

Report On
‘Analysis of E-commerce Based B2C Industry; BIGO Technology During Covid’19’

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An internship report submitted to the Brac Business School in partial fulfilment of the requirements for the degree of Bachelor of Business Administration

Brac Business School
Brac University
September, 2020

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Declaration

It is hereby declared that

1. The internship report submitted is my/our own original work while completing degree at BRAC University.
2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.
3. The report does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.
4. I/We have acknowledged all main sources of help.

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Letter of Transmittal

Nusrat Hafiz

Lecturer, Brac Business School

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Subject: **Submission of Internship Report**

Dear Ma'am,

I am a student of BRAC Business School and I would like to present an Internship Report on **'Analysis of E-commerce based B2C industry; BIGO Technology during Covid'19.'** In completion of this paper, I have collected information from various renowned sources. According to your valuable suggestions I have interviewed some of colleagues. The remaining data I have collected from company websites, journals and articles. I have learned a lot and earned valuable experiences while working and preparing my internship report. I am always ready to provide you any kind of information regarding my paper for further clarifications.

Yours Sincerely,

Md. Shad Alam Sami

Id.17204101

Brac Business School

Brac University

Date: 19th September, 2020

Non-Disclosure Agreement

This agreement is made and entered into by and between BIGO Technology and Md. Shad Alam Sami the undersigned student at BRAC University to undertake the internship project described in this report based on the assurance of avoiding the unapproved disclosure of any confidential data of the organization.

BIGO Technology

Md. Shad Alam Sami

Executive Summary

On going pandemic affected the overall business growth. Business growth also affected profit. Lack of proper planning, communication gap, demand supply mismatches were identified as main factors. Few factors are there that helped significantly few organizations to generate profit even during Covid'19 crisis. BIGO Technology is one of those successful organizations was able to make their business profitable during pandemic. Data and strategic analysis were helpful in identification of successful factors. Data validation was done using tabulation method. Due to pandemic mostly had to depend of primary and secondary data source. Through this research I have portrayed marketing strategies and successful factors of BIGO Technology. Comparison of various strategies and data collected from various sources ensured the validity of information. At the end, factors that were affecting in a negative was initiated to mitigate through strategic recommendations.

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Analysis of E-commerce Based B2C Industry; BIGO Technology During Covid'19

Chapter 1: Introduction:

In current times we are dealing with pandemic situation. Modern world did not face this situation even in their imagination. It is Covid'19 that is the main reason for the entire world to suffer. This disease is known as novel coronavirus, which is a RNA virus and this is related to Severe Scute Respiratory Syndrome. People get infected with this virus and initially it starts to show symptoms as someone caught cold. Though it seems normal cold but without proper medication or strong immune system it is tough to recover. This virus has already bound the world to get stuck. This virus is so terrible that it has already affected 3,04,49,105 people and caused death of 9,51,682 people till 18st September, 2020 (Coronavirus disease (COVID-19) update, 2020)

1.1: Research Background:

Previously, businesses could easily maintain their day to day activities and operations on a regular basis. Businesses could meet their customer's demand through regular production system and supply through systematic channel. Due to drastic change in global system as result of Covid'19 many sectors of the world already facing full phase shutdown and people also got stuck for lockdown. Businesses in this time is facing challenge and there is a clear existence of communication, production, supply & demand gap. At the same time businesses related to service sector is also facing enormous loss as people cannot even go out for their necessary services. (Chacon, 2020). As, many businesses could not operate properly initially but latterly some of those businesses moved to online to get boosted and wanted to keep on doing their business through online platforms. Doing business online had a significant and positive outcome for those who could implement it properly but there were many companies could not grab this opportunity. Throughout the paper I have tried to come up with different strategies, scope & opportunities, drawbacks of moving towards online platform during this pandemic.

1.2: Problem Statement:

During this pandemic many businesses faced decline in their revenue and customer's demand as well. (Rogers, 2020). Many could not plan alternate marketing, production, supply strategy. Though there were less demand during lockdown but many demanding products related businesses also could not do well. (Mahmud, 2020). Whereas many fewer demanding products did well as they could implement strategies and due to immediate switch towards online platform to grab and hold customers during pandemic. Businesses specially in Bangladesh also faced huge losses specially in B2C businesses. Lack of strategy, insufficient backup plans, inadequate infrastructure to run business virtually caused losses. ("E-Commerce in Bangladesh Struggling to Capitalize on Opportunity - LightCastle Partners", 2020). Besides, many companies did very well through proper switching toward social media platform or online marketplace.

1.3: Research Question and Research Objective:

- **What impact social media and online marketplace had on B2C industry to keep on revenue generation during Covid'19?**

Doing business online brought significant success in B2C industry during Covid'19 situation. Subsequently, many entrepreneurs and companies could not use this opportunity. So, I would like to find out the major reasons behind success and outcomes of using social media and online marketplace in B2C industry. Moreover, I will also try to find reasons behind being unsuccessful while other companies succeeded. Many companies during could use social media platform and online marketplace to boost their business. Same time many other businesses could not use this opportunity to shift online and failed to run business properly during pandemic. Finding out the changes in market condition and overall impact of online platform during pandemic would be the main motto.

- **What strategies could they use to get attention through online platform?**

Identification of successful marketing campaign or strategies to attract customers would help others to follow up their strategy and find the drawbacks for unsuccessful campaigns. Through this I will try find out those successful strategies and also others strategies those were not able to bring success.

- **What are the main barriers while conducting business through online platform?**

Lack of infrastructure and proper management of turning business into online caused loss or even complete shutdown for many businesses. Many companies could not overcome those barriers while few others successfully utilized this opportunity. Identification of barriers, trick and tips to overcome those barriers would reveal the ways to be successful through social media or online platform.

1.4: Significance of the study:

I believe this paper will help managers, entrepreneurs & related persons to identify the scope, opportunity and drawback of shifting online platform during unusual times to keep business in track. They might get a brief idea of strategies and proper ways of implication from this report. This is going to be an overview book for them to have an idea what to do and what not while they are thinking about to run business online and using social media platform for promotions or to get attention. Moreover, they will get to know previous and current market condition and types of strategies related to their similar type business those already started to use social media platform. This report will help managers from successful companies to follow up their effective strategies that helped them to get succeeded. It will help unsuccessful company's managers to know the turning points of business strategies while doing business through online. General people will have an overview of the online platform and will get to know who are doing good during this pandemic. Lastly, probable unexpected situation's statement will help managers to

create strategies previously and the overview will help those managers who are planning to move towards online platform.

Chapter 2: Literature Review:

2.1: Generic Status of Overall B2C Industry:

The term Business to Customers (B2C) refers to the process of selling products or providing services directly to the end customers. Companies directly sell to the customers or end users are called B2C companies. Businesses like apparels & footwear, travel and leisure, home appliances & furniture, automotive parts, health & beauty are few examples of B2C industry. These businesses can be operated through physical stores or through online platform. If we look at the e-commerce sector of B2C industry we can see the value for global market was USD 3.35 trillion in 2019 and day by day the value is increasing. Expected growth B2C e-commerce at a compound growth rate of 7.9% annually from 2020- 2027. We can expect this sector will face a demand surge and due to rising in disposable income, global per capita income and expansion of internet usage. The increasing use of social media platform and availability of smartphones will help to exploit the demand. (Pawan, 2020)

Top B2C companies of the world are Nestle, Unilever, Coca-cola, British American Tobacco, Johnson & Johnson. (Staff, 2018). Few top B2C companies in terms of e-commerce are Amazon, Alibaba, e-Bay. (Pajovic, 2020)

2.2: Online Based B2C Industry at Bangladesh:

In case of Bangladesh B2C through e-commerce is still in opening level. Improvement in livelihood and extended facilities, availability of internet as a result of digitalization working as the main catalyst of increasing demand. Currently in Bangladesh many reputed companies are delivering their product to the consumer level through their own delivery channel and collecting orders through online. They are also using third party delivery system from product delivery. Moreover, they are also collaborating with online shopping sites and placing their product to third parties' site. For example, products of square toiletries are being distributed through Daraz, E-valy limited, Meenacllick etc. These are few e-commerce sites through which

customers order products and pay on delivery. During Covid'19 crisis many companies and e-commerce sites started to enhance their business opportunities using online platforms. E-commerce sites added day to day life essentials, food items and groceries to their product lines and advertised on social media sites. Currently 2000 e-commerce sites and 50,000 Facebook and other social media-based pages are delivering around 30,000 products per day. More than 80% payments are done cash on delivery method and rest are done using mobile payment gateway and electronic payment system. About 80% online sales are Dhaka, Gazipur and Chittagong based. It is expected from current increase in orders from outside capital that with very short time this business will spread all around the country and B2C's using online platform will get boost in their business. (Khan,2020)

2.3: Status of BIGO Technology in B2C Industry:

NETSTAR SG PTE LTD. is a Singapore private limited company and BIGO Tech. is one of their sister concerns. (sgpbusiness, 2020). BIGO tech is tech-based company which deals with software and applications. Few of applications of BIGO tech are IMO, BIGO Live, Like. These applications are considered as social media platform. IMO is used for communication. For example: voice call, video calls, text messaging etc. BIGO Live is a platform where general people show their talents and go live, share their life style, status and so on. Like is a platform where people lip sync and dance with music. These applications are also used by marketers for marketing purposes. Marketers post advertisements. Applications created by BIGO Tech. are considered as B2C itself and moreover other B2C's are using this platform for their marketing and business purpose. Business module of BIGO Technology at a glance is represented with a diagram below:



Mission of BIGO is to connect the world and share beautiful moments. (bigo.sg, 2019). During Covid'19 applications created by BIGO Tech. did well in terms of revenue. Increased number of users and also increase in user traffic helped to boost the business. Following visual representation will help to gain a brief clarification:





Revenue in quarter 1, 2020 increased compared to quarter 4, 2019 with increased number in monthly active users and in quarter 2, 2020 it increased by 41.3% with 29.4 million active users. Besides, revenue from live streaming and video communication suppressed any other increment in revenue in quarter 2, 2020. (bigo-technology-pte.-ltd,2020). In the beginning of year 2020 Covid'19 crisis bound people to stay home and during this period BIGO Tech. was successful with their planning to engage people using their leisure time which resulted in highest revenue in company's history.

2.4: Study Gaps and Research Contribution:

Covid'19 brought a significant effect for the overall B2C industry and outcome is never expected. Its negative impact did not only affect the B2C but also all types of business. Many researchers already started working to find out the ways to overcome this negative impact and also analysing the situation, developing alternate strategies. I have found few paper relevant to my topic but most common gap I have found regarding comparison between previous and

current situation with proper data representation. Insufficient discussion about pre and post Covid'19 strategies also lacked from those papers. Through my research I have tried to represent data from my company to show the real-life impact of Covid'19 so that readers can have a better understanding about both positive and negative effects of the situation. Through this paper it will be easy to understand that few B2C companies' strategy helped them to be in profit even in bad times. Those who are planning to go online and those who are planning to rethink about their unsuccessful strategies can have better insights and brief idea from this paper. Besides, outsiders this research paper will help BIGO Technology to understand their own threats and weakness which will help them analyse further regarding these factors. Moreover, it will help them to understand their employee's motive and perspective towards the business and the company as well as.

Chapter 3: Methodology:

3.1: Research Method & Justification:

I have conducted this research using qualitative research method. Qualitative research method involves collecting and analysing non-numerical data to understand concepts, opinions or experiences. I have collected data from various sources of communication, company websites, one to one interview, focus group discussion, case study etc. Through qualitative research it is much easier and more convenient to get a large number of data and information and this information can be validate with proper referencing. Quantitative research mainly focuses on open ended source and conversational method. In my research I prefer qualitative research because in this pandemic it is tough to observe physically and collection of data from companies is much more difficult. In this current situation it is also not possible to observe physically and obtain the required documents from secondary sources. In qualitative research it is quite easy to interview thorough online and process the data to incorporate in my research paper. In case of qualitative method, we have few knowledgeable sources to get the required information for my research. I can take the articles and writing from the scholarly research paper, different research articles & writing. Analysing these resources critically, I can get the ultimate information needed to conduct my research. This is why I have chosen qualitative research as my research method. Lastly, my topic is mostly related to bringing out the overall impact of the pandemic for e-commerce based B2C business and so I found qualitative research method more suitable than other method.

3.2: Research Strategy:

I have followed one to one interview strategy. In case of one to one interview usually one person in interviewed at a time. While precise and verified information is needed it is suitable to follow this interview strategy. As, through this strategy it is much easier to get detailed information and many supporting information that might need in case of validation. Through

this interview participants can share their personal view point, opinions & recommendations. As, pandemic is going on so preferred to interview participants through phone call and skype. I have collected data from websites, journal, research papers and other empirical sources. In order to validate those responses, I got from interview I followed data triangulation method. Data triangulation is a method which involves multiple sources of data in an investigation.

3.3: Data Collection Method:

I have designed my question in a way that will help to relate with my research purposes. Those questions will also help me to justify my research questions with proper responses from the participants. I have kept my questions open ended and as it is a one to one interview so respondents and I both will have an opportunity to share and gain in depth information. I have designed my questions in a manner that will help to gain detailed information gradually. I tried my best to avoid any personal and repetitive question and also tried to design questions that will help to develop unbiased responses. I have also avoided any leading questions and hope that this question structure will help me to gain proper, unbiased and valid responses.

3.4: Sample Respondents Profile:

I have selected four respondents for one to one interview. Selected respondents are working in various departments at BIGO Technology. Two of my selected respondents are Mr. Abdullah Maruf and Mr. Adbullah Ar Raphy is working at tagging dept. and I have chosen them to gain data related to market survey related to e-commerce and also gain information regarding BIGO market policy. Two respondents are from task 'Discover' under content security dept. and they will help to gather information related to find out market strategy and company policies during Covid'19.

3.5: Data Analysis:

I will record my participants speech and also collect data from various sources. Those recordings along with both primary and secondary data will help me to match information dependability and will help to justify and crosscheck. For this justification and crosscheck purpose I will follow data triangulation method and as it is an informal interview-based research so I have to depend mostly on participants response.

Chapter 4: Findings:

4.1.1: Summary of findings:

Marketing Strategy

While many other companies were having trouble BIGO Technology went for refined marketing strategy. They use the opportunity to engage user with their leisure time. During lockdown many people had a lot of leisure time and to reduce frustrations they were mostly passing time using social media, user could not maintain social contacts with their relative and friend so they had to use voice or video call applications to communicate. At this time IMO which a concern application of BIGO Technology introduced many points system and introduced coins to make free calls. They updated their interface and also started options to share live status. Again, BIGO introduced many live programs with celebrity and key opinion leaders every day at a specific time according to the region. They went for mass advertising before broadcasting these shows which engaged people. Users had an opportunity to make friends and live gossip with new friends where anyone could participate. These strategies to use user's leisure time was the main key for the successful marketing strategy.

Proper Implementation of Planning

Ideas developed by authority and employees were selected according to the feasibility. The authority introduced new features based on the region and monitored these new features to avoid any unwanted situations. Their engineering and app developer team could implement new features according to the authority's demand with in the shortest possible time. After the lockdown started, they made their office home based accept few to control the main server of headquarter. They could smoothly handle their operations and talent hunt form BIGO platform from home office and went for live broadcast on time with their guests. Respondents from tagging department shared that they had to plan and implement agreement and policies with third parties for these arrangements with the shortest possible time just to ensure everything

goes in the proper and efficient direction. Proper implementation of planning is the key success and the authority could handle these professionally.

Development of Multiple Platform

BIGO Technology owns three different application. IMO is for communication purpose. Voice and video call using IMO is very popular and it is most used application for communication purposes. IMO developed few versions and even in few versions it was very data efficient which reduced internet cost. BIGO is used for talent show. Here, people dance, sign, do gossip, play various types of games and exchange coins. Which engages people to pass their leisure time. Like is the application for lip sync, sharing live status and also people gather here for live gossip. Management of these multiple platform and continuous effort for bug free and remove error from sites resulted in user satisfaction and user traffic indicates the satisfaction level which is very high. Respondents from various departments shared that their work experiences using admin sites were updated and recently it was mostly error free and lesser bug encountered.

Employee Satisfaction

Due to high user traffic and to control the pressure of unchecked content and to clear the content queue they needed more man power. They didn't hesitate to recruit new people and around eighty moderators were recruited during the Covid'19 crisis. For the safety purpose employees were given the opportunity for home office and the authority also supported providing tool like computer, laptops, better internet connection for individual employee. Their new recruited were trained through their developed application and the training sessions were fruitful which reflected in their further accuracy and KPI report. The compensation planning was also satisfactory among the employees. Overall employee satisfaction level was high, which it resulted in better performance and employee satisfaction is one of the main key's for successful

business. While interviewing employees were very glad to share their positive attitude towards the company and mentioned all facilities, they got during covid'19 crisis.

4.1.2: Interpretation of Findings:

After a thorough research and analysing collected data both from primary and secondary sources I have find BIGO Technology comparatively in strong position in the e-commerce based B2C industry. They run application-based services and during Covid'19 they could hold a significant market share and also boosted up their own revenue. While interviewing respondents mentioned their main success came from their marketing strategy and these strategies helped them to hold a large user base which increased their traffic. According to the respondents from tagging department this increased traffic created a scope form income from live broadcasting revenue. According to the respondents from content security department in the 4th quarter of 2019, they had monthly active user about 23.1million and it increased up to 29.4million by the 2nd quarter of 2020 which indicated their success. Besides, information gathered from primary sources indicates their authority's efficiency level and satisfied employee motive. Their plan both for serving users while considering the safety of employees was successful which is clear from the day to day accuracy report. Employees regarding satisfaction level mentioned all their benefits like support for proper internet connection, devices, pcs, laptops and other gadgets necessary to work were provided by the authority for home office. They also mentioned that the company maintain a heathy compensation plan and they also provides work from home office during unavoidable circumstances. While the overall industry is mostly suffering to fight the pandemic BIGO Technology used this as an opportunity and engaged users towards social media platforms developed by BIGO Technology. Users also had a very positive response and they invested their leisure time for BIGO. So, it is clear after the interpretation that BIGO Technology with their proper

implementation of marketing plan, continuous upgradation of platforms and satisfied employee base achieved their target and, in some case, exceeded their target profit.

4.2: Analysis:

4.2.1: Analysis of Data:

After conducting the research with collection of primary and secondary data I have found that global market of B2C industry in e-commerce sector had a very good performance since invention to current condition. Though the global market started to shrink for a short time due to hard situation as a result of Covid'19. BIGO Technology being a member of B2C industry which have businesses related to user of application and development of new social platform had a reverse scenario. During the lockdown while many other businesses had to shorten their operation or even shutdown, BIGO Technology had a increased revenue outcome and increased number of user with high user traffic. According to my primary and secondary data they had did not only have boost in their business rathe they also needed extra man power to control the traffic. Monitor and support user performance. According to the HR department while many other businesses had to lay off workers BIGO Technology went for recruitment in every country. In last four months they have recruited at least 80 people only in Bangladesh. According to my respondents, their recruitment was done with very standard payment and work from home performance was satisfactory. I have already shown an analysis of their increased number of user and boost in revenue in every product while describing the point 2.3: status of BIGO Technology, which indicates their success in this industry during Covid'19.

4.2.1.1: Primary Data:

I have interviewed four of my colleagues from various departments for the sake of primary data collection. I had few common questions to them regarding the current status of BIGO Technology. I had queries related to business condition in before and during Covid'19, policies that help to make out profit even in shrinking situation, employee satisfaction during pandemic and layoff or recruitment policies during pandemic. I have also queried regarding difficulties they faced due to increased number of users all on a sudden during lockdown. Regarding business condition all of respondent had positive answer and they specified the increment in user number as the major cause of increased user traffic. Increased user traffic influenced high volume use of data and increased live streaming caused profit. According to the respondents from content security department people during lockdown used these applications for communication purpose and it also cause high amount of violation of application rules. Respondents from tagging department ensured the marketing policy and advertise income from the site and they mentioned about other businesses advertise in this platform. For the purpose of advertisement BIGO used its own website and Facebook page highlighting performers name, program schedule and also recruited hosts with various talents which helped viewers to reduce boredom and use the BIGO application. Entertainment and contents that attract people is the main development target for the application authority, which helped to create a larger user base. Besides, the marketing policies difficulties employees and the company faced was another main issue. Regarding this topic they claimed the poor connectivity network and communication gap as the main factor of drawbacks not only for BIGO Technology but also for entire e-commerce based B2C industry. In order to reduce pressure and safety measure BIGO Technology arranged home based office and managed all other business deals through their modified applications. According to the respondents they opened the platform for other businesses to advertise their product using applications developed by BIGO Technology, which also caused a profitable amount. According to the HR Department, there were increased

number of user and high pressure so BIGO Technology went for few recruitment sessions with standard payment policies while others businesses had to lay off workers. My primary data collection was successful in regard of my questions. My respondent's opinion and shared information was helpful to find out the company status, successful marketing policies, major drawbacks for e-commerce based B2C industry in Bangladesh, employee's satisfaction level and lay off related information.

4.2.1.2: Secondary Data:

I have various sources like articles, journals, company websites and so on. Based on my collected data I have found that the global e-commerce related B2C market did really well before the Covid'19 strike. During this time many businesses could operate as many had communication gap with their supplier and many other products had less demand. Where as many other companies' strategy and short time back up planning helped them to keep on doing business. Specially, application based B2C businesses which are also used for entertainment, communication and many other purposes could turnaround. BIGO Technology is one of them. While working with the articles for secondary data collection purpose I have found that many researchers mentioned few main points that affected global e-commerce based B2C businesses during pandemic. They identified that supply demand mismatch, lack of proper emergency crisis response, marketing strategy, communication gap and poor network connectivity. Though they also showed few prospects for get back to the market using proper supply, communication channel even during Covid'19 crisis. While working with data related to BIGO I have found that BIGO Technology is one of those successful companies and they eventually had a better profit margin with boost in user traffic than previous situation. My secondary data sources were sufficient enough for me to collect data related to my research question and objective.

4.2.2: Strategic Analysis of BIGO Technology:

4.2.2.1: SWOT Analysis:

In purpose of strategic analysis, I did SWOT analysis. Through this it will be convenient to identify the ultimate Strength, Weakness, Opportunity, Threat about a company. Using SWOT analysis, I have tried to compare SWOT of BIGO Technology and the overall the industry. I had few common questions to my selected respondents regarding their view point towards the **strength** of the company and mostly their answer was related to large and strong user base. While collecting secondary data I have found that having large customer base or having high demand in the market of e-commerce is the most suitable strength and BIGO Technology holds it properly. Having this suitable strength BIGO Technology holds very strong position in the market. In case of **weakness** three of my respondents had opinion regarding the identity disclosure. While, one of them had opinion regarding lack of actions regarding fraudulent while sharing, buying or selling special types of coins which performers gained from viewers. While I was looking for entire industry, I found a mismatch and for overall industry the weakness was customers dissatisfaction towards e-commerce-based products for long term though they feel satisfied in short term. In this case BIGO is comparatively in good position as their customers are not leaving or feeling dissatisfied but the application authority just needs to ensure strong policy identity theft. **Opportunity** in the view of my half of respondents were increased number of users with affordable internet connectivity and half of respondents had opinion regarding the amazing talent show platform and offers offered by the applications run by BIGO Technology. E-commerce based market is mostly new concept and people feel comfort to use this platform for any purpose and it is comparatively less hectic for the users or buyers but the industry just needs more advertisement and awareness. As, BIGO technology is in such business where the factors related to opportunity is going to be more furnished day by day so in this fact BIGO is in competitive position. In case of **threat** all of my respondents had opinion about other competitor applications. BIGO Technology is comparatively new in this type of

B2C market so from the very beginning consistently they are facing competition against other giant applications like Tiktok, Whatsapp etc. Fraction in the checkout or buying process due to server error or not being able to develop proper websites than competitors is the threat for overall industry. Here, BIGO having very strong competitor trying to develop to mitigate threat factors on a continuous basis. So, overall SWOT analysis can be concluded saying BIGO Technology is working with its position in the industry keeping track with its competitors and working to eradicate common industry threats to strike the highest position.

<p style="text-align: center;"><u>Strength</u></p> <ul style="list-style-type: none"> • Large & Strong User base • Users satisfaction level • Multiple applications for multiple purposes 	<p style="text-align: center;"><u>Weakness</u></p> <ul style="list-style-type: none"> • Identity Theft • Information disclosure • Fraudulent
<p style="text-align: center;"><u>Opportunity</u></p> <ul style="list-style-type: none"> • Digitalization • Low internet cost • Upgradation of Networking framework 	<p style="text-align: center;"><u>Threat</u></p> <ul style="list-style-type: none"> • Competitor Apps • Government’s ban for unavoidable circumstances • Socially unacceptable occurrences

Chart01: SWOT Matrix

4.2.2.2: PESTEL Analysis:

Using **PESTEL**, I tried to come up with the analysis regarding of six factors. Such as, Political, Economic, Social, Technological, Environmental, Legal. According to my respondents BIGO Technology had initially did not face any issues related to **political** factor but recently with the increased number of user government wanted the application authority to monitor unusual live broadcasting. According to respondents from content security department government wants the authority to prohibit any kind of terrorism, prostitution, arms or drug dealing, gambling according to respondents from content security department. As, Bangladesh is a free economy country so BIGO Technology had no issues regarding **economic** factors. Moreover, BIGO Technology is using the opportunity of cheap labour cost in Bangladesh which is reducing their operations cost. **Socially** acceptable user terms and condition, proper monitoring system to prevent unsocial broadcasts or contents made BIGO socially acceptable as the authority behaved responsible. In case of **technological** factor its networks framework is common problem for E-commerce based businesses. (Ahmed, 2019) So, they are having few problems related to poor quality of internet service provider. In question of **environmental** factor BIGO Technology had no issues with factors related to environment they did not have contradiction while agreeing the government policy regarding green environment related guidelines. (Sodry,2016). According to the respondents from tagging and operations department they did not have to face any **legal** binding despite agreeing with the term and conditions of legal framework and tax policies.

Political	Economical	Social
<ul style="list-style-type: none"> • Government's demand for proper monitoring • Removing contents related to political conflicts • Monitoring from govt.'s security department 	<ul style="list-style-type: none"> • Balanced benefit for both Company & Government • Cheap labour cost • Less operations cost 	<ul style="list-style-type: none"> • Socially accepted concepts & contents • Social welfare and awareness • Users lifestyle and app user's demand
Technological	Environmental	Legal
<ul style="list-style-type: none"> • Issues with internet framework • Lack of technical team support • Unwanted site error due to poor connectivity 	<ul style="list-style-type: none"> • Agreement with all terms related to Environment Law • Environment friendly products & services • Eco friendly office environment 	<ul style="list-style-type: none"> • Agreement related to vat/tax & all other legal protocols • Following FDI guidelines • Rules regarding businesses and HR policies

Chart02: PESTEL Matrix

4.2.3: Comparison of Analysis:

According to the information of I have collected through data collection process I have found that despite of being the market leader BIGO Technology has also few draw backs. BIGO technology and according to the other sources they had weakness regarding the user privacy and top other similar applications are their main competitor. Employees information regarding this aspect and data collected from secondary sources support weakness related to privacy and application platform. I have found match between primary data sources and secondary data source. While, I was looking for major facts that helped the company to be successful and mostly I have found the market strategy related positive sides and while doing strategic analysis I have found that large customer base is their main strength which is an outcome of successful strategy. Both employees and data collected from secondary sources support this statement. While working with secondary data I have found unsuccessful companies could not execute back up planning where BIGO Technology could plan immediately and arranged different talent show, gossip topics and many features to their different applications which engaged people and helped to increase user traffic and that ended up being profitable. After, analysis of PESTEL BIGO Technology mostly had positive effects in every aspects of those factor and helped them to establish a well-organized market in the e-commerce based B2C industry not only in Bangladesh but also over the world.

4.2.4: Proposed Framework:

The entire research was done to identify the market condition, strategies and identify the key to success. After the research I have found BIGO Technology is in competitive position in consideration of e-commerce based B2C industry. Their proper implementation of marketing planning and strategy, quick response towards any obligations and changes were helpful to make them successful. Despite having many positive factors BIGO Technology had also few issues. While working the problem identification portion I have found that the global e-

commerce-based business was performing well before the hit of Covid'19. Though many companies were successful to operation on full phase but most others could not. In respect of Bangladesh the B2C business had the similar shirking condition along the entire world. Then I decided to identify the status of BIGO Technology which is service based foreign company in this industry. I have followed qualitative research method to identify prospects regarding this company. I interviewed employees one by one from various departments and also gathered data from renowned sources. I also did strategic analysis using **SWOT** and **PESTEL** matrix and identified few factors that helped BIGO Technology to generate revenue even in this shrinking situation. While analysing SWOT I have found few weakness and threats that might make the business unprofitable or hamper application image. Weakness related to identity theft, disclosure of information and threats from competitors. In PESTEL analysis I tried to show the factors relation with the organization and how those factors helped them to run businesses and probable factors that might create conflict. In the analysis portion I have briefly described those factors. In further portion I have worked to find out loop wholes despite positive factors and tried to come up with possible recommendation to mitigate those problems.

Chapter 5: Conclusion & Recommendation:

5.1: Research Objectives:

Sudden attack of Covid'19 distorted the entire business module in sectors. Businesses reportedly failed to generate profit except very. Demand supply mismatch, lack of improper supply chain system during pandemic were the major reasons. Not all the companies failed to generate profit few of them used this as an opportunity. Analysing business conditions in today's world is a challenge and I decided to attempt it. I did this research on e-commerce based B2C industry and analysed the position of BIGO Technology in this industry. Through this research I have been able to find the factors that brought success and factors need to be revised while reflexing in situations like this pandemic. This research will help to understand the overall B2C industry and a brief of e-commerce based B2C industry. Then, gradually it will show how a company was successful in sudden shrinking industry and the factors related to it. The overall businesses in B2C had faced major loss and lost their competitive position in the market. So, I have tried to find the reasons behind it while comparing the companies in loss with a company generating revenue. Through out research I was able to achieve most of my objectives but it could have been more informative if the situation was normal. More data was necessary to analyse the appropriate impact of social media on B2C industry.

5.2: Strategic Recommendations:

While collecting data and conducting research I have found few factors hampering the business. Those factors are both from external and internal sources. I would mention and recommend those factors which might be helpful.

- **Contingency Planning:** In order to handle situations like Covid'19 not only B2C industry related businesses but also all companies should have strong capability to create contingency plan. It will help them to decide as soon as the market condition shifts.

- **Planning Execution Capability:** Every companies should have the capability to execute their contingency plan within the shortest possible time and so they to train their employee on a regular basis and upgrade their skills with time. Companies need have certain amount of budget for the execution too.
- **Marketing Strategy:** Companies have to come up with trendy strategies to hang in the market and to create visibility so that in less demanding time they can grab the most focus. In order to create a successful marketing strategy analysing the trend and identification of popular means of communication with customers should get highest priority.
- **Satisfactory Employee & Customer Base:** In order to be an organization or company it is necessary to have employees but in need of long-term success it is very important to have satisfied employee base. Besides, customer retention is also very important for continuous revenue generation and so carefulness towards customer should be prioritized.
- **Benchmarking:** Competing with the most successful competitor and following their strategies but not imitating might be a successful strategy. In case of BIGO Technology as they might face threat from other similar application so they might find out the reasons they feel threat from competitors, cover up that reason within the shortest possible time and it will reduce threat rate.

5.3: Limitation of the study:

While conducting the research the major limitation I have faced regarding data collection. As, pandemic was going on so I had to collect data from home. It was not possible to go filed for data collection. I mostly had to depend on data collected from secondary sources. I had to validate those data with primary data and identify the reliability. Another limitation was regarding shortage of data as the pandemic is still on going and researchers are not done yet

researching with similar topic and so I had to depend on data which were insufficient and those were not previously validated. It was not possible to collect information from various B2C industry related companies for better analysis which was also a limitation. While, deciding the weakness and threats respondent's various opinion also worked as a barrier to come into a conclusion. I didn't find any related data from previously done research papers so I had to validate those with my secondary source's collection.

5.4: Direction for Future Research:

Data collection was the main barrier to analyse the e-commerce B2C industry and so firstly I would suggest future researchers to collect as much data as possible for better analysis. Data collection from various companies within the industry will help to analyse the situation with less complexity. In my paper I tried to cover the e-commerce based B2C industry and I have chosen a company which deals with applications and software. So, I would recommend future researchers to select any other service or product-based company which will broaden and cover up the entire B2C industry gradually. While conducting interview I would recommend face to face and one to one interview specially in case of employees from similar organizations. It will help them to collect more in depth and more open data. Hope to see future researchers will be successful and will come up with more refined analysis of their research.

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