

## **Report On**

An Analysis on the use of Operation and Information technology management in a start-up  
logistic Company

By

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Student ID: 17104090

An internship report submitted to the Brac Business School in partial fulfillment of the  
requirements for the degree of  
bachelor of business administration

Brac Buiness School

Brac University

June,2021

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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.

**Student's Full Name & Signature:**

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**Student Full Name**  
Student ID

**Supervisor's Full Name & Signature:**

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**Supervisor Full Name**  
Designation, Department  
Institution

**Letter of Transmittal**

6<sup>th</sup> June, 2021

To,

Md. Hasan Maksud Chowdhury

Assistant Professor

Brac Business School

Brac University

66 Mohakhali, Dhaka – 1212

Subject: Submission of Internship Report

Dear sir,

I am glad to present to you my internship report on “RedxLogistics”. I have been working in an entry-level position at this company since the beginning of this year as an intern, which was a mandatory requirement of my graduate program at Brac University. I would like to thank you and the Brac University authority for directing me towards such a necessary step. This work experience has given me the exposure that I needed to start my career and helped me explore my expertise and interests. I have tried my best to write this report with all the required information and I have also tried to include my most important takeaways from my experience during the internship.

I hope my efforts would be able to fulfill your expectation. I would be very grateful if you apprise me of your thoughts and perspective on this report. I request you to reach out if you have any further queries about this report. I will be always being available to answer any of your questions Thank you

Sincerely

Nusrat Zahan

ID: 17104090

Brac Business School

Brac University

**Non-Disclosure Agreement:** here is the scanned copy of my NOC from “Redx Logistics”

Date 08-02-2021

Office of Career Services & Alumni Relations  
Brac University  
66 Mohakhali  
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Bangladesh

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**Subject: No objection to maintain full time academic schedule at Brac University, during Internship**

Dear Sir,

This has reference to our letter dated 23<sup>rd</sup> November, 2020 to accommodate the following student of Brac University as an intern for 12 weeks.

**Student Name: Mst. Nusrat Zahan Toma**  
**Student Id: 17104090**

I understand that she has got academic commitments at Brac University. She can maintain full time academic schedule during this internship to meet her requirements at BRACU.

Thank you.

Sincerely Yours,

  
MD Tahminul Huq  
Senior Manager, Business Development  
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Cell no: +8801766695850  
REDX Logistics Limited



Designated person of the company or supervisor's signature

## **Acknowledgement:**

In this journey of mine, I have learned a huge deal, not only about the corporate environment but also about how real life would be and how to deal with it. And all these have never been possible without the help of few amazing individuals who have been a constant support for me throughout this entire process

So, I would like to start by conveying my gratitude to the almighty, who has kept me healthy and functional to performed this internship and given me the ability to finish the report.

I would like to thank my supervisor Mr. Tahminul Haq (senior manager. Redx logistics). I wouldn't have been able to finish my internship if it wasn't for the enormous amount of support he has provided me. Before this internship, I had no idea about the actual corporate environment is like and how would I be able to cope with that. I was completely lost and he was the one who guided me through all of it. He taught me all the technicalities of the job and trained me to be a more efficient version of myself. When I started my internship I was still left with few academic courses and All my exams and classes were going on, in full swing. I couldn't have finished this internship if my supervisor hadn't given me the flexibility to carry on with both my academic and internship responsibilities at the same time. So, I would always be thankful for all the support he has given me

I would also like to thank my internship supervisor Md. Hasan Maksud Chowdhury (Assistant Professor, BRAC Business School) for his precious guideline and instructions. I couldn't have complete this report without your valuable insights and suggestions.

Next, I would like to impart my gratitude to the Brac University authority to introduce me to such an amazing program. This is very important for every student to have a piece of prior knowledge about the work field before they enter it. It prepares them to give their best to the job and have a better career. And I am obliged that Brac University gave me that chance.

I would also like to acknowledge the author of all the reports, articles, and write-up that I took help from to make my internship report.

## **Executive Summary**

In recent years Bangladesh has become a country of entrepreneurs. Thousands of small business has been introduced and have made their place in the market. These businesses have become a powerful pillar of Bangladesh's economy. With this immense growth of small e-commerce based businesses, the need for logistic support has become a compulsion. Especially during the Covid-19 outbreak the need for good quality home delivery services has become dire. In the past two years, we have faced several lockdowns. In such a situation it has been tough for everyone to collect their daily necessary goods. Everyone was frightened of catching the virus and stopped going out. Almost all the offices in both private and public sectors were transferred to the home office arrangement, markets and shopping malls were shut for a long time. So, the convenience of having brought all our essential items to our doorsteps became one of the basic needs of our daily life. Redx logistics was introduced with the purpose to serve the people of our country with that very essential service at that time. On 1st March 2020, Redx started its journey as a sister concern of Shopup and then gradually became an individual organization. Since then Redx has been working to support the small business of our country. During the pandemic situation, all the business sectors were wrecked and small businesses fall victim to this situation most dreadfully. Redx has aided them to keep their operations going on by bringing their products to the doorsteps of the customers. Redx has its home delivery services all around the country even in small towns. Redx has its operation successfully running in all sixty-four districts and more than four ninety sub-districts of Bangladesh. Redx not only serves small businesses it also has delivery services for individuals and enterprises. Redx provides logistic service to both people to person for small goods and to large companies for heavy goods as well.

**Keywords:** Redx; Logistic service; Internship; lockdown; small business; Economy; ecommerce; online

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**List of Acronyms**

CT	Control Tower
BD	Business Development
IR	Issue resolution
IRO	Issue resolution Officer
OPS	Operations
KAM	Key Accounts Manager
OPSKAM	Operations Key Accounts Manager
COD	Cost of delivery
OSD	Outside Dhaka
ISD	Inside Dhaka
Subr	Subrb of Dhaka

## **Glossary**

### **KAM:**

Key accounts manager. Key accounts manager are mostly the marketing people. They are designated to take care of different merchant accounts. They work under the business development team, their main duty is to onboard new merchants and keeping a healthy relation with the existing merchants so that they keep working with us. They are highly qualified and experience marketers. They find out the leads in the market for potential clients and contact them. They convince them to work with the company.

### **OPSKAM:**

Operations KAM. they work under the operations department. They are not responsible to bring in new clients however they are responsible to keep them. Their work starts where the KAM's work ends. Once the new merchant is brought into they have a lot of things that they need to be guided with. OPSKAM are the one providing them with that help. A specific number of merchants are assigned under one specific OPSKAM and they take care of all the issues and question related to those merchants

## **Chapter one: Overview of Internship in Redx**

### **1.1 Student Information:**

Name: Mst. Nusrat Zahan Toma

ID: 17104090

Program: Bachelor of Business Administration

Major/Specialization: Operations management, Computer and Information Management

### **1.2 Internship Information:**

#### **1.2.1 : Period, Company Name, Department/Division, Address**

According to the Brac University policy every student has to serve as an intern in an organization for at least three months to get exposure to real-world work experience.

So, I had to do that too. In my last semester at Brac University, I joined Redx logistics limit as an intern in the business development department. Redx logistics is considered one of the leading logistics companies in the country for their quality services.

During my internship period, my work station was at the Redx head office which is situated in Tejgaon industrial area, bir Uttom mir shakhawat shoroni.

I worked at that organization as an intern from 23rd November 2020 to 23rd February 2021.

The department that I served as an intern is called the Business Development department, as the name suggests the main purpose of this department is to grow the market for the company. In simpler words, Onboarding new merchants and sustaining the old ones is the main job for the people working in that department.

### **1.2.2 Company Supervisor's Information**

During my internship period at Redx, I had the chance to work with a lot of amazing people. One of them was my on-site supervisor Md Tahminul Haq. He is the senior manager/ line manager of the Business Development Team. I have learned a lot from his amazing leadership and guidelines.

### **1.2.3 : Job Scope /Job Description/Duties/Responsibilities**

As I have mentioned before that I was an intern under the department of Business development. naturally the jobs I was assigned to were related to marketing. Redx business development department is classified into two teams based on its functionalities and focus.

One of the teams is called telemarketing. Their main responsibility is to follow the sales lead and communicate with potential customers over the phone and convince them to take our services.

The other team is considered as the core team and known as the business development team. Though the main purpose of this team is exactly as telemarketing, it operates on a wider scale. I was a part of the core team. This department is dedicated to focusing on comparatively bigger merchants or bigger online-based companies. Finding out new leads and reaching out to them was the first part of the job, In the second part, we used to fix a physical meeting with that potential client company and discuss a customized deal and convince them to work with us.

While working in that department, I have learned a lot about this industry. While working there, one of my most important responsibilities was to work with the merchants which have stopped taking our service, my job was to find out the reasons and analyze them and then resolve the issues by communicating with the operations team.

I also learned how to convince and onboard new merchants. Another major responsibility that I had, was to assist merchants with everything they needed in the entire process from parcel entry to the delivery of the parcels of the merchants that were assigned under me.

### **1.3: Internship outcomes**

#### **1.3.1: My contribution to the company**

I started my internship at Redx delivery on 23rd November of 2020. I was placed under the marketing department. Though I am an operation major and my first preference was to get into the operations department but due to vacancy shortage, they put me in a team named Business development under the marketing department. This team has 12 members who are known as key accounts managers, generally referred to as KAM. The main job of this department is to bring in new clients and keep good communication with them so they stay. As an intern, the first job I was assigned was data entry. When a merchant registers a parcel on our website or the on the app. the information comes to us as unstructured. And then that information has to be sorted out and enter into the system in structural order. So that the operation could process them. So initially my job was to sort out the data and entering it into the system correctly for the ops to process them

After 15 to 16 days I was included in the merchant onboarding job. In this part, I was supposed to go on the internet and find out the online business that could need logistic support and contact them via social media or over the phone. Once they were convinced I would have to fix a meeting with them so that my seniors could discuss the detail of the deal with them face to face.

After one and a half months. When I was doing good at my current task. They assigned me a new project. In this project, my team was aiming to win back the merchants who have stopped taking our service. So I was supposed to reach them out and convince them to work with us again. And to be honest that was the toughest job I had in my entire journey of the internship. So, for this job, the first thing I had to do was to reach out to the merchants and find out why they stopped in the first place. This part was very sensitive. Most of them were very unsatisfied and angry so I had to deal with them very strategically. Once they were a little settled, I would pitch the new offers and deals to them so that they would consider working with us again. If they liked the offer as it was then I would register them as our merchant right, there. If they had more demands, then I used to arrange a meeting for them with any of my senior KAMs so that they could discuss it directly.

### **1.3.2: My gains from the Internship**

This internship has taught me a lot of things. It has not only give me great teachings about the corporate world it has also preceded me to the real world for the first time. Before this job, I had no experience of the corporate world and did not know how everything works there. This job gave me the guidance that I needed to advance in my career.

During this entire journey, I have met so many amazing people and all of them have influenced me in many different ways. I have had superiors that guided me to become a better version of myself. I have had colleagues that have helped me to cope and inspired me to do better every day

When I was doing this internship which was a full-time responsibility I was a full-time student too. I had my classes and exams going on for four courses in full swing. So managing all these at the same time was a big challenge for me. so I had to become very organized and punctual. In this process of maintaining both of my responsibility, I became more productive than I even knew I could be. I have become a lot more hardworking and most importantly it has made me more confident in myself.

Through this job, I have connected to hundreds of people from different sectors of businesses. I have learned about their fields and **its** functions. My knowledge of people and business has increased a lot during this internship program.

### **1.3.3: Problem and difficulties I faced**

My internship journey was rather a very smooth one. I have had amazing people around me as my colleagues. My fellow interns were like my friends. They supported me through everything professionally. I have had amazing seniors who were like big sisters and brothers to me. They have treated me very well and helped me whenever I would face any problem.

However, I still had to face few minor problems. The biggest one was the covid situation. I started my internship when there was a complete outbreak of covid cases and everything was shutting down. But as redx is a delivery company and its services fall under the emergency product and services category that's why the authority had to keep it open and the employees had to attend office physically.

So this was a big risk for me and in the beginning, it was tough to convince my parents. But after knowing that redx has been following all the safety measures thoroughly my parents and I both were finally convinced and finally joined the organization

Another obstacle that I had to face was continuing my studies and a full-time internship together. It was so tough to manage everything for me. Since the time I joined redx was a lockdown and at this time work pressure became insane and I had to maintain my workplace duties and at the same time attend the classes and seat for the exams. But the support of my supervisor and my friends and faculty I was able to overcome this obstacle.

### **1.3.4: suggestions for Redx on future internship**

I am quite satisfied with the internship program that red has currently. I felt blessed to have such a warm and friendly environment as my first work experience. However, if I must have some recommendations on the internship program of redx I would only mention one thing and that is they should give the interns a little more chance to be involved. As I have mentioned that my main duty during that internship was to onboard new merchants. But my duties used to be up until convincing them to have a meeting with redx. but I never was a part of that main onboarding meeting. However, I believe that if I was included in that process my area of learning would have been broken and I would have learned so much more. So I would suggest Redx allow more involvement of the interns in the mail operations



## **Chapter 02: Overview, Operations and a Strategic Audit of Redx**

### **2.1 Introduction**

Bangladesh has become a country of entrepreneurs in the last few years. People are more interested in making a new business rather than joining a company these days. This change of perspective has affected the economy of Bangladesh very positively. These small businesses have been playing a big role in the recent increase of our GDP.

Previously the common mentality of people was that after getting a certain educational degree someone has to look for a job in a reputed company or government services. And that was considered as the ultimate scale of success in our country. But recently that has changed.

With the increase in the availability of information systems nowadays everyone has a mobile phone and has access to the internet. This is how reaching people has become far easier. And that has opened up a huge marketplace. Now, someone does not have to invest a lot of money to start a business. Because now they don't have to rent a physical store or not even a warehouse. The Internet has given us the liberty to start a business seating at our own house.

So, almost everyone has been putting all their creativity to use and earn money out of it. In this process, a big possibility has also opened up for another field of business. And that is the logistics business. There is numerous small business that has been established in past few years and most of them are e-commerce based and they do the business from their respective homes. So their products need to be reached to the customer which is always not easy for the seller to do it himself. In this part, the logistic companies come in. These delivery service-providing companies ensure that the products reach their designated customers.

Redx logistics is one the many logistics companies that have been introduced in the Bangladesh market due to the increased demand from the emerging small and new startups. However, with the quality of their products they have earned the trust of thousands of people all over the country. Redx started as a sister concern of Shop up at the beginning of the year 2020 when the outbreak

of the corona various was most severe. Redx started its journey During that time with the purpose to serve these small enterprises. When almost all the other organizations were closing down Redx kept their service open to its merchants so that they could survive.

That is why Redx became the number one delivery service in the country within a year.

### **2.1.1: Objective:**

Before the corona, various had hit the world and devastated almost all the sectors of businesses and economy, Bangladesh was growing quite fast and it had raised its GDP to an admirable rate. We had a GDP of 8.15 percent before covid-19

However, this scenario was drastically changed after the outbreak of covid-19. There were thousands of cases and it was increasing every day So the government had to shut down almost everything. All the businesses, all the private and public organizations were closed for a long period. And that had affected the economy very badly. Experts are predicting that because of this situation the GDP can fall to four percent.

Almost all the businesses starting from a local store to big enterprises had fallen victim to this devious situation. but the most affected were the small business owners. the local shop owners. So they had to come up with a new idea to survive and that was to go online. Almost all the small business moved their business from offline to online. Almost everyone had a business page on social media or was getting registered to digital marketplace

So, they needed a reliable source that could be the middle man and take those sold products to their end customers. REDX did that for them. The main objective of Redx was to facilitate those businesses and help them survive that tough time.

In a short time of one-year redx has spread its service to every corner of this country. Currently, this company has more than ninety-five HUBs in all 64 districts of the country. Redx has served

thousands of merchants and helped them to fulfill their dreams. Redx has not only contributed to those small start-ups to survive it has also employed hundreds of people.

### 2.1.2: **Methodology:**

In this study, I have used two methods of data collection sources. I have used both the primary sources and the secondary sources to complete this report

**Primary Source:** Primary source or primary information is what we can get from direct involvement with the subject in question. In my case, I have gathered my primary information from working in the company. While working in REDX I have worked with people not only from my department I had to work with people from almost all the departments.

In this process, I got to know about the policies of the company, its management practices, marketing plans, and other things like that. I got the chance to interact with the customers and the merchants and got to know about their opinions and their expectations

**Secondary source:** Secondary sources are the materials that have already been published or the studies that have already been one on the subject. Since Redx is a very new company I did not many such reports or writings. So I took help from the people that have been an intern in this company before and had done a thorough study for their internship reports. I took their works for reference and also found some other work on the internet

### 2.1.3 **Scope:**

In the recent context of Bangladesh's market, a company like REDX has a huge scope of growth. There has been a revaluation of entrepreneurship in our country and most of the new start-ups are online based. To keep that growth of start-up culture we are extremely in need of good quality logistic service, And the demand will only increase in future.

REDX has only been in the market for one year and within this very short time, it has proven that it has got the potential to become on only the country's number one logistic service but also become one of the best internationally.

In Bangladesh, we already had quite a few delivery services but REDX is the first one to introduce doorstep delivery service, REDX has been providing its services even in the remotest areas of the country.

This company is not only mobilizing the new small business initiatives it is also creating job opportunities for the youth of our country.

So, a company like this has a huge potential to contribute to the growth of our economy and in keeping it sustainable

#### **2.1.4: Limitation:**

Since REDX is a very new company and is still in the making there are a lot of things that are not perfect about this company. Redx is mainly a sister concern of shop up which is an initiative taken by a foreign company. And naturally, it takes a little time for foreign management to figure out all the cultural difficulties and settle in a new country. Both redx and shop up are new in our country's business environment.

While working in the company I have observed a few of those limitations myself. In my opinion, one of the biggest limitations that redx has is a lack of manpower.

As I have already mentioned that REDX has entered this market just recently and within this brief time it has made its position in the market. The demand has increased at an unbelievable

rate. And because of this sudden growth, the company has been struggling to cope with the pressure. There is not enough manpower, especially on the field level.

Redx delivers all sorts of products. Starting from regular clothing products to glass items to food and liquid. But they do not have separate and special arrangements for the fragile products. So I consider that as a big limitation for its growth

## **2.2: Overview of REDX**

### **2.2.1: History of redx**

Shop up or shop front is a very well-known name among the micro-entrepreneurs in our country. Shop up started its journey in 2016 with the vision to enable the micro-business owner of our country by providing them a platform that they can trust and rely on. When we talk about shop up first the name that comes up are Mr. Afeef Zubair Zaman, Mr. Ataur Rahim, and Sifat Sarwar. These are the people who started this company with a vision to change the e-commerce sector of Bangladesh for the better. Since Shop up has been gaining enormous success and launching new ventures one after one. One of the shop ups most successful venture is REDX. Redx is a one-stop solution for the logistics needs of the small entrepreneurs of our country. Redx not only provides its merchants with the largest coverage but also provides fulfillment, it allows them to track their parcel live and gives them so many more additional facilities.

### **2.2.2: Vision:**

Since shop up and redx, both are very young as a company. None of these companies has stated a public vision yet. However, like every other well-functional and successful company REDX also has a vision though that is still an internal vision and not a public statement. Redx believes in smoothing out all the complexity for its customers also known as its merchants. And it has been doing that very successfully lately and it has even bigger ambitions. REDX's vision to become the

first unicorn business in Bangladesh. Unicorn is a start-up business that gains a net value of at least 1 billion and in Bangladesh, we do not have a company as such and REDX's vision is to become one.

### **2.2.3 Mission:**

Like all the other organizations Redx has its missions as well. There is a few specific mission that redx is working towards and they are

- Helping the small enterprise to grow and prosper
- Making all kinds of logistic service easy and accessible for the small entrepreneurs
- Redx also aims to form a link between the big corporations and the macro - businesses in our country.
- To make a reliable distribution system for all the businesses all over the country
- To reduce the national unemployment rate
- To have a big and positive impact on the national economy

### **2.2.4: Core Values of REDX:**

In redx, we follow by the values established to provide the best service to our clients and to build an environment that enables personal and professional growth

The main and most important core values that are followed by this organization it

- Think 10X - we believe in making our customer's journey as smooth as possible. We are determined to provide them with a service that solves each problem they have related to the distribution channel. And to become a one-stop solution for our merchants we have to think and work 10X
- 
- Merchant first - we have the oath to put our merchant's over everything
- 
- Pace over perfection
- Own your number

- Disagree & commit

**2.3: Management Practices of REDX: Management:**

practice refers to the method of working in organization that is usually set by the managers. efficiency and success of an organization depends a lot on its management practices



Figure: 01

**2.3.1: Managerial Structure of Redx:**

<b>REDX</b>							
<b>Strategy and planning</b>	<b>3PL express growth</b>	<b>3PL retail captive</b>	<b>3PL express</b>	<b>HR</b>	<b>Cargo Corporate</b>	<b>Cargo parcel</b>	<b>Support</b>
<b>Division Head</b>	<b>Division Head</b>	<b>Division Head</b>	<b>Division Head</b>	<b>Division Head</b>	<b>Division Head</b>	<b>Division Head</b>	<b>Admin and security</b>
<b>Department Head</b>	<b>Department Head</b>	<b>Department Head</b>	<b>Department Head</b>	<b>Department Head</b>	<b>Department Head</b>	<b>Department Head</b>	<b>Procurement</b>
							<b>Finance and Accounting</b>

Table: 01

### **2.3.2: Management manners of REDX:**

#### **2.3.2.1: Ensuring employee engagement:**

Employees that do not get the chance to engage in the decision-making process and don't get to contribute to policy-making tend to be less productive. If employee engagement is not ensured by the organization then the employees would only work for a paycheck, no creativity or extraordinary work would come out of them. So REDX makes sure to involve its all employees in every decision-making process.

#### **2.3.2.2: Reward culture:**

if someone is putting an extra effort to make a job perfect they must get reorganization for that. No one likes to work hard for something that would not have any validation. So praising the employees for good work and rewarding for their excellent performance is essential. So REDX has an excellent reward culture. the company recognizes one employee from every department every month as the employee of the month. And rewards them with gifts





Figure: 02

### **2.3.2.3: Clear communication of the vision among the managers and the employees:**

A very common problem with almost every company is that at some point they seem to drift from their vision and core values and that is when the decline of a great organization starts. REDX is very cautious about vision and core values. The organization makes sure that all the employees and the managers are aware of the vision and are planning every step of theirs to accomplish the company vision and mission.

### **2.3.2.4: Prioritize team accomplishment:**

Through the personal effort of every individual employee matters in the development of a company but it's the collective gain that makes the big differences. Sometimes the companies are so focused on developing and acknowledging the individual efforts it forgets to put effort to make the teams stronger. That is a big mistake for any raising company. In REDX team accomplishment is valued over individual accomplishment. This company believes in the motto if one company one goal.

We work here is one company with the one single goal of providing our clients with the best quality and one-stop logistic service in the country, and that is what makes REDX's management practice so much efficient

#### **2.4: Marketing practice:**

Marketing is one of the most important operations of any organization. It is the process of organization keeps its relation alive and healthy with its customers. Marketing enables the organization to make new revenue options. Marketing is not only advertising the product and increasing the sale. It also gives organization insights about its market and customers based on which the next policies of the company could be made. It is so important to build a brand name and also to keep that name

##### **2.4.1: Departments and marketing operations of REDX:**

Like every other successful company redx also pays great attention to making a relationship with the clients and keeping it healthy. REDX mainly has two divisions of marketing. One of them is telemarketing and another one is called the Business development team. Again the business development team is divided into two more teams and they are B to B and B to C teams. Each of the department and the teams are equally important for the organization

##### **2.4.2: Telemarketing:**

As the name suggests telemarketing is the process of interacting with the customers directly via mobile calls. REDX has a very efficient and successful telemarketing team. The team consists of 25 young energetic telemarketers who are extraordinarily smart and potential

The main job of the telemarketing team is to contact the potential customers over the phone and socialize with them. After the pitch the proposal of using the service of the company to that potential customers.

Redx has a lot of special deals and offers to go on all the time. So another job of the telemarketing team is to communicate all those exclusive offers with the merchants.

This team not only focuses on making new clients this also helps the company to keep the existing merchants by keeping regular communication with them and by developing relationships between the clients and the company.



Figure: 03



### 2.4.3: Business Development Department:

The business development department is considered the core marketing department in REDX. This team single-handedly brings in 50% of the merchants of total numbers of merchants. So this department is very important and it is managed with extreme care. This department is led by the most capable and smart people. This department is divided into two smaller teams and they are B to B and the B to C team.



Figure: 04

### 2.4.4: The B to C team:

though this team is called B to C which means business to customers. but in reality, it works with other businesses which we refer to as merchants. The main difference here is that the department focuses on comparatively smaller businesses. For example, raising online businesses.

This team is consisting of 8 KAMs and they are all highly experienced and skilled marketers. Their first job is to do intensive research and make an it's of potential customers.

After that, they contact those customers. Initially on social media, via phone, or emails. When they have reached their offers and the merchants are interested they fix a meeting to discuss the terms of the agreement face to face. And if the merchants demand they are also given special deals.

#### **2.4.5: The B to B team:**

The B to B team focuses on comparatively bigger businesses like large enterprises. The work process of this team is pretty the same as the B to C team.

First of all, the team members have to find out the potential leads to present their sales offers to. And leads for this these team mostly comes from internal sources.

After that a formal corporate meeting is set, normally it is held in the client's office and the client is presented with a complete and formal presentation of all our services and facilities

And once the merchant is convinced the deal is closed by signing a legal contract

### **2.5: Financial Performance Accounting Practices of Redx:**

#### **2.5.1: Financial practice:**

The financial practice of a company refers to the methods and operating systems of its finance department to do the financial recording budgeting and all the other things related to the financial exercises of the organization. I will be mentioning the steps of work that the finance department follows in redx delivery.

- There are two types of parcels that a merchant or the clients gives to REDX. One is COD and another is prepaid
- COD parcel means the parcels that are cash for delivery. That means redx is responsible to collect the payment from the end customer and pay it back to the merchant
- In the pre-paid method, the customer has already had paid the merchant so redx does not have to collect it from them
- In the case, od COD Redx charge the merchants 1% of the payment and in the pre-paid method it only takes the service charge from its client company
- Redx make sure next day payment, ent for its merchants
- Merchants can make their payments through banks or Bakash or Nagad based on their convenience.

Here is a chart of the charges that redx follow for their services

<b>Inside City</b>				
Upto 1 kg	1 kg to 2 kg	2 kg to 3 kg	3 kg to 4 kg	4 kg to 5 kg
60 Tk	75 Tk	90 Tk	105 Tk	120 Tk
<b>City Suburb</b>				
Upto 1 kg	1 kg to 2 kg	2 kg to 3 kg	3 kg to 4 kg	4 kg to 5 kg
Tk 100 + 1%	Tk 115 + 1%	Tk 130 + 1%	Tk 145 + 1%	Tk 160 + 1%
COD	COD	COD	COD	COD
<b>Outside City</b>				
Upto 1 kg	1 kg to 2 kg	2 kg to 3 kg	3 kg to 4 kg	4 kg to 5 kg
Tk 130 + 1%	Tk 160 + 1%	Tk 190 + 1%	Tk 220 + 1%	Tk 250 + 1%
COD	COD	COD	COD	COD

Table : 02

### **2.5.2: Accounting practice:**

Accounting practice is the practice followed by a company accounting department to create and record business transactions. Like any other company, REDX also keeps does its bookkeeping regularly. REDX strictly follows some accounting rules I am mentioning a few of them here

- Redx tries to build internal control over its all transactions. This means that
- Following one particular way of accounting. There are mainly two forms of accounting one is cash accounting and another one is actual accounting. REDX follows actual accounting
- Redx uses a well built and secure software to do its accounting in an automated way
- Using payroll automation system and time tracking to better understand the profitability of the company
- Always focusing on optimize the chart of accounts
- Managing the accounts payable and receivables of the organization carefully

## **2.6: Operations Management and Information System Practices of REDX Logistics:**

The term operation management refers to the process of designing and controlling the process of the production of a good or service that a particular company serves. Operation management could easily be considered as the backbone of a company.

### **2.6.1: Redx Operation Department:**

Operation department plays the most vital role in this organization. This department single-handedly keeps this company functional. A huge number of the employee both at the official level and the field level are working day and night to keep up with the growing demand from our merchants.

REDX's operation department is divided into two sections. One of them is called operational excellence and another one is called Core operation. Both the departments are very important and contributing a big deal to the success of the company

### **2.6.2: Operational Excellence:**

Operational excellence is the department that is responsible to overlook the performance of the entire operation and figure out all the faults and also solve them. They are also responsible to

establish insights about the operational management and its performance and suggest new policies and changes in the process. This department has two individual teams one is called the IR aka issue resolution and another is called the CT team that means the Control tower.

### **2.6.2.1 IR:**

IR or issue resolution means it consists of 17 very capable issue resolution officers commonly known as IRO. The main job of this team is to solve all the issues that have been raised by all the stakeholders of the company. IR is not only responsible to resolve the issue that is coming from the merchants. It solves all sorts of issues from both internal and external sources. IR deals with the difficulties faced by all the internal departments such as the marketing team, Customer care HUBs, and every other small and big department of the company. Here is IR'S journey explained step by step

- Redx has a dedicated panel in its main software that is called IR panel. All the issue is escalated in that panel for the IROs to work with them
- When a customer or a merchant faces any problem they go to their app and they select the issue panel from their app
- A list of issue category applies on their screen
- The customer or the merchant selects the category that fits his issue the best and submit the issue by describing his issue in detail in the comment section
- After that, the issue directly comes to the profile of its designated IRO and he starts working from there
- The IRO would track the parcel in question and investigate the problem
- HE/she would contact the concerned hub or department and will ensure that the issue is solved immediately
- 

### **2.6.2.2: CT team:**

Ct team is the control tower of redx. As the name suggests this is team is responsible to overlook every step taken by all the employees of all the department of operation division. The Ct team is



the one that does all the internal observation and analysis. The company depends on this team for the performance report and the internal insights. This team plays the most important role in the making of the company policies and strategies.

### **2.6.3: Core Operations:**

Core operation where the real job is done. Core operation is consisting of two types of job types one is the desk job and the other one is the field jobs. People involved in both nature of the operational task are equally working day and night to meet the insanely increasing demand and to keep the quality of red x's service intact.

#### **2.6.3.1: Desk level operation:**

##### **The head of the operation:**

These are the people that do their job from the head office of redx. In this part of the operation, we have the operation head, He is the head of the department and responsible for everything going on in the entire division.

##### **Ops KAM:**

There are Ops KAMs. They are responsible to provide the big merchants with a one-stop solution for all their issues. They are designated to the specific large merchant to provide them with dedicated service.

##### **Zonal Leads:**

And finally, there are the Zonal Leads. the entire coverage area of redx is divided into zones and one particular officer is designated to one particular zone All these people are responsible for each and everything that goes on in the HUBs under that zone. They are responsible to maintain the hub operations, report all the activities, and deal all sorts of conflicts.

#### **2.6.3.2: HUB level:**

REDX has more than 95 HUBs all over the country and 26000 riders are working to deliver the customer with their parcel on time. the job of the HUB level is shown step by step here

- First of all, a merchant makes a pickup request
- He has to register their shop address and phone number and the type of the product
- Then one of our riders from the nearest hub will go and pick up the parcel.
- Then they would bring it to the mother hub and all the parcels would be processed there
- Then the parcels would be sorted according to their designations
- They will be put into the line hole vehicle
- It will reach the destination HUB
- One rider would be assigned to take it to the customer
- Finally, the parcel would be brought to the customer's doorsteps promised



Figure: 05

#### **2.6.4: Information System practice of REDX:**

Redx is an IT-based logistic service so naturally, the contribution of information systems to this company is huge. We have a quite big IT department dedicated to solving all the IT-related problems of all internal sources.

We have a team of well-qualified engineers to handle all the software and high-tech-related functions. Here is a small list of the IT-related resources that Redx has

- There is a software called SAP that is a top workplace for all the employees of this company
- There is an IR panel where the issues get escalated from all the stakeholders such as customers, merchants, HUB, marketing departments, and customer care departments. and it comes directly to the IROs profile for him to solve it
- Redx has a finance panel for the automated financial operations
- It also has an accounts panel for the automation of the accounting functions
- They have a software called Metabase. That holds all the detailed data of every parcel that has ever been registered with REDX.
- Redx has a mobile app for the customer. Where they can get registered with the company and order the service and so much more.
- There are a few more apps that are for internal use

#### **2.7: Industry and Competitive Analysis:**

Industry analysis or competitive analysis is a marketing tool that is used to analyze the position of a particular company in comparison to its competitors. Competitive analysis helps you to

determine which way you would go to research the market that would be most efficient to find out the best possible opportunities for the organization.

Competitive analysis helps a company to find out the unique qualities that the company could adopt to gain an advantage over its competitors. There a few tools and methods to do this analysis. However, the most popular one is the SWOT analysis

### **2.7.1: SWOT analysis:**

SWOT analysis is the most popular and one of the most effective ways to analyze any companies current state in the market before going into another new strategy. it helps the company to realize its strength and weaknesses it also allows a company to figure out the biggest risks and opportunities that have in the market.



Figure: 06

### **2.7.2: SWOT analysis for REDX:**

I have done the swot analysis on redx logistics based on my experience

### **2.7.2 .1: S = Strength:**

- REDX ensures payments to its merchant within one of the delivery
- REDX has the most convenient and reasonable COD rates in the country
- REDX has the option of both bank and Bkash payment
- Redx is the only company with the reverse delivery service
- Redx is the first in the nation to allow the merchant to track their parcels live
- Redx provides the merchants with compensations if there is any damage or missing issue

### **2.7.2 .2: W - Weakness:**

- the company has not been able to recruit enough people according to the rising demand. so there is a shortage of manpower
- The communication within the hub level and the office level operations is not very transparent
- Redx do not have any separate line haul for liquid products
- they don't have special packaging for fragile products

### **2.7.2 .3: O- Opportunities:**

- Redx is the first company to introduce live tracking and that could be a big competitive advantage for them
- there is no other delivery company that allows the customers to deliver liquid products so that could create a whole new market for redx
- Redx is the only one to give home delivery service, so if they increase this to even the remote areas that could also be a competitive advantage for them

**2.7.2 .4: T- Threat:**

- the biggest threat for redx would be the fast-growing demand for the service if they fail to cope with it
- Delivery services like paper-fly and delivery tiger are also starting home delivery services so that could be a threat for redx

**2.8: Summary and Conclusions**

Redx is a one-stop solution for all the logistics related to small business owners. Redx was introduced with the vision to empower the people of our country who are trying to make a living on their own going out of the traditional ways.

Redx started at the beginning of 2020 and within this short period of one year, it has achieved what most companies only dream about. It has become one of the largest IT-based logistics in the nation

Currently, redx has its operation successfully going on in every corner of the country. They are providing services in 490 sub-districts in the 64 districts of the country.

Redx is enabling the micro-entrepreneurs to achieve their dream and along the way, it is employing almost 3000 people including 2500 delivery men.

**2.9: Recommendations:**

My Recommendation for redx are:

- Get a different line haul for liquid products
- To get a special packaging system for fragile and glass product

- Making an entirely different operation section for food items
- Onboarding more capable man power
- Building up more HUBs
- Recruiting more skilled people in the HUB level
- Making the communication between the field level and the desk level operation more clear
- Introducing more employee friendly policies

### **Chapter 3: Project Win Back**

#### **3.1: Introduction:**

Internship programs are extremely important for any student because it allows applying their educational knowledge in a practical setting and explores the career opportunities that they could have. They get to meet new people and make the network that will help them to excel in their careers.

In this internship program, I have got knowledge that will stay forever with me. The real-life experience that got was very much important to have to decide my next career path.

though I am operations and computer information management, major. During my internship program, I was placed in the marketing department.

However, Redx is a logistic company and since logistics is directly related to my major which is operations and supply chain management, my not being in the operations department directly didn't matter that much. I was still working very closely with the operations both the desk level and the field level.

The project that I was assigned to was called the " Win Back " project. In this project, we aimed to win back the merchant that had stopped working with us.

### **3.1.1: Background:**

When I first started working as an intern in redx. They put me in a department called business development. Initially, the job I had was only of data entry. They would have me take the scattered data of the merchants from the system and put it back into it in a sorted manner so that the operation team could have the right information to process all the parcels.

After few days they increased my responsibilities and moved me to the sales team. There I had to call the potential customers/merchants and talk to them over the phone. I was supposed to offer them an exciting deal so that they would register with us as merchants.

When I was doing good at this job. My supervisor launched another new project and ut me in that. That was the win-back project. In that project, I was supposed to communicate with the merchants that have stepped into taking our service and make them work with us again.

### **3.1.2: Objective:**

- Finding out the root cause behind merchant dissatisfaction which was leading them to leave our service. with the help of proper research and proper analysis of the finding of that research
- Documenting all the findings and communicating those with the operations team so that the problems associate with merchant dissatisfaction could be eliminated by making
- necessary changes in the process

### **3.1.4: Significance**

In this project my coworkers and I had only one goal and that was to onboard the merchants that had left our service. And to accomplish this broad objective we had to break it down to some smaller objectives so it would be earlier to put a timeline on them and accomplish them easily. So here are the main objectives behind this projects. First and the most important objective is to wining back the merchants that we had lost. then giving them a hope that the issues would be resolved so we can have the trust of our clients again. Another big objective of the project was to



protect. the brand mane from being ruined. That's why we reached out to the merchants that were frequently expressing their dissatisfactions on public platforms. observing and listing out the root causes why they left in the first place was another big objective so that these similar problems could never happen again.

### 3.2: **Methodology:**

In this study, I have used two methods of data collection sources. I have used both the primary sources and the secondary sources to complete this report

**3.2.1: Primary Source:** Primary source or primary information is what we can get from direct involvement with the subject in question. In my case, I have gathered my primary information from working in the company. While working in REDX I have worked with people not only from my department I had to work with people from almost all the departments.

In this process, I got to know about the policies of the company, its management practices, marketing plans, and other things like that. I got the chance to interact with the customers and the merchants and got to know about their opinions and their expectations

**3.2.2: Secondary source:** Secondary sources are the materials that have already been published or the studies that have already been one on the subject. Since Redx is a very new company I did not many such reports or writings. So I took help from the people that have been an intern in this company before and had done a thorough study for their internship reports. I took their works for reference and also found some other work on the internet

### 3.3: **Findings and Analysis:**

for my findings and analysis part, I have taken 50 data from my win back database and analyzed the reasons why they had left in the first place and then also have analyzed the possibilities of their working again with us.

#### 3.3.1: **Findings:**

In the project, I have worked with almost more than 1000 people that have stopped working with redx for several reasons. I have directly talked to them and tried to figure out the problems that made them stop working with is. I have noted those very carefully and documented them in an organized manner. I have tried to describe all those findings of mine in this part of the study. I will show all the responses in different graphs and charts so it would be easier to understand.

### 3.3.2: Analysis:

I have information on 50 merchants for this analysis part. Here are the data

SHOP_NAME	SHOP_ID	Status	Issue	Feed back
Wopnno Shoe	514724	Reached	delay in production	Interested to come back
Supply BD ( Link Road, Badda )	106700	Reached	low volume of parcel	Interested to come back
Pacific Zone	498481	Reached	Delay in delivery	not interested
dream factory	624342	Reached	business closed right now	Interested to come back
MASH UP	635441	Reached	low volume of parcel	Interested to come back
MOHADEB & CO.	578747	Reached	Lack in Communication from our end	Interested to come back
Elysian	35811	Reached	business closed right now	will be back within a week
Godhuli Fashion	27328	Reached	low volume of parcel	will be back within a week
SmartshopBD	580310	Reached	low volume of parcel	will be back within a week
Ichiba	590018	Reached	Product damage	not interested
Brand Galleria	554066	Reached	Product damage	back
Shopto rogin mon	564604	Reached	Product damage	Interested to come back
Jannat closet	628464	Reached	low volume of parcel	Interested to come back
Sassy Closet	599672	Reached	package damage	Interested to come back
TweenBaby.com	576977	Reached	Delay in delivery	Interested to come back
La Mode	540707	Reached	Personal issues	Interested to come back

Riverr	643729	Reached	Personal issues	Interested to come back
wilcibd.com	599452	Reached		back already
Beloari	534870	Reached	business closed right now	back already
Beauty Paradise (Online)	533648	Reached	Personal issues	Interested to come back
Online shop	553608	Reached	Personal issues	not interested
Adil Cosmetics	534048	Reached	business closed right now	not interested
Innovera Enterprise	630457	Reached	low volume of parcel	not interested
FASHION KING	650414	Reached	Delay in delivery	not interested
Freedom Fashion	584173	Reached	low volume of parcel	not interested
Cotton Flame	204711	Reached	low volume of parcel	Interested to come back
Mehnaz Rahman	127002	Reached	business closed right now	Interested to come back
RJ TIZARAH HOUSE	545807	Reached	delay in resolving issues	Interested to come back
AR	56483	Reached	business closed right now	Interested to come back
Detour The Trend BD	642318	Reached	business closed right now	Interested to come back
CLASSIC CURVE FASHION	536850	Reached	low volume of parcel	Interested to come back
Halal Buy	544849	Reached	business closed right now	Interested to come back
Girls safe zone shop	560330	Reached	Delay in delivery	Interested to come back
Exd Craft	648750	Reached	low volume of parcel	Interested to come back
Gadget square BD Campaing	587531	Reached	low volume of parcel	Interested to come back
Metro baby gift center toy and cosmetics	189012	Reached	low volume of parcel	Interested to come back
Afrin's fashion collection	541113	Reached	low volume of parcel	not interested
Fair Mart Ltd.	632916	Reached	campaign based machent	not interested
Bella & Bonita	606769	Reached	Lack in Communication from our end	not interested
Arno Fashion Gallery	477723	Reached	low volume of parcel	not interested

Exodus Gears & Gadgets	572492	Reached	Delay in delivery	not interested
Unique KenaKata	558784	Reached	low volume of parcel	back already
Modest Couture By Augotta Zahan	216218	Reached	low volume of parcel	back already
Fashion Mirror	25177	Reached	Personal issues	back already
শাক্ষর- Shakkhor	77154	Reached	Personal issues	back already
Shara Express	610441	Reached	Getting lower price from another company	not interested
Beshideshi	599034	Reached	pick up issue	not interested
Personal	607874	Reached	Personal issues	not interested
Sonia's personal collection	601401	Reached	Personal issues	not interested
Medical Book delivery	566875	Reached	low volume of parcel	not interested

Table: 03

Here we have the shop name. the REdx Id for that particular shop or merchant. And by status here I mean that if I was able to reach the merchant or not. In the issue column, we have the issues that they left our services and in the feedback level we can see their intention of coming back to our service

### 3.3.2.1: Status:

I only took the data of the merchants that I was able to reach. So all the results are showing as reached here.

### 3.3.2.2: Issue:

In this column I have collected the reasons why the merchants had stopped taking our service and here is the analysis of the reasons

Issue	Number	Percentage
business closed right now	9	18
campaign based machete	1	2
Delay in delivery	5	10
delay in production	1	2
delay in resolving issues	1	2
Getting lower price from another company	1	2
Lack in Communication from our end	2	4
low volume of parcel	17	34
package damage	1	2
Personal issues	8	16
pick up issue	1	2
Product damage	3	6

Table: 04

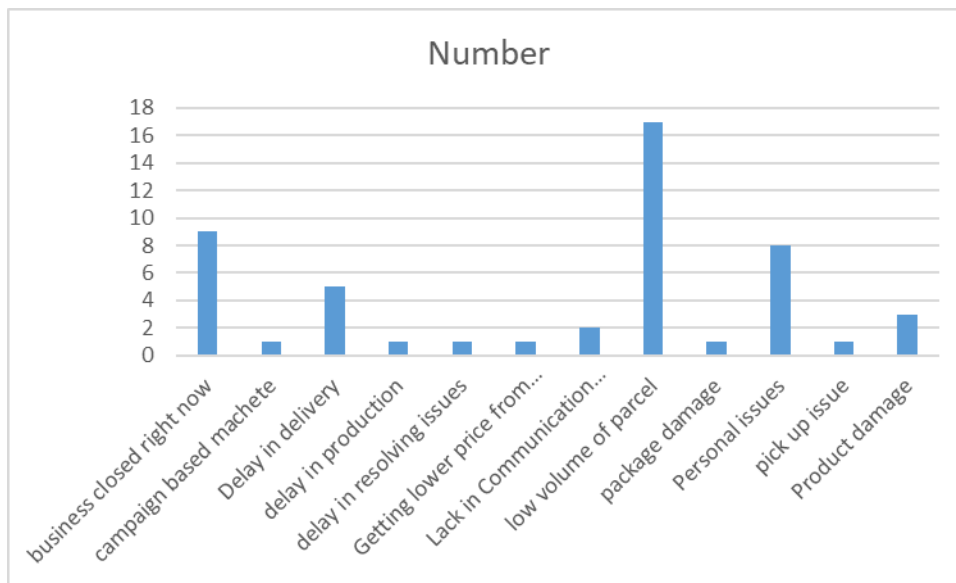


Figure: 07

### 3.3.2.3: Feedback:

The analysis of the feedback of the 50 merchant on their intentions of coming back or not is shown here

Feedback	Number	Percentage
back already	7	14
Interested to come back	23	46
not interested	17	34
will be back within a week	3	6

Table: 05

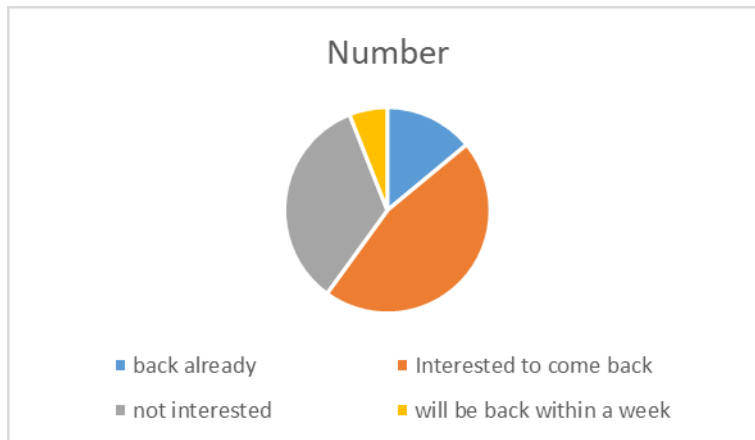


Figure: 08

### 3.4: Summary and Conclusions:

Redx started at the beginning of 2020 and within this short period of one year, it has achieved what most companies only dream about. It has become one of the largest IT-based logistics in the nation. Currently, redx has its operation successfully going on in every corner of the country. They are providing services in 490 sub-districts in the 64 districts of the country. Redx is enabling the micro-entrepreneurs to achieve their dream and along the way, it is employing almost 3000 people including 2500 delivery men.

However, for some operational issues this company has started to lose its valuable clients recently. It's not easy to gain people's trust and make a brand name. However, it's extremely easy to lose. If the merchants are not satisfied and they start to back off from taking the service, this huge success that redx has earned will go in vane

In this report I have put all my effort to find out the reasons why the merchants were not satisfied. I have talked to them personally and understand their point of view. That is why believe the outcome of my research could be really helpful for the organization. If the higher authority takes my findings and analysis into consideration they could save the company from getting a bad reputation, I hope all the internal issues that came into light would be taken care of by the authority and they will take necessary to make the operational activities of the company smoother.

### **3.5: Recommendations:**

First objective of the project was to find out the reasons why the clients had stopped taking our service. So from the finding and analysis of this project we can see that. From the findings we can see that the reason that occurred the most was delay in delivery and that is why the merchants were not satisfied with the service. Most of the clients of Redx delivery are the small business owners. They have their own clients. So they have a commitment to deliver the product on time. So when Redx fails to deliver the product the merchant loses their clients too. It hampers their business and profitability. Reputation of the merchant's business depends on the success rate of Redx delivery. That is why the dissatisfaction level was so high for this category

And the second highest cause was the product damage. When a product gets damaged, the customer doesn't actually know that it was the delivery company's fault. They blame then shop they bought it for. So again the merchant's reputation is being compromised hence the dissatisfaction of the merchant

However, in the feedback column we can see that most of the people were interested to come back, if the service was better. So it's clear that there is still hope to win those merchants back

So my recommendation to Redx would be to Onboarding more capable man power so that they could cope with the increasing pressure and the parcels could be processed timely and the merchants don't have to suffer for delay delivery. Making the communication between the field level and the desk level operation more clear so there is no backlog because of the miscommunication. Another important suggestion would be to Get a different line haul for liquid products to get a special packaging system for fragile and glass product. That's how they can reduce the number of parcel damage and that would result in less dissatisfaction among the merchants.



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