-dock model and drop-ship model. The operational responsibilities can vary following the models.

The consignment model suggests the direct involvement and operations of the warehouse. The process starts with the order confirmation by the customer. After the order confirmation, the warehouse gets the information about the order characteristics and asks for the products to the seller. Seller sends the products to the warehouse and the product is delivered to the customer by the 3PL provider or Daraz's own fleet.

Figure: Consignment Model followed by Daraz to deliver products

The cross-dock model is mainly used for the marketplace sellers or the seller who have negative reviews. When an order is placed from the customer's side, Daraz follows some extra operational plan to deliver this order to the customer. The product is collected from the seller's warehouse. The seller can also come at the warehouse with ordered products. Then the products are checked, inspected and processed with Daraz packaging.
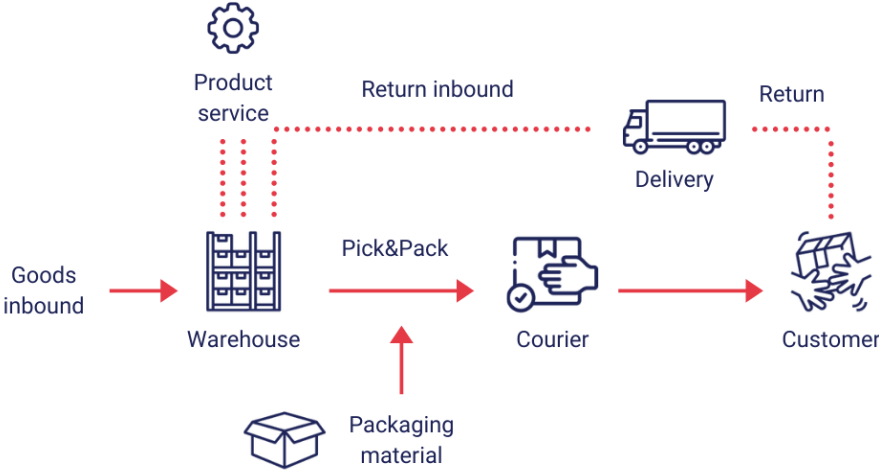

Figure: Cross-dock model

Mainly, quality assurance is the main concern in this cross-dock model. Normally, to assure the quality and maintain the customer satisfaction, Daraz specifically utilizes the system of cross-dock model in statistics.

The drop-ship model is mostly applicable for the big brands and the Daraz Mall sellers. In this model, the seller prepares and packs the ordered items on their own facility and notifies the operational team to collect the products. After the product collection, the products are taken from the sellers and delivered to the customers by Daraz. So, the drop-ship model is efficient in terms of time and workflow. But for assuring the quality of the products from the marketplace sellers, Daraz strictly follows and abides by the rules of policies that concerns the cross-dock model to get the maximum customer satisfaction. Increasing the customer satisfaction will create positive impacts both for the sellers and Daraz-the company itself.
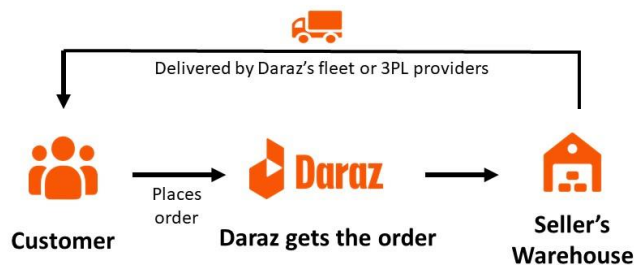
Figure: Drop-ship model

Daraz follows all of these logistics models to ensure the delivery to the customers. The logistics model is applicable according to the type of the sellers. The logistics models are built based on five fundamental steps: collection of the products from the warehouse, packaging of the products, quality assurance, confirmation of the delivery and taking the returns of the products which did not meet customer's expectation.

Model	Storage	Packaging	QC	Delivery	Returns
Pure Drop Shipping	Seller	Seller	Seller	Daraz	Daraz
Managed drop-shipping	Seller	Daraz	Daraz	Daraz	Daraz
Cross-docking	Seller	Daraz	Daraz	Daraz	Daraz
Consignment	Daraz	Daraz	Daraz	Daraz	Daraz

Figure: Responsibilities under different logistics models

- **Accessibility:** The one of the most crucial factors and major-role playing performance indicator in the e-commerce industry is getting the accessibility from the customer's end. In case of Daraz, whenever a customer needs to find any information about any product, they can choose the options-website or mobile application. The information on wide range of products is available on Daraz. People can choose matching their preference and add them to the wish lists whenever they need. Customers can order their products at a convenient time from their wish lists.

- **Wider customer base:** Daraz has created a very strong and wider customer base all over the country. People will mention Daraz as the most-loved brand and it is their part of 'daily necessity' now. Previously we have mentioned, Daraz follows very strict and strategic process to get the customer's satisfaction and build such a strong brand recognition. Throughout the year, almost in every month, Daraz organizes different kinds of events that allow the customers to get the products in a very convenient price. Also, the customers have a privilege to return the products to sellers if they do not match the expectation. Customer-friendly value proposition and operations focused on the welfare of the sellers and their business expansion-always make the stakeholders of the company satisfied and motivated to grow the whole ecosystem by doing their parts.

- **Massive resources:** To run an e-commerce platform, a company must deal with many internal and external issues and factors and win the race. For that reason, not only having so much resources but also utilizing those resources help the company to develop the ecosystem and improve the platform through participation of the people associated with it. To make a strong business mechanism, Daraz always signs different agreements and works collaboratively with other top brands. For example, agreement signing with Realme to launch the products with more convenient price to the customers. Leveraging the intellectual power of human resources, Daraz also tops the list. They always select suitable employees with the adaptability and relevant skills to survive and input ideas in the workplace.

2.8.2 Weaknesses

Though generating growth in business day by day, some weaknesses may affect the operations of Daraz in a broader aspect. Customer may lose the attention and trust to get the service from them.

- **Presence of spam sellers:** Spam sellers create threats to the daily business operations. The sellers who are not serious and committed with their business operations, takes the orders from the customers and does not process the order for QC to the warehouse or they make delay in processing the order. This is one of the major weaknesses for this leading e-commerce platform. Customers can be dissatisfied if they get the cases frequently. The authority has come up with some solutions to remove the spam sellers which is expected to impact positively on the whole business performance of Daraz.

- **High-cost structure:** To cope up with the rising competition, getting the positive reputation in the questionable industry right now and meet the customer's expectations, Daraz has a very high-cost structure to operate on a daily basis. From warehouse and hub operations to the marketing activities, in all aspects, Daraz invests to win the market. But it is time to be more cost efficient as the market is mostly grabbed by them. As the market is totally dominated by Daraz right now, they can strategize the plan and implement to get the cost-efficient model in every sector of the company. Organizational effectiveness should be key focus and leveraging the resources with SMART goals will be the ultimate objective to keep aligned the customers with the core Daraz values.

- **Technical issues on newly introduced features:** In my internship period, I inspected the whole system in the mobile application and got the drawbacks which can affect negatively on the customer retention. The newly introduced Daraz Live feature is able to allow the sellers to promote themselves live on this system. Customers will have a privilege to get the product information through live videos and they can order instantly from the list displayed near the videos. They can interact with the sellers live about the availability of the products. But there are some technical drawbacks. For example, a customer cannot find the specific live shows after searching on the search bars. The immediate change in the algorithm should be followed

to get the customer attention properly for this new project. There are drawbacks on other features as well.

- **Customer-biased:** There is another observation during my internship period that this leading e-commerce platform is enough biased on the customer's preferences. The after sales team is always concentrated and committed to solve their issues. But the sellers complained that they cannot get enough assistance while solving any particular problem. Sometimes, it takes a good amount of time to solve. Some customers abuse the 7-day return policy feature. They buy the product and use them for 2 or 3 days. After that, they make a problem to the product intentionally and the seller need to return the product. Mostly for the electronics items, the scenarios are being increased day by day. The authority is currently working on this matter as they always focus on the welfare of the sellers and satisfaction of the customers.

2.8.3 Opportunities

In this growing e-commerce industry, Daraz can dominate with increasing their operations in other segments leveraging their strengths and getting insights about consumer behavior.

- **Dominating other sectors:** After the coronavirus breakdown, the whole world prioritizes virtual engagement. As a part of this, the emergence of the Over-the-Top platforms have affected the consumer behavior in the entertainment sector. Daraz is also looking for the opportunities to expand their operations to be an OTT platform. Recently, Daraz has partnered with some famous directors and film productions to produce strong story based online series to attract the customers. On the Daraz Live segment, live cricket matches are shown to the customers with free of cost. Daraz has also introduced a new segment that can allow the customers to recharge the balance just how the other mobile financial services give the opportunity to do this. So, investing in more diversified sector are making some new doors for this top e-commerce platform and daraz is capitalizing these opportunities to associate their brand to build more customer attention.

- **Sustainable ecosystem:** Pointing out the common cases of e-commerce industry of Bangladesh, other competitors build trust of the customers initially with high discount rates on the products, but the companies fail to continue the discounts. A major decline in the customer base happens and the situations affect the consumer psychology so much. This compelled the customers to eliminate the services of that particular e-commerce platform. On the other hand, Daraz always plays on a collaborative field where the sellers are encouraged more to build the entrepreneurial mindset. The goals are always matched to meet the customer expectation by collaborative and customer-friendly constructed strategies and features.

- **Technological improvement:** The ecommerce platforms of other developed countries are capturing the markets with innovativeness and more technological implications. The advancement of the technology can allow Daraz to grow more and analyze the customer mindset to set the goal and plan the next strategy. The developed countries have introduced automated drone delivery system to deliver the products to the customers to reduce the lead time. Daraz can also work on the technological innovativeness and keep an eye to get the customer's mind more effectively to win in the business operations.

- **New market segments:** Since the most visited people of the e-commerce platforms are from the young generation and they are the key profit generators of this platform, the strategies of Daraz are always centered by this segmentation. But if they keep an eye on the segment, more opportunities will be created to grow the business.

- **Win-win situation for the partners:** Recently, Daraz is increasing the opportunities for the partners by signing different agreements. The objective is to create convenience for the customers by offering different exciting vouchers and discounts. This can allow the brands to generate growth in sales. Daraz has opened up such a great platform to them through which they can find the customers easily.

2.8.4 Threats

Businesses can be affected negatively with the existing and future threats from internal and external environment. Daraz employees should team up to mitigate all the risks associated with business and future growth.

- **Trust issues among customers:** For some marketplace sellers' inconsistency in providing the products within time, the customers can lose the trust for Daraz. They are controlling these issues as much as possible with the help of incubation team. The incubation team is responsible for engaging, monitoring and making the sellers careful about the sales performance and order fulfillment.

- **Government rules and regulations:** Since the government has the capability to impose sudden rules and regulations in any industry, e-commerce industry may face different barriers. Daraz has a systematic and actionable strategy to move on while there is any kind of complexity and difficult regulations.

Chapter 3
Industry Analysis

3. Industry Analysis

This whole section concentrates about the industry size and trends, the risks lying in the industry, the growth opportunities and the changing factors of the industry-economical, technological etc. How Daraz is getting the leading position in the industry has also been described in this section systematically.

3.1 Industry Size and Growth Trends

Since the inception of the e-commerce industry in Bangladesh, we have experienced dramatic growth though there was lack of connectivity to the internet. In 2009, after Bangladesh bank approved and permitted the online transaction, it also approved the purchase and sales of products or services using international credit cards. According to the reports of May 2021, Bangladesh Telecommunication Regulatory Authority (BRTA) specified that there are 117.3 million internet subscribers in total, of which only 9.8 million use the broadband connection. Companies can capitalize the growing internet using community by transforming their daily buying behavior.

Till date, there are many e-commerce websites and pages on Facebook who operate business and provide the products or services to the people in different categories. According to sources, 2000 e-commerce sites and 50000 e-commerce pages on Facebook has created a growing and prospective ecosystem of business through using internet connectivity. Facebook is being used a major tool to market the products or services to the customers. The industry has experienced rapid growth after the coronavirus outbreak. Since people were not allowed to go outside and shop from the traditional markets or shops, they all shifted to online purchasing for their daily necessities. There was a rapid change in buying behavior and also usage of the internet has also been increased in a growing number. German research organization suggests that the e-commerce sector in Bangladesh is prospected to reach $3 billion market by 2023.

Currently in Bangladesh, people are using e-commerce platforms matching their needs and demands. They have options for getting groceries through online, ordering electronic products after profound research, food also by different delivery platforms. Mostly, the e-commerce

platforms in Bangladesh uses two different models to provide customers best service by utilizing their own resources. Retail model and inventory-led model.

In the retail model, e-commerce companies first buy the products from the manufacturing companies or merchants and then they deliver the products to the customers whenever the order is placed. Chaldal, Pickaboo and many other e-commerce companies are using this model to get the system of profitable business. On the contrary, inventory-led models suggests that the e-commerce companies act as a trustee between the customers and sellers. For example, Daraz gets the order from the customer, the sellers are notified about the order and Daraz will fulfill the operations to reach the products to customer strategically.

Model	Retail Model/ Inventory-led Model	Marketplace Model/ Zero Inventory Model
What it defines	E-commerce companies buy products from merchants and sell them to customers	E-commerce companies act as a "trustee" between seller and customer
How does it benefit ?	• Speedier Delivery • Better quality control –both seller and product • Best customer experience and trust	• Highly Scalable • Wide product portfolio and large number of sellers • Investor friendly model • Customers get the best and competitive price because multiple sellers sell one product
What are the demerits?	• Requires huge investments in warehousing • Substantial investment and expertise in logistics (difficult in Bangladesh's perspective • Difficult to build customer's trust and loyalty	• Scaling is difficult • Difficult to conduct quality check • High fixed costs
Who are the players?	Bagdoom, Chaldal, Pickaboo, Kiksha	Daraz, Bikroy

Figure: Comparison between Retail Model and Inventory-led Model

The both models have some drawbacks and the companies need to cope up with the problematic situations to survive in the market. In retail model, the organization have to invest huge in warehousing because they will first buy the products from the producers and then make them

available to buy for the customers. Logistics system may be complex and investment is needed to organize, plan and implement the logistics operations properly. It's so much difficult to get customer's attention and trust.

Hassles to conduct the quality check and high fixed costs are the significant demerits that the companies with inventory-led models face.

There are also four types of e-commerce companies in Bangladesh in terms how the service is being provided to the customers. Each types have different functionalities and opportunities to grow the e-commerce industry.

1. Business-to-Business (B2B)
2. Business-to-Consumer (B2C)
3. Consumer-to-Consumer (C2C)
4. Business-to-Employees (B2E)

In a recent report, it is found that the congested road and poor traffic conditions are making some doors for the e-commerce companies to grab the market. Because, people are losing their huge time on roads. So, they need timely and convenient solution for getting daily necessities. Some companies also provide food after when the order is placed. The companies are connected to the restaurants and deliver the foods to the customers whenever the orders are placed. The growing graph of the e-commerce sites or apps usages also made a huge scope to generate growth in economics also. Daraz, Foodpanda, Hungrynaki etc are the most popular and renowned e-commerce platforms as B2C e-commerce platforms. People are using those sites on daily basis to meet their demands and get the necessities. Some Facebook based pages also help the people to get their expected products, but from the abroad. Shoprbd and Shoptobd are the notable Facebook commerce platforms that allow the customers to choose the products from the UK, India and China. These companies will reach customer's house with chosen products like other B2C platforms or alternatives. Other types of e-commerce platforms are also getting popularity to the customers. In Business-to-Business, two different organizations get associated to get any business goal together. Following the term, e-commerce company provides the products or services to other companies that help them to grow and develop the operations. For example, Paperfly plays a very important role in B2B operations. They sign agreement with the other manufacturing companies and provides distribution and logistical supports to deliver the products with a view to reducing

lead time as much as possible. Notable Customer-to-Customer (C2C) platforms in Bangladesh are Bikroy.com and Swap. Through these platforms, if the customers intend to sell their used products, they can get the scopes with additional features.

Following the ICT act, National Telecommunications Policy, Digital Bangladesh Program and a2i program, the Government of Bangladesh is also trying to improving the ICT infrastructure of Bangladesh and create a favorable environment of business for the e-commerce platforms which can help the economy of Bangladesh in the long run.
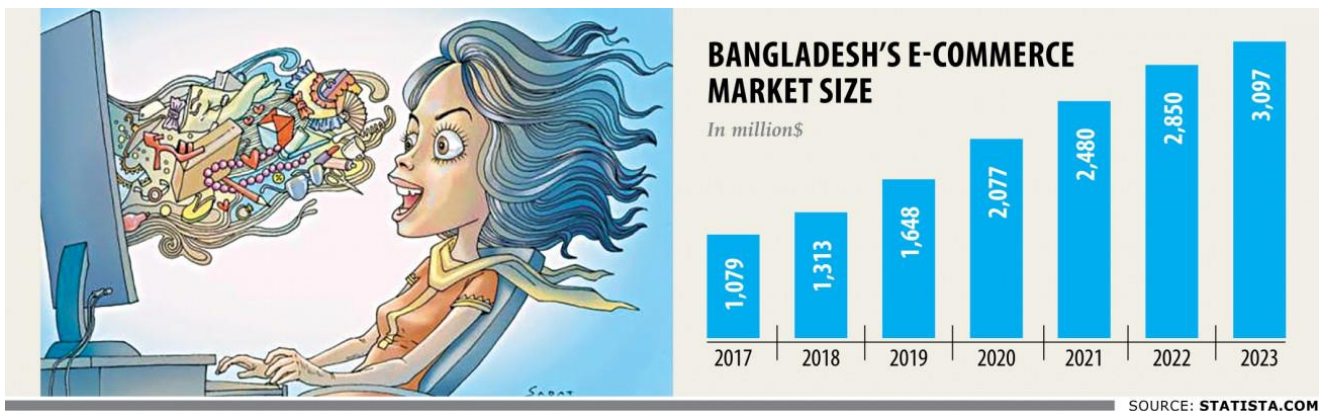

Figure: Growth in e-commerce market size of Bangladesh

A German firm named Statista found that there is a possibility of massive growth of Bangladesh e-commerce industry in near future. Currently, Bangladesh's e-commerce market stands at $1.6 billion and is expected to have $3 billion within next year. By the collaborative approaches of the government and the organizations and customer-centric strategy focusing on advancement of the technology can help to grow the sector massively. Bangladesh is ranked 46th in the world in comparison to the other markets in different countries. This report has the elaborated the category wise percentage also.

In e-commerce platforms, most people shop fashion products for the availability and scope to choose the products however they need. For the access to vast collection and easiness to purchase, the transformation is very eye-catchy. Besides purchasing from the outlets, the growing number of people are shopping fashion products online and the result is mostly positive. From the authentic buyers, there is no possibility to get wrong products.

The online fashion market in Bangladesh is worth $598 million and it is also projected to grow with a huge margin; $1.24 billion by 2023. Normally, people like to purchase the fashion items after choosing from the wide ranges of products. In offline buying, they needed to visit the super markets and go from one shop to another to get the right product matched with their preferences. The emergence of online platforms has made a major impact in online buying behavior and it is very positive. Customers are searching through the online platforms adding different keywords and they are getting their preferred fashion products within a very short time.

In retail stores, people created huge brand value to the existing big brands. The brands did not want to lose the consistency. For that reason, maintaining the continuous flow of business, they established their own online platform or partnered with other leading online platforms to generate growth and get the customer's satisfaction. Service quality is another major factor in online fashion market. Specifically, the female buyers have diversified choices and choose those platforms who provides the proper and organized after-sales service. Having a loyal customer base will also play a major role in increasing the revenue and developing the business.
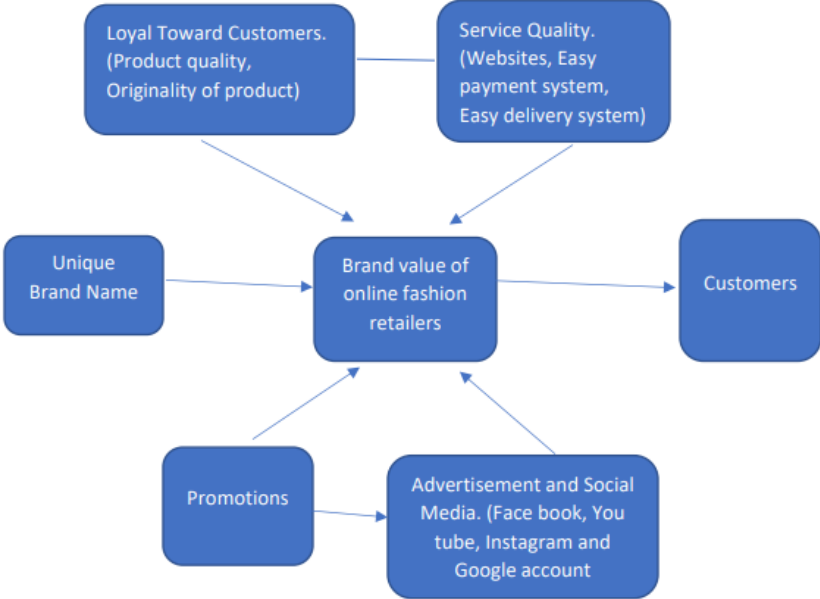

Figure: The brand value building process in online fashion market

E-commerce companies always try to get the collaborative environment in a business and have the win-win situation both for the partners and themselves. Such as, Daraz makes business growth for different brands through massive sales in discounts. If the seller had to sell the products in offline markets, he could not have this much revenue generation how Daraz generated through online. Daraz also makes scopes for the brands for proper marketing and providing information about any particular product utilizing different technical procedures, digital marketing techniques and algorithms to the customers. As a whole, the platforms are created both for the sellers and customers to get best benefits they are expecting while purchasing any product.

There are some other categories which are massively purchased online like-electronics, furniture and appliances, etc. There is a growing number of people who are shifting their buying behavior for electronic items to online from the physical mobile stores. Before buying any electronic device, people now have enough scope to research about any particular brand through different review videos in Youtube. But now, e-commerce platforms have also been a path to get proper and authentic information about the products.

A recent study done by the GSM association, depicted the growing and developing market of online smartphone market. They mentioned that 11% of the smartphone users shopped their mobile phone from the online platforms. In the report, the buyers were classified in terms of frequency of buying through e-commerce platforms. 6% of the buyers depended on the e-commerce platforms on a monthly basis and rest 5% followed e-commerce platforms less frequently. The number is growing day by day and creating many scopes for e-commerce platforms to grow the customer base also.

Nowadays, the customers are shifting to the e-commerce platforms because they are being offered massive number of discounts on different occasions. The after-sales services are also being ensured. If the customers can get the products at most BDT 2000 taka less than the physical shop offers, there is a possibility of big changes in buying behavior of smartphones. The scope to get proper research before buying, availability of information, additional benefits, exciting discounts and continuous after-sales service has made the e-commerce platforms lucrative to the smartphone customers of Bangladesh and there are huge prospects of growth for this particular sector and category.
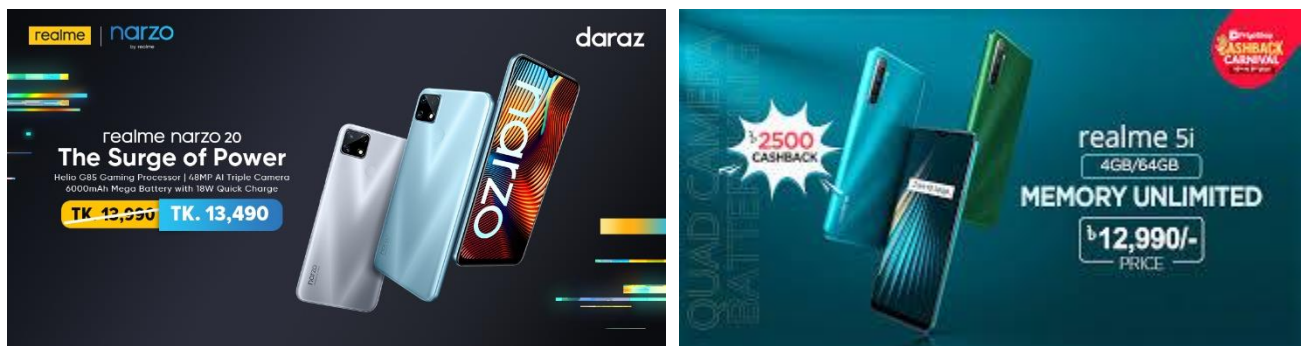
Figure: Exciting discounts offered recently on smartphones in e-commerce platforms

The restaurant owners are also looking for opportunity to grow their business and they think this is time to grab the opportunity through using the booming condition of e-commerce right now.

Foodpanda and Hungrynaki are the noteworthy names in this segment right now. These two players have created a very competitive market by providing the customers various discount vouchers and promo codes. There are some other players in this particular segment also. Normally the companies in this segment are looking for advancement of the technology and leveraging of machine learning in data driven decision making process. For creating better customer experiences, companies are investing so much in developing better APIs. APIs can connect to the data and helps to grow the business intelligence to develop the journey of a customer in the system.

E-commerce industry is now in growth stage because they are offering customers different features and benefits to shift their buying behavior. Specifically, after the breakdown of coronavirus, the dependency on coronavirus has been increased and there are some noteworthy significant reasons to get this much popularity.

3.2 Factors of increasing the usage of e-commerce

Changing buying behavior and massive technological change have affected the e-commerce industry to adapt with the situation.

- **Faster buying process:** E-commerce has enabled the customers with faster buying experience. Normally, in physical buying, the customers need to go from one shop to another and look for alternatives they need. The purchase phase is finished after when they choose the product and complete the payment. It is very time-consuming and full of hassles. The e-commerce platforms have made the field easier to people where people can see many different alternatives from various brands in one place. Customers have the ability to choose the product by clicking and order through online. The delivery person will contact them and fulfill the process as soon as possible.

- **Affordable advertising and marketing:** Since today's generation has shifted their communication channel to the social media, it has created a huge opportunity to the sellers and businesses to market the products in an affordable manner. Through e-commerce platforms, sellers can easily market their products by web banners, short videos, SEOs and offering discounts. Customers are attracted when they see a very lucrative and attractive offering and marketing content in the websites and mobile applications. Recently, sellers have a new opportunity to market their products with live video streaming. Sellers show their products and customers get the information about the products. Mainly for fashion products, customers are attracted to the products while information sharing and order immediately. To capitalize the new concept, some e-commerce platforms have initiated the live commerce system. Sellers get the opportunity to show their products through the live programs and customers can interact with the sellers through direct commenting.

- **Product and price comparison:** When a customer looks for buying new products, they need proper information for research to make a final decision about which product they should go for, the price and quality of the product and the review of the whole service. E-commerce platforms are helping the customers to get the right information with the availability of products. They can research about the products to make comparison between the quality of the products and price. Normally smartphone buyers look for these features which enable them to get more insights about the products.

- **Provides 24/7 services:** Some e-commerce platforms have all day long supports for the customers. Basically, the customer support service is always committed to solve their problems and provide the information customers ask for better ordering experience. Some food delivery platforms have introduced 24/7 delivery service for the customers to grab some of the market share. Specially, the food delivery services are now delivering grocery items and medicines to get the customer attraction and going with systematic strategy to retain the customers.

- **Helps businesses to grow:** E-commerce platforms have enabled the sellers to grow their business and build the trust for the customers. With the strategic distribution channel and logistical supports, the sellers have always capability and opportunity to get the market attention through utilizing the system of e-commerce platforms. The SME industry is also looking forward to growing utilizing proper logistic and marketing supports. For an example, during my internship period, I saw a saree seller started his business on Daraz and wanted to grow his business using the supports provided by Daraz for sellers. Zero cost in logistics, lucrative packaging and algorithm-based marketing support enabled the saree business owner to improve his connectivity to the customers. With the collaborative approaches of sellers and e-commerce platforms, it is very much possible to get a sustainable community for the betterment of the e-commerce industry.

3.3 Maturity of the Industry

The e-commerce industry has created some places in top pages of the newspapers, both for positive and negative news. Sometimes, it is found that economics is growing due to the massive growth of e-commerce and healthy business participation of sellers. There are some problematic situations also for these e-commerce platforms. People were experiencing different kinds of fraud activities in these platforms such as, not getting the products in time or delay in delivery though customers paid for the products. These cases made customers to lose the trust from the e-commerce platforms. The e-commerce platforms in Bangladesh faced some questionable situations.
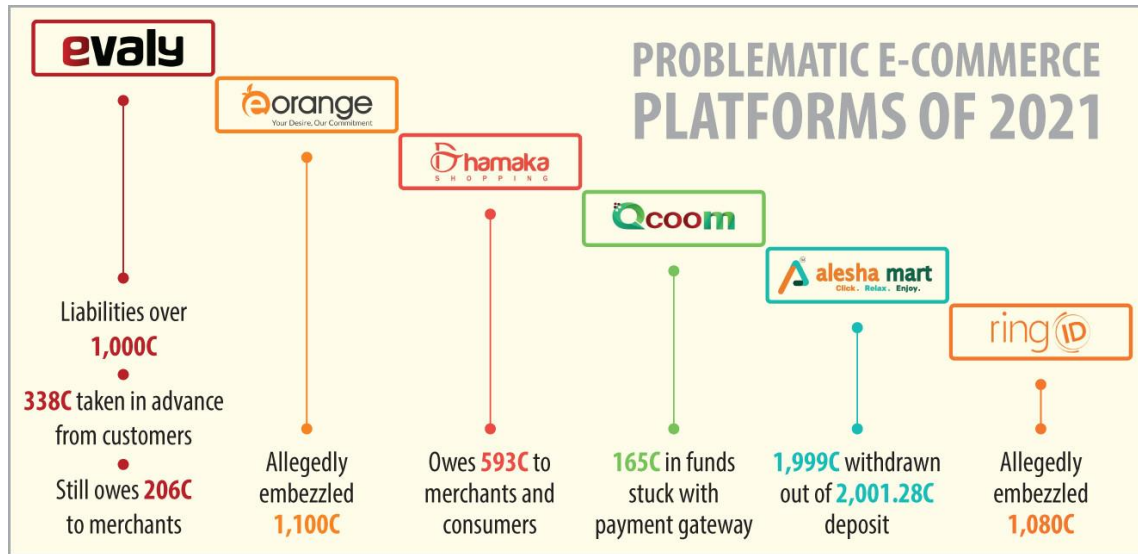
Figure: Problematic e-commerce platforms of Bangladesh

Though the e-commerce industry in Bangladesh faced some questionable situations, some reputed and renowned platforms did not want to lose customer's expectation and satisfaction. They concentrated on the quality of the service, tried their best to avoid the lead time and improve the after sales service. Like other countries, despite having downfalls in customer satisfaction, e-commerce platforms in Bangladesh are still trendy. It is expected that the efficiency the customers face during ordering products and ensuring the payments digitally has enabled the industry to improve more. So, it is projected that the industry is going to generate more than $5 billion within next five years and provide service to at least 25% of the total population. According to different sources, the industry crossed the development stage and is now on the maturity stage to make the market bigger to provide customers the touch of efficiency, technological advancement and proper services. The mobile penetration, increasing rate of using the internet, shift in buying behavior and availability of information before buying and after purchase services have enabled the customers to choose e-commerce platforms over physical shopping in terms of getting efficient buying and fast decision making.
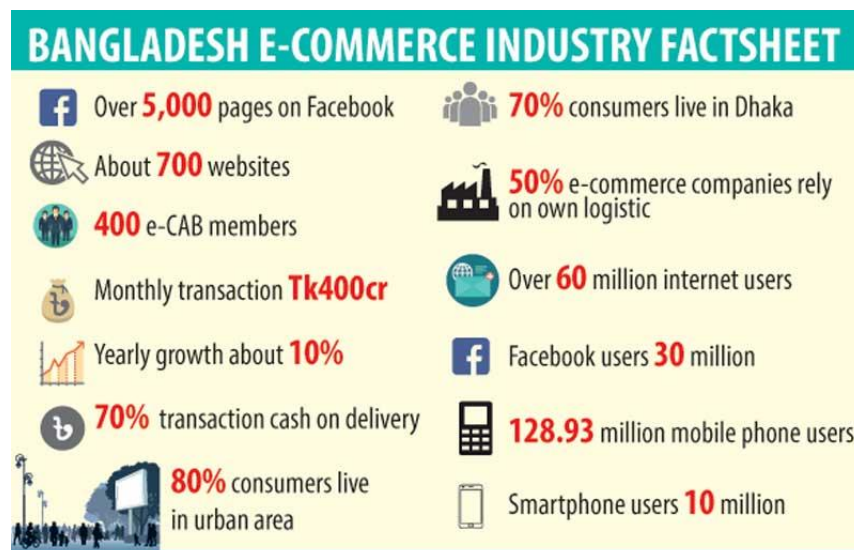
Figure: Growing e-commerce industry in numbers

The number about different facts are showing that there are still untouched opportunities to get the market and take control of the market share.

3.4 External economic factors

External economic factors concentrate on the impacts of inflation levels and interest rates in the e-commerce industry. How the buyer behavior can be changed through the changes in whole economic condition-has been elaborated in this section.

- **Inflation levels:** Inflation creates a major impact in e-commerce industry. Rising inflation has a significant impact on the demand for e-commerce goods and services. Because, it reduces the purchasing power of the customers and affordability of both customers and sellers. Consumers just stick to buying the essential items and there is no scope to do business for the luxurious item sellers. On the other hand, the e-commerce companies invest more on the resources like-electricity, internet, online advertising etc.

- **Interest rates:** Prevalence of low interest rates increases the size of e-commerce business, because it increases the amount of money in circulation as a result of lending and borrowing

activities in the financial sector. Consumers can spend more money on e-commerce products when they have more money for e-commerce products.

- **Employment trends:** Employment opportunities are growing due to the emergence and expansion of e-commerce platforms. Small sellers and SMEs are getting new marketplaces to show and sell their products to the customers. The delivery persons are getting some earning opportunities also through these e-commerce platforms. There is also huge possibility of employment of different ranges of people in operations, creating marketing contents and logistics sectors. E-commerce platforms are making the floors of entrepreneurship of the sellers through creating a viable and sustainable marketplace.

3.5 Technological factors

People's carefulness over security and privacy, the emergence of machine learning and AI in e-commerce sites and application and the massive usage of technological devices have enabled the customers to increase the usage of technology in purchasing.

- **Consumer mind centric strategy:** E-commerce platforms are updating technologies to read the consumer's mind and formulate the data driven strategy. Customer focused strategies are very much essential to lead in the competitive market. Companies are developing new algorithms, digital marketing techniques and deploying IoT to take advantage of understanding customer preferences and design the offering for the customers.

- **Personalized customer experience:** The e-commerce platforms are focusing on personalization of products of each customer. Customers prefer different types of products based on their buying behavior, purchasing power and taste. Companies are now utilizing data analytics and tools to get all information about individual needs of the customers. To research about the personalized customer experience, the e-commerce companies first develop customer profiles, then the companies create a customer-centric vision statement, design the service and get customer's feedback. After analyzing the customer's feedbacks, e-commerce companies try to improve their service and win customer's mind.

- **Security and privacy:** E-commerce companies are investing more now to improve the security and privacy of the customers and sellers. Security is one of the main concerns in e-commerce business. E-commerce security is the protection of data of customers and sellers, to protect these from the unauthorized access, use, alteration and destruction. An online business should be protected utilizing antivirus, firewall, protection and other data encryption.

- **State of telecommunication infrastructure:** The rising graph of usage of mobile phones in Bangladesh has affected the e-commerce industry in a positive manner. The influence of mobile networks has helped to popularize the e-commerce industry. For the usages of internet, the consumers are getting accessibility to e-commerce platforms easily. In recent years, the increasing rate is very high and prospectus. The increase in using internet is another reason to expect the positive outcomes in e-commerce industry in future.

- **Access to new technological developments:** E-commerce companies are now capitalizing new and updated technologies to improve the customer experience and value of the service. Some companies are focusing on the Artificial Intelligence and Augmented Reality to develop the overall system through which they will get customer data with proper insights, generate promotional activities and be able to forecast the demands and trends. Augmented reality is being popularized nowadays to display the products in innovative and attractive ways. Customers may get the opportunity to test the product or service more accurately by using this feature.

- **Digital marketing and social media as driving force:** In this time, people are getting information about different products and services from various sources. So, they have options to research properly before making the purchasing decision. In this regard, digital marketing and the marketing through social media are making a significant impact to the business. Through digital marketing, the companies are able to target the customers and launch the marketing campaign online to boost the sales. Search Engine Optimization and Marketing Analytics allow the companies to present the offerings to the customers in different channels.

Since most of the people in today's time are relying on the social media to get the information and contents about products or services, social media marketing has been a very powerful weapon to deliver the values to the customers. Companies design various exciting marketing campaigns focusing on the customer needs, demands and trends and apply them using analytics and intelligence to make better outcomes through marketing in social media.

3.6 Political factors

- **Government initiatives:** Standardizing the e-commerce sector and ensuring the accountability was so much needed to make a sustainable ecosystem. The government of Bangladesh is working with multiple ministries to introduce the unique business identification number for all e-commerce companies. They have structured a Central Complaint Management System and Central Logistics Tracking Platform for the free flow of the products in supply chain. The ICT ministry in Bangladesh has already started to develop the software for Central Complaint Management System.

Figure: Policies for e-commerce industry in Bangladesh

Recently, government has introduced policies for the e-commerce platforms to reduce frauds and delays in orders. The policies have been designed for the betterment of the whole industry, both for the wellbeing of sellers and customers. Customers will get their expected products on time and sellers will get their payments quickly if they are applied properly. Emphasizing the security in customer's data utilization has been a major and noteworthy point in recent policies.

- **Ability of the government to ensure technological growth:** Government has taken necessary steps to reduce internet costs for people. Joining in A4AI (Alliance for Affordable Internet) has allowed Bangladesh to get the cheap internet connectivity with sound policies and regulations. As a part of this initiative, with 67 million available internet connections, Bangladesh has got a positive wave from the young generation which is contributing to the country's progress with innovations. E-commerce companies have also got a significant scope to increase their capability and resources in business and capture the market due to the positive initiatives from the government regarding the advancement of technology.

- **Government rules and regulations:** Government introduced 5% VAT on e-commerce businesses in 2017-28 fiscal year. As a result, some industry experts mentioned that this VAT can make the customers discourages to shop online from the e-commerce platforms. The VAT has been increased to 7.5% last year. According to Asif Ahnaf, the cost of resources for the continuity of business has been increased and it can affect the digitization agenda and employment of the young generation who got e-commerce as their prime business channel.

3.7 Social Factors

The social characteristics of people also make a significant impact in the e-commerce market. Changes in social factors also make the managers in e-commerce companies to change the strategies matching with the taste of customers.

- **Demographics and age:** The age, income level, education and socio-economic level are precisely described in the demographics which play a very important role in the target group identification of e-commerce platforms. Before launching an event or a campaign, e-commerce platforms conduct research about the target people and expected return. The ins and outs of the demographics of a particular community help the managers to design the campaigns and implement the plan properly. The current trends and social issues also play a vital role in designing the campaigns also.

- **Culture and societal attitudes:** The culture that the people have in Bangladesh influences attitudes towards the expectation, choosing the products, behavior and decision-making of the customers. The societal change also affects the buying behavior of the customers. For example, getting discounts in offering is a major factor to get customer's attention in e-commerce industry. This discount affects the people's mind in a very significant way. They create a habit to get the products with less price. For that reason, the e-commerce companies also need to offer the customers with different exciting discount offers. Previously, some of the e-commerce businesses offered the customers with discounts to capture the market fast and easily. But it did not create long term positive impact for their business.

- **Buying habits:** The purchasing power, habit in buying and choosing style of the alternatives also matter in e-commerce business. The businesses continuously analyze the customer's buying power to offer any product to them. The buying behavior is also a major concern. Because, there are different segmented target groups. For example, the e-commerce company can segment the smartphone customers into two groups according to the psychographics and age limit. People who want to get updated with new technology and price-conscious, they are targeted with the strategies of generating sales as much as people. Another segment, age ranging from 35 to 50 and not tech-savvy, are targeted with the marketing strategies to develop the buying behavior of the smartphones.

- **Brand positioning:** All e-commerce companies in Bangladesh have positioned their brand by focusing on different values to which the customer will get attention. Such as, faster delivery, less price, quality products, hassle free shopping through online, etc. Some e-commerce platforms have declared themselves as Q-commerce. They specified that their service is so fast with systematic logistical support that they have the capability to deliver the products to the customers within 30 minutes. Recently, Foodpanda has claimed that they have developed a Q-commerce platform with the ability of delivering products faster than other competitors.

3.8 Competitive Market in Bangladesh

Due to government's strategies to digitization and advancement of technologies and strong efforts from the businesses have enabled the stakeholders of e-commerce industry in Bangladesh to expect that there is a significant positive future of this sector and this industry is developing day by day. Businesses are developing their strategies utilizing data, getting insights from the customers and formulating effective strategies for changing consumer behavior. Since the inception of the e-commerce platforms in Bangladesh, the companies have tried hard to build customer's trust, build quality products and sustain in customer's mind. Many players are now operating their business in e-commerce industry and ultimately contributing to developing the entrepreneurial mindset among people and technology among people. Some noteworthy players in this industry are, Daraz Bangladesh Limited, Pathao, Foodpanda, Pickaboo, Priyoshop, Rokomari, etc.

- **Daraz:** Not only in Bangladesh, Daraz is now a leading e-commerce platform across South Asia. With the motivation of delivering exact products to the customers what they love, Daraz is key player in the e-commerce industry of Bangladesh. Normally, Daraz works as a trustee between sellers and customers. They have good control over seller communication and management to reduce the inconsistency in the business. Initiating their business in 2013 in Bangladesh, Daraz is now 75% market share holder of the whole e-commerce industry of Bangladesh. Daraz is now delivering minimum 150000 packages per day.

- **Foodpanda:** Foodpanda is a very common, noteworthy and popular name as a food-ordering platform and getting the delivery within a few minutes. Foodpanda leads the list of food

ordering platforms in Bangladesh and recently have started the e-grocery business with Pandamart and Foodpanda Shops. Through Foodpanda Shops, this company is trying to create a sustainable connection between the sellers and customers.

- **Pathao:** Though Pathao is well-known for the ride sharing services, but Pathao has get customer's attention within a short time with their service quality and innovativeness. They have introduced parcel and food delivery services for the customers which have gained much popularity. With the customer-centric strategy, Pathao has increased their verticals according to the customer needs.

- **Chaldal.com:** Chaldal is now the leading e-grocery platform in the country. Chaldal has got the customer's trust in delivering quality grocery products. To improve the logistical system and warehouse facilities, Chaldal has raised significant amount of funds from the investors. In a statement, Pathao founders mentioned some numbers that they processed 16000 orders daily after the pandemic. They have increased their delivery capacity to 23000 orders per day.

There are other players also like Priyoshop and Pickaboo who are specialized in delivering tech-based products to the customers. Rokomari is known for getting books from renowned writers and publishers through online. Another food delivery platform Hungrynaki is also getting popularity among the customers with their service quality and meeting the expectation of the customers.

According to some reports, the e-commerce industry is now valued at USD 20 million and growing with constant rate. Big investors like Alibaba and IFC have got huge potential and invested a large amount of money to develop the e-commerce platforms of Bangladesh and capitalize the customer's changed buying behavior through online.

Figure: Key players of e-commerce industry in Bangladesh

3.9 The rising demand of e-commerce industry in Bangladesh:

Figure: Created business opportunity due to rising demand

3.10 Porters five forces

After the understandings of all the sections in industry analysis, we can evaluate the whole e-commerce industry following the factors introduced by Michael E. Porter. He introduced a new theory to evaluate the state and condition of the whole industry measuring levels of characteristics.

According to all information and the porter's five forces model, the condition of the whole industry has been illustrated below:

Figure: Porter's 5 forces of e-commerce industry

Chapter 4

Description of Main Duties

4. Description of main duties

The employees of Daraz have created a culture of collaborative environment. According to the rules of the organization, the employees need to work on routine and scheduling software named 'Trello'. During my internship period, I also practiced these collaborative activities in organizing and managing tasks. Since interns are not allowed to use Trello, I had to make a 'to-do list' at the beginning of the day following organization rules.
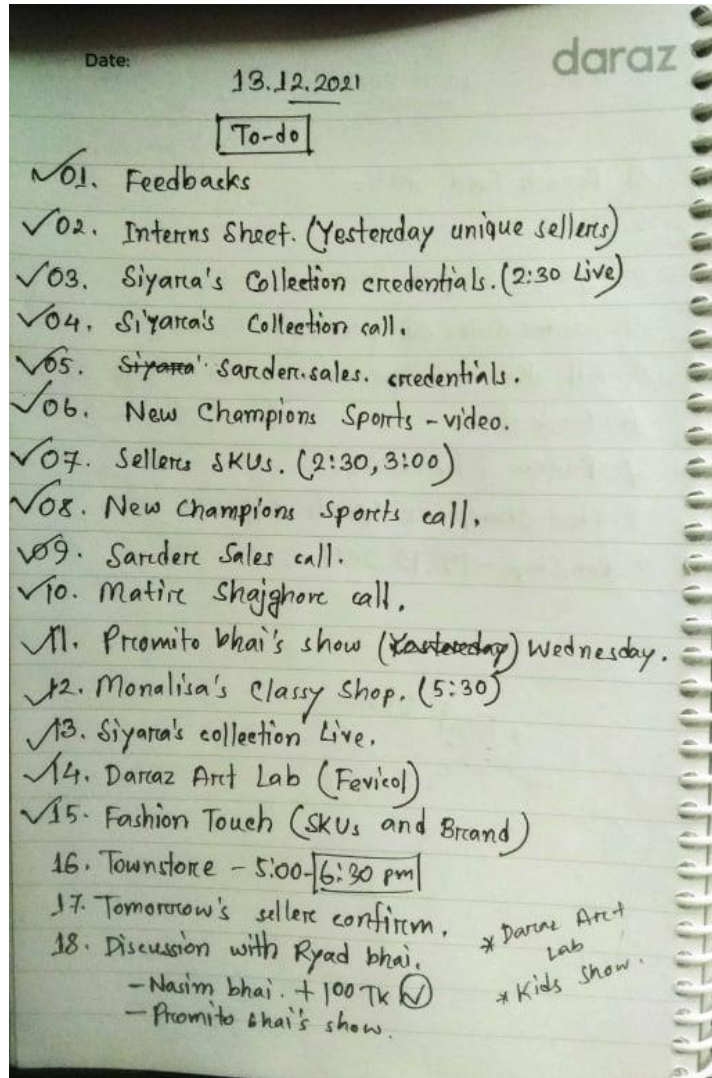

Figure: A day's 'To-do list' during my internship period

4.1 About the project I worked on (Daraz Live):

To grab a new market segment and attract the customers through an innovative platform, Daraz introduced a new feature in the mobile application named Daraz Live.

Benefits for the customers:

- Customers will get idea and information about products through live video.
- They will have scopes to watch videos and order instantly.
- Customers will have the ability to gather information fast through videos.
- Ideas about upcoming and ongoing promotional activities.
- Opportunity to win discount and voucher codes for regular viewers.
- Customers can watch live promotions by the sellers from their shops.
- Exclusive discount rewarding campaigns from renowned brands.

Benefits for sellers:

- Opportunity to promote own products without any cost.
- Support of big online channel to get more customers.
- Marketplace sellers can improve their popularity among customers.
- To interact with customers through live videos.
- They will have scopes to get customer's insights and their demands.

Since the popularity and acceptability of promoting business through social media have been increased, Daraz authority has designed a new platform with the objective of gaining more insights from the customers and improving the relationship between the sellers and customers. The success of this platform ultimately will affect the business expansion positively through data-driven and customer centric strategy.

In my internship period, I was assigned to manage various parts of this project. I was part of seller engagement and content development team of Performance and Projects department of the commercial division in Daraz. The activities and tasks I did were really helpful to develop myself

and prove my capability to improve the operational effectiveness in a practical place. In this section of the internship report, I have described about my duties in the commercial division of Daraz Bangladesh Limited.

4.2 Strategic Communication

Renowned brands from different categories used to do live through the Daraz live platform. Such as, Adarsha, Yamaha, Singer, RFL, Realme, Oraimo, Kay Kraft, Lee Cooper, etc. I was assigned to communicate with the KAMs (Key Account Managers) and POCs (Point of Contact) about the confirmation of the schedule of the brands for live.

In Daraz live, there was a feature where customers were able to see the list of products that the sellers were showing during live. I needed to collect the codes of the SKUs and check the availability of the products aligning with the key account managers. So, first, I go to the key account managers to confirm the schedule, then they contact the sellers and brands about the whole schedule and asks to provide the list of products, key account managers provide the SKU codes of the products, and finally I put the codes on the PMO (Project Management Office) sheet which was accessible to everyone (Executives of Performance and Projects department, key account managers, category heads, executives of marketing, traffic operations and broadcasting teams, even executives of the regional team from Pakistan) .

Communicating with Key Account Managers

▼

KAMs aligning with sellers and brands regarding confirmation

▼

Confirmation of products and list of SKUs which will be shown in live

▼

Monitored by category heads and executives of Performance and Projects

▼

Information and brand details handed over to me for further operations

Figure: Communication process with category executives

4.3 Aligning with the livestream team

Traffic operations team was appointed for ensuring and managing all initial processes of each live. Live was conducted from two types of sellers. Marketplace sellers and brand sellers. Brand sellers were experienced and professional to present their products. But it was challenging to conduct training sessions to the marketplace sellers. I created some training materials with the assistance of livestream team.

Head of UGC

Monitoring his team and collaborating with other departments to ensure the live programs

▼

Executive 1 + **Executive 2** + **Executive 3**

Providing technical supports for the marketplace sellers

Analyzing the data and getting insights about the whole project each day

Connecting with the broadcasting team

Figure: Structure of livestream team from the marketing department (Traffic operations)

Each and every member of livestream team were assigned to manager different sectors of livestream and I needed to maintain continuous communication with them to ensure every live session from the sellers. I had to keep communication with all of them and collaborate to provide any type of supports to the presenters, sellers and brands with proper information and understandings of procedures to complete a successful live session.

4.4 Creating training materials for sellers

All the marketplace sellers were not equally educated and technologically skilled. It was challenging to educate and instruct diverse range of sellers about the usefulness of this project,

how this project is going to affect their business and the steps to create a live from the mobile application and personal computer. I created a Microsoft PowerPoint presentation to give insights and explain all ins and outs of the live projects to the sellers. The main UVP of this project was, sellers will get opportunity to brand their business and promote their products by themselves without any cost getting support from a big platform like Daraz.
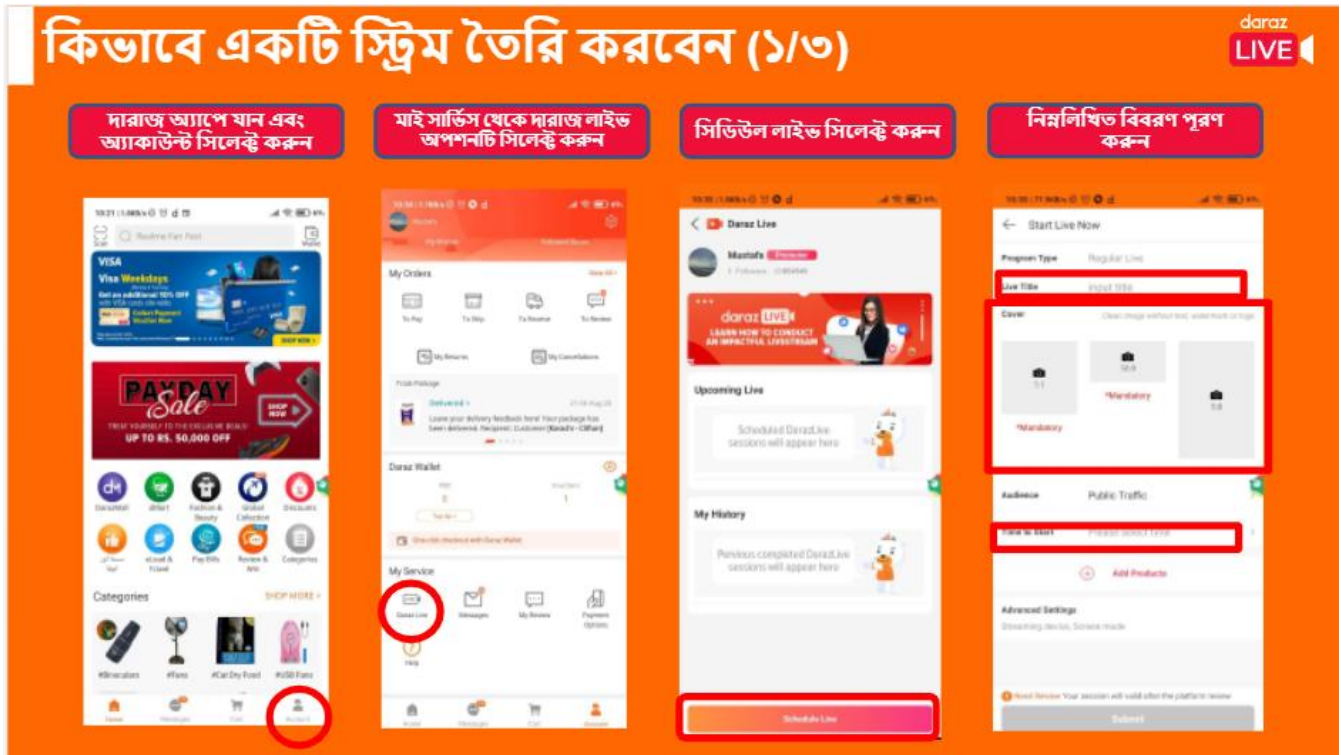

Figure: My designed training material for marketplace sellers regarding steps to go live in app

In 3 months, I trained, mentored and instructed 170 sellers and got so many positive responses and improved the effectiveness and acceptability of this project among the customers. Among 170 sellers, I recruited 95 sellers in total who were interested to do live session from their own stores.

4.5 Recruitment of sellers for Daraz Live

A promotional content was posted on the front page of the seller center website and mobile application. Marketplace sellers who were interested to promote themselves through live sessions,

provided contact details and sample videos if they went live with their products from other platforms. All of the information and details of the sellers were properly assessed for the final decision making. I collected the contact details of the sellers and used to pitch them about the whole project through phone call. After showing some initial interest, sellers were requested to join a training session about the process and procedures to do a successful live session and promote their products.

4.6 Assisting sellers with whole process

After the confirmation of schedule and slot of going live from the store, I used to communicate with the sellers at the day of conducting live, brief them about the system and make them understand about the norms and persuading factors for customers to the sellers. Firstly, they had to send me the codes of SKUs that they wanted to show through live videos, then they need to connect with me regarding the technical process of conducting the live.

Figure: Assisting sellers with whole process of a live program

Then, when the live starts, I needed to stay with them for all of the technical and mentoring supports. After the completion of live, I had to give them feedbacks and mentioned their success factors for the upcoming lives.

4.7 Collaboration with the acquisition team

The acquisition team usually onboards new sellers for improving their business with Daraz. The acquisition team also played a major role to accelerate this Daraz Live project. They assisted us with some top sellers in different categories. The sellers recruited by them provided some quality contents for Daraz Live and increased the popularity time-by-time. I followed up their provided Google Sheet every day and trained the sellers. After training, sellers went live following the procedures as usual.

4.8 Introducing a customer-centric segment

At daraz live, customers and viewers got contents regarding different categories, such as, FMCG, smartphones, technologies, kid's items, books, musical instruments, etc. We analyzed all of the data after the initiation of this project and found that the acceptance rate of the presentations from the stores are very high and customers can get the taste of physical buying. Because, sellers are communicating with them through live video straightly from the show. So, we introduced a new segment at Daraz Live named "Straight from Shop show".

4.9 Meeting the KPIs

I was assigned to do all the tasks focusing on some KPIs. The data of participation of sellers and whole performance were tracked and monitored by the regional team. In the first month of the project launch, the department targeted 100 sellers for live programs. I successfully met the KPI and recruited 120 sellers for the month of November 2021. There were some other KPIs which were given importance in the regional meetings:

- Average DAU (Daily Active Users)

- Average UVs (Unique Views)

- Average Watch time

- Average number of videos per day

- No of sellers going to live

- Number of orders from the live

- Daraz live-GMV (Gross Merchandising Value)

- % Of videos driving conversions

4.10   Collaboration with the broadcasting team

Broadcasting team always manages and monitors the quality of the content of each live program. They also give feedbacks to the sellers and brands if needed. Specifically, presenters from big and renowned brands come to the studio and I received them from the reception. I organized all the ins and outs of the live program from the studio and managed the technical issues to conduct the programs. I collaborated with broadcasting team mainly for the quality assurance and improvement of each live programs.

4.11   Collaboration with marketing department

I was aligned with marketing department participating in different activities with traffic operations, social media and design teams. Traffic operations team is always responsible of ensuring each live from the app. They provide technical supports to the sellers and analyze data for further improvement. I worked with social media team to promote the project through various official Daraz Facebook groups and pages. I instructed the design team to make some contents about some particular shows. Planning and implementation of some design projects were strategically managed leveraging my idea and insights.

4.12   Implementing contingency plans

Like other projects in different organizations, there is no part of the project without challenges. I was instructed by my supervisor to overcome the challenging situations with different techniques. As this is a virtual platform, internet connection issue can be happened at any moment. To reduce the cancellation rate of live programs, I created strong and healthy relationships with some marketplace sellers so that they can go live with their products at any time as a backup. They were prioritized before scheduling live programs of every week.

4.13   Joining the regional meeting

Each and every week, I used to join the regional meeting where executives from various regions share their opinions, conditions of present status and ideas to improve the platform. Executives shared different aspects about meeting the KPIs. I always joined the meeting and got the insights for recruiting new sellers and improving the content quality of live programs.

4.14   Worked on competitive pricing strategy

There are two flagship and renowned events of Daraz each year. 11.11 and 12.12 campaigns. I was tasked to analyze the competitive pricing. First, I searched for similar products in other platforms. After matching the product information, added the price of the competitor companies in the excel sheet. Finally, analyzed all the data and finalized the actual price offered to the customers. The price offered by Daraz was always less than other competitors in the industry.

4.15   Planning the social media marketing of Daraz Live

I was also appointed for promoting the live project both to the sellers and customers. I was aligned with the social media team to plan, execute and monitor all of the social media marketing regarding Daraz Live. I also planned some marketing contents for some particular sellers which persuaded customers to watch the live from Daraz App.

4.16   Presenting my own show

I was internally recruited and got the opportunity to present a show named 'Book Show with Zizan' where I provided customers with various information about different categories of books.

I was initially recruited by the panel of commercial and marketing team to present this show with my capabilities and knowledge about books. It helped me to strengthen my self-branding activities for my further career approaches.

Figure: 'Book Show with Zizan' on Daraz Live

The book show was sponsored by Adarsha and Jamil's Comics and Collectables. I always tried to implement the persuading factors during the presentation in Daraz Live. Besides proving information, I also used to motivate viewers to read books and develop their knowledge in different topics.

Chapter 5
Analysis

5   Analysis

This section will help us to understand the relationship between the activities during the internship and the theoretical courses of BTM. Thorough company, market and professional level analysis, a reader will get overview of the whole experience and the idea of required skills to cope up with the competitive environment.

5.1 Company-level analysis

In this part, I specifically want to mention some common activities and systems at Daraz that encourages the employees to get better results at the workplace. Daraz always encourages better relationship with the co-workers to reach the goals and create positive impacts in the organization.

- Internal communication: To communicate flawlessly and maintain informal communication with the employees, Daraz uses their own messaging platform Dingtalk to have safe, secured and healthy communication. The employees can also collaborate with other departments through this platform to complete any task efficiently.

- Townhall meeting: The most efficient part of creating sound competition among employees is weekly townhall meeting. Through the weekly townhall meetings, the chief of the departments focuses on a specific goal and asks the employees to work targeting that goal. The best performers of previous week are rewarded. The important data of current business situation are shared and employees are encouraged to make more outputs. They are motivated to keep attention on their workplace every week through this townhall meeting.

- Data-driven decision making: In Bangladesh, to sustain in any particular industry, utilizing and leveraging data and formulating growth strategies based on data analytics is very important, especially for the e-commerce industry. Daraz has created a special analytics and business intelligence team that support every employee with proper data to formulate the strategies.

- Forming a seller incubation team: Seller incubation team always concentrates on building strong relationships with sellers and supporting them with solution whenever they need. I think this is a very effective and efficient approach by Daraz to build the ecosystem and maintain the sustainable relationship with the sellers.

5.2 Market level analysis

Based on my experience during internship, I found some important and noteworthy aspects within the organization. The interconnectivity and collaboration between various departments, data driven strategy and result-oriented approaches have made this organization balanced and successful in all aspects. After experiencing and practicing gained theoretical concepts in this organization, I need to specify that Daraz is in the leading position according to employee's choice.

- Vision-oriented approaches: Daraz always operates their daily workflows focusing on their vision. Daraz has a vision to deliver the promise and change the society positively. No other e-commerce platforms did not create such a deep vision effective both for customers and sellers. Daraz has also developed entrepreneurial mindsets among people and affected the SME revolution of this country.

- Habit forming brand creation: Daraz has formed habits among people to shift to e-commerce platforms for buying different categories of products. Their customer centric and data driven strategies have created significant untouched position in the market. Basically, they created a blue ocean in the e-commerce industry utilizing their resources.

- The sound relationship with sellers: The key success factor of Daraz is maintaining the healthy relationships with the marketplace sellers and renowned brands. The systematic approaches and creation of various departments in Daraz have enabled them to deliver the promise of the organization to sellers.

- Customer centric strategies: Daraz introduced 7-day return policy for the customers if any problem is found with the products. Customer support unit is also formed to solve any kind of issues. Sometimes, Daraz offers instant offers to regular and loyal customers to sustain in customer's mind.

5.3 Professional level analysis

This internship at Daraz Bangladesh Limited has created a significant impact in my professional life. I improved my adaptability with new environment in any organization. This internship also

helped me to develop myself through getting touch with the practical utilization of theoretical business concepts.

5.3.1 Influencing on my future career paths

Obviously, the objective of the internship program is to be advanced in career and develop one's knowledge and skills. With meeting the objectives, this internship has also influenced with some different perspectives on my future career paths.

-Strategic collaboration and collaboration: I have been able to know about the collaborative approaches and formalities of communication which have affected my organizational behavior positively.

-Creating lifestyle matching with organizational goal: Internship at Daraz has helped me to grow lifestyle matching with the organizational goal.

-Following holistic approach: The practical experience has improved my critical thinking and developed my way of thinking during problem-solving. The executives and managers consider all internal and external factors during solving any issue.

5.3.2 Correlation with university knowledge

In my internship period, I was able to correlate my gained knowledge in university through all the activities and managerial tasks. While working with Daraz Live and competitive pricing strategy project, I have experienced real-life implication of the knowledge and skills where I utilized my problem solving, critical thinking and analytical ability to solve a particular problem. Here, I am mentioning some of the courses which helped me to understand the workplace, culture and process management:

- **Organizational Behavior:** By learning the concepts of organizational behavior, I have been able to use this knowledge to understand the ways of building relationships with the co-workers

at workplace, the best possible ways of matching the organizational goal in my own lifestyle and adaptability in the new environment.

- **Business Communication:** This course in 1st year of the university has helped to maintain formal communication with the supervisors and managers in the organization, the way and processes of discussing of scenarios and business environment in a professional manner.

- **Business Statistics:** The quantitative concepts of presenting a situation of a project and visualization of data to express in smartly ways were developed by the studies of business statistics. This coursework has helped to develop the implication of basic statistical concepts and understand the data of KPIs to get efficient outcomes in the workplace.

- **Research Methodology:** The outcomes from this coursework helped me to analyze the seller's current scenario and ability of doing live through the new platform. We researched about the content quality, the reasons of cancellation and average time to attract the customers through the live platform utilizing the concepts of research methodology.

- **Psychology:** My primary task was to engage the sellers, organize the training sessions and mentor them to get better outcomes for the project. In this regard, understanding customer and seller psychology have made a significant impact in developing the strategies and implementation of the plan in project management.

- **Computer Science and Technology:** To cope up with the advanced technology and workplace, employees at Daraz have been learning different programming concepts to work efficiently. In one of the courses of Computer Science and Technology, I had been taught the basic concepts of Structured Query Language (SQL) which helped me to analyze and assess the condition of sellers in this project.

- **Marketing management:** Since, I have also worked with the marketing department for developing the marketing plan for Daraz Live, the concepts of Integrated Marketing Communication have helped me to design the marketing plan and organize the plan of action accordingly.

- **Strategic Operations Management:** The process management of getting efficient and effective organizational effectiveness was applied following the learnings from the Strategic Operations Management course. In this course, we also learned about the strategic communication process, collaboration with stakeholders and assessing the problem which helped me to understand the real-life business scenarios easily.

- **Quality Management:** The concept of continuous improvement and six sigma have developed my way of thinking in maintaining the content quality of live programs. I, along with, the broadcasting team have been always careful about taking inputs from the sellers, improving the presentation quality, ensuring the technical issues and providing feedbacks to the sellers to develop this live project.
- **Project Management:** To organize, plan and implement the strategies to get better outcomes in projects, the concepts of project management have helped me. Through utilizing the project management concepts, I have been able to get the proper stakeholder analysis, ensuring SMART characteristics in project management and strategic ways of implementing own hard and soft skills to deliver in the wellness of the organization.
- **Business Ethics and Leadership:** To manage the team properly and participate in a collaborative task, the outcomes from this course were very helpful. The proper ways of organizing tasks and managing them have been improved following the concepts of Business Ethics and Leadership.

5.3.3   Challenges

The challenges during internship period have helped me to improve my problem-solving skills and critical thinking in crucial times. During working in this project, overcoming the challenges helped all of the team members to formulate new strategies and implement those.

1. **Authenticity:** Since Daraz Live was a new project introduced by Daraz, many sellers could not know about the platform. They always asked whether this is authentic platform or not. To counter this challenge, we launched some marketing contents to reduce the confusion of sellers.
2. **Getting seller's attention:** Firstly, marketplace sellers were uneasy to go live from their own place, they were not technologically skilled equally and there was an issue of internet connection also. To remove all of difficulties, we advised them to present the products in a way how they pitch to the customers in physical stores. We trained same sellers so many times to reduce their confusion.

3. **Attracting the customers:** As a new platform, we worked hard to send the message to customers for Daraz Live through marketing contents. Social media team has posted various contents in different social medias to get customer's attention regarding this platform.

4. **Finding suitable sellers:** It was a complex task to find suitable market sellers for creating content on Daraz Live. So, we found some criteria, such as, style of presentation, previous experience, sales data and ability to attract customers and selected the sellers accordingly.

5. **Attaching renowned brands:** Attaching renowned brands had created a significant impact in growing this platform. We selected those brands which became daily habits for the customers by using. Such as, Walton, RFL, some home appliance brands, etc. I analyzed the popularity of each brand and scored them to onboard following the criteria guided by my supervisor.

6. **Training the sellers:** During training, there were multiple questions from seller's end and complex situations. The outcomes of training have also helped the managers to improve the service quality and technical issues. The common questions during training sessions were-
   -How is this platform different from other social media?
   -Will my sales increase?
   -Is Daraz going to give us anything in return?
   -I am uneasy for showing my face in video. How can I tackle it?

We described all ins and outs through the PowerPoint Slides and were able to answer all of their questions as the platform was systematically structured both for sellers and customers.

Chapter 6

Conclusion

6. Conclusion

After analysis of internal and external environment of Daraz, the whole industry scenario, description of my duties during my internship period and the outcomes, it should be concluded that Daraz has created a leadership in market share through systematic process management and effective organizational environment. Through Daraz Live project, it will make positive impacts for each seller by branding businesses faster and in lucrative ways. Like other projects, this project has also created better outcomes for the sellers and customers to build a sustainable ecosystem. My recommendations from this whole internship period concentrates on the technical issues of Daraz Live in mobile application and prioritizing traditional product sellers and SME businesses to develop this platform with more positive changes. Prioritizing sellers and customers in strong ecosystem building has helped Daraz to promote wellbeing for everyone. After going over all of the sections of this internship report, it should be specified that the experience of working in a leading e-commerce company was eventful and useful for future my journeys. It has definitely helped me to increase my self-confidence and capability of managing tasks, working with other employees and understanding the relationships with stakeholders. To cope up with the organizational environment and improve the adaptability, the internship course like this plays a very significant impact.

As a whole, through this internship period, I have experienced various impactful events which will be very significant factor to develop myself in the professional career. By improving knowledge and diversified ranges of technical and soft skills, I am totally capable of providing solutions to the problems that the stakeholders face in the organization so that I can contribute to the overall organizational effectiveness.

6.1 Recommendations

Some recommendations on the Daraz Live project according to my perspectives will help the project to maximize the efficiency:

- Emphasizing on the technical issues of the mobile application. For example, customers are not able to search and get contents whenever they need.

- Working on the development of this project in the website. Renowned brands prefer it on their profiles so that customers can watch the recorded live.

- Introducing discounts and vouchers through Daraz Live also to improve the connectivity with the customers.

- Giving viewers a channel of entertainment through Daraz Live. For example, live sports or channel broadcasting can be shown to the customers at free of cost.

- Ensuring participation of all employees associated with the project. The collaborative environment for all can make problem-solving faster and creative.

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