

Report On

**An analysis of Net promoter score to develop business strategy of
“Meenaclick”**

By

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ID: 18104254

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

BRAC Business School

BRAC University

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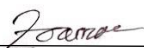
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Declaration

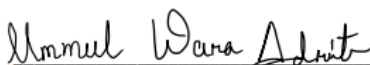
It is hereby declared that-

1. The internship report provided is my own work completed while pursuing my degree at BRAC University.
2. The report does not include any previously published or written content by a third party, unless it is properly cited using complete and precise referencing.
3. The report contains no content that has been accepted or submitted for any other university or other institution's degree or diploma.
4. All major sources of assistance have been acknowledged.

Student's full name & signature

Zoairia Binta Monowar

ID: 18104254

Supervisor's full name & signature

Ummul Wara Adrita

Lecturer, BRAC Business School

BRAC University

Letter of Transmittal

To

Ummul Wara Adrita

Lecturer

BRAC Business School,

BRAC University

66 Mohakhali, Dhaka-1212

Subject: Submission of Internship Report on “An analysis of Net promoter score to develop business strategy of Meenaclick”.

Dear Ma'am,

I am pleased to submit you the Internship Report on “**An analysis of Net promoter score to develop business strategy of Meenaclick**”. In this report, I have shared my experience and learning of my 3 months internship program at Gemcon Food & Agricultural Products Limited (MeenaClick) as well as tried to analyze the NPS survey data for the company's strategic planning.

While preparing this report, I have attempted my best effort to finish the report by following all the instructions and collect the confidential data of my organization. I would like to Thank you for the guidance and support that you provided during the internship program.

Therefore, I request you to pardon the mistakes that occurred in this report and kindly accept my report. I would be glad to answer any of your queries regarding this report.

Sincerely yours

Zoairia Binta Monowar

ID: 18104254

Non-Disclosure Agreement

This agreement is made and entered into by and between Gemcon Food & Agricultural Products Limited and the undersigned student at BRAC University to undertake the internship project described in this report to avoid the unapproved disclosure of any confidential data of Gemcon Food & Agricultural Products Limited.

Acknowledgement

Joining in this internship program has been a significant component of my bachelor degree as it provides me an opportunity to gather real life working experience and learn corporate culture. First of all, I would like to express my gratitude towards my organizational supervisor Abu Sadat Chowdhury, who is the Assistant Manager of E-commerce section, Gemcon Food & Agricultural Products Limited for considering me qualified enough to join in this organization. I have been consistently under his supervision who always instruct me as a guardian to complete my all day to day work and supplied all necessary information to complete this report.

Secondly, I heartfelt thanks goes to my academic supervisor Ummul Wara Adrita, who is the Lecturer of BRAC Business School. She provided the guideline in every stage of the internship program in shaping my report and make it more fertile.

Last but not the least, I am very fortunate to have Tamim Sarker as my mentor and other team mates who provided selfless help and mental support during the hard times. Without their assistance and co-operation, I would not have been able to complete my internship activities as well as this report.

Finally, I would like to express my gratefulness towards the Almighty Allah for giving me the blessings to complete the internship program during the unstable time of the world named COVID-19 pandemic.

Executive Summary

Meenaclick is the online propagation of prominent retail supermarket of Bangladesh, Meena Bazar. It is basically the web platform focusing the grocery items with exciting discount offerings that are consistently sold in Meena Bazar outlets. The objective of this extension is to provide convenient shopping experience to the regular customers of Meena Bazar through online, also to explore the E-commerce industry by keeping in mind the attractiveness and growth of this segment.

I was assigned in the department of Brand & Communication department of Meenaclick as an intern. Where my key responsibilities were Content writing, social media monitoring and collect feedback from the customers to develop our business strategy.

This report exhibits my overall experience and details about the organization. The report has been organized into three individual parts. In the first part, I have briefly shared my contribution, learning and challenges of the whole internship program. In the later part, I provided the overview of the company, also tried to cover all the aspects of the organization such as management and marketing strategy, financial health etc. Finally, I have analyzed the survey and NPS data that was gathered by me and concluded by providing some ideas for further upliftment of the company.

Keywords: E-commerce; Website; Query management; Business development; NPS; Personal shopper.

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List of Acronyms

MB: Meena Bazar

MC: Meena Click

e-CAB: Ecommerce association of Bangladesh

BPL: Bangladesh premier League

Chapter 1: Overview of Internship

1.1: Student Information

Name: Zoairia Binta Monowar

ID: 18104254

Program: Bachelor of Business Administration

Major: Marketing

1.2: Internship Information

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

Company Name: Gemcon Food and Agricultural Products Ltd.

Subsidiary: Meenaclick

Department: Brand and Communication

Period: 7th September 2021-15th December 2021

1.2.2: Internship Company Supervisor's Information

Supervisor Name: Abu Sadat Chowdhury

Designation: Assistant Manager, E-commerce

Gemcon Food and Agricultural Products Ltd. (Meenacllick)

1.2.3: Job Scope – Job Description/Duties/Responsibilities

- Assist in managing website content upload, development, data entry and photo upload
- Compile, verify the accuracy and sort information according to priorities to prepare sources data for computer entry
- Review data for deficiencies or errors, correct any incompatibilities if needed, and check the output
- Assist in the daily monitoring of social media accounts; query management
- Conduct survey, Net promoter score calculation and business development idea generation
- Weekend offer check, Help distribute marketing materials
- Make meta description, meta title, meta keyword for SEO.
- Generate report when needed, Submit monthly performance report
- Analyze competitor's activity and Proactively contribute suggestions and ideas that will add digital communications
- Perform any other duties as requested by the supervisor.

1.3: Internship Outcomes

1.3.1: Student's contribution to the company: I have contributed towards the company by fulfilling all the responsibilities properly assigned to me.

- There are in total 8,000-10,000 products available in our website on various category, among them near 1,000 products are uploaded by me in this three-month internship period.

- Due to technical issue sometimes products name and price becomes mismatch, as a consequence customer get confused while ordering. As I was in the query management team, I corrected the product name spelling and enter the accurate price in the website.
- When any product gets out of stock or stock gets updated, supervisors from various outlets informed me and I update the products stocks in our website.
- I was the moderator of our social media pages, where my responsibility was to monitor customers point of view, complains and others query. After gathering some valuable insights on daily basis, I prepared report on that and submit it to my respective supervisor.
- I conduct a monthly survey among 2500 people to collect information about customers satisfaction and dissatisfaction points. Then calculate the NPS and analyze the findings.
- After analyzing the findings, we developed our business policy and come up with new projects

1.3.2: Benefits to the student: As Internship is a part of a graduation, I have learned how the real job field works, expose my skills, implement the theories that I have learned in my academic courses and so on which is discussed below-

- Corporate culture: I had the short taste of corporate life, commitment, ethical conduct, responsibility and hard work etc.
- Develop communication skill: I have learned how to communicate with team member, colleagues and supervisors with appropriate manner.
- Time management: Whatever task was assigned to me, every task had tight deadline and I had to strictly follow that. So, I have learned how to give best quality outputs within limited time frame.
- Decision making: as my role was to monitor client's query through social media and idea generation to develop our business policy, as a result I had to observe the activities, note down important points and then providing decision based on this. Thus, I have gained the expertise of observation and decision making.

- **Dealing customers:** While doing my nps survey, I had to call thousands of clients, every client didn't behave similarly. Some were rude due to personal reasons; I had to keep patience and talk humbly with them. In this way, I have learned how to keep patience in any situation.
- **Conduct survey:** In this internship period I did 6 surveys for nps calculation, in total I had to call more than 2500 clients and collect their thought about our services. In this way, I learned how to conduct a real survey.
- **Learning from mistakes:** Sometimes mistakes can help you to learn and develop your expertise. As a fresher, all my works were not perfect. My supervisors and mentors were continuously guide and review my works with proper support. I accepted those feedback positively and tried my hard and soul to improve myself.
- **Networking:** I have met some icons and professional personality in this internship period. This expansion of networking can be beneficial to me near future.
- **Letter of recommendation:** After the completion of internship, my supervisor was very much pleased with my hard work, sincerity and smiling face in every situation. I received a letter of recommendation as a token of appreciation from him. This recommendation letter will be beneficial for me in future career.

1.3.3: Problems/Difficulties (faced during the internship period)

Although I was overwhelmed with the support of all mentors and coworkers, flexibility of work, friendly environment, learning scopes and all other facilities provided by the organization, but sometimes I faced short challenges also. I tried my best to take those challenges politely and achieve something new from those.

- **Uncooperative supervisor:** Sometimes I need some guidance or quantitative data from my supervisor; however, he was very busy with his own work/meeting/outlet visit etc. As a consequence, I had to wait for him by keeping

my tasks pending. In that case I felt unoccupied and worried about to complete the task within the time frame.

- **Troublesome of work:** When a new task was assigned, I felt little bit worried that how to do it, can I do it or I will fail as I was experiencing this stuff for the first time.
- **Inadequate compensation:** I had a kind of feelings that permanent employees are having quite similar work load but they are getting much higher than me. Even one of my co intern got higher payment than me. I felt exhausted as the compensation was insufficient to meet my daily expenses. Then I talked to HR department and they enlightened me that I have joined just after the lockdown situation, in that time company was in budget constraint, so my compensation was less. On the other hand, my co intern joined two months later, in that time company recovered the issue and abled to pay my co intern much higher. They also inspired me by saying that do not worry about compensation at this time, keep learning and work appropriately, if the management becomes pleased with my performance they may offer permanently after successfully completion of the internship.

1.3.4: Recommendations (to the company on future Internships)

I would like to put some advices towards the company to design the internship program in future that may be helpful to the new comers and will make their life easier.

- **Provide desktop:** The company did not provide me any laptop or desktop. I had to carry my personal laptop every day. I felt unsafe and risky in the street to carry the laptop and troubled. So, if the company provide desktop or laptop it will make the future interns life more convenient.
- **Appoint all the interns in the similar time:** Me and one another intern joined on 7th September, after 3 days another intern joined, one month later another intern

joined. Same things happened in releasing time also. Thus team mates coming and going in different time makes disturbance in communication, breaks the concentration of work and bonding. So, I would like to suggest the company to appoint all the interns in one single day and release them together to get more efficiency.

- Same compensation for all interns: as mentioned earlier, my co intern's compensation was little bit higher which felt me injustice. So, to resolve this misconception I would like to suggest the company to fix a standard compensation for all the interns.

Chapter 2: Organization Part

2.1: Overview of the Company

With the founding of Castle Construction in 1979, Gemcon Group was born. Engineering, tea and organics, education, retail, sea food, jute, media, and sports are among Gemcon's corporate interests. It has also two nonprofit subsidiaries under the name of University of liberal arts (Ulab) and Kazi Shahid Foundation. A professional management team and a talented workforce of around 5000 individuals is the fuel of Gemcon Group. The corporate office of Gemcon Group is situated in the heart of Dhaka city, Dhanmondi-27.

The Group has always invested in projects that help to improve the country by creating jobs and introducing innovation to specialized industries. Gemcon's future vision is also guided by a strong commitment to corporate social responsibility and a goal to make all stakeholders active participants in the company's progress. Gemcon Food and Agricultural Products Ltd. Is the sister concern of renowned company Gemcon Group which was established backed in 1993. Gemcon Food and Agricultural Products Ltd. Produces wide range of organic products, food item, beauty care etc. under the name of different brand such as kazi & kazi tea, Meena sweets, Organikare etc. which is sold through prominent retail super shop Meena Bazar. Meena Bazar is serving

fresh and organic products among consumers from its starting of journey back in 2002 with the tagline of **“Bringing freshness to everyday life”**. Meena Bazar is a Bangladeshi supermarket of international standards. It is Bangladesh's third largest supermarket. It delivers excellent customer service as well as convenient parking for its consumers.

Currently Meena Bazar has 17 outlets covering the area of Dhaka, Chittagong, Gazipur and Narayanganj. To provide more convenient shopping experience, friendly customer service and keep the company updated with latest technological innovation, Meena Bazar has launched its ecommerce platform name Meenaclick in 2017. Meenaclick is just an extension/online version of Meena Bazar venture. Today Meenaclick is a name of trustworthiness and best quality products within affordability. Keeping in mind about the consumer needs and ensuring best customer service, Meenaclick has wide variety of products covering fresh/dry grocery, FMCG, beauty products, kitchen accessories, home appliance, books, stationery, pet food and all types of daily essentials within 90 minutes of delivery promise, 24 hours call center support, cashless and cash on delivery facilities, gift coupons, attractive discount offers and employment of 50 people. The main target audience of Meenaclick is smart homemakers, working couple and those who are looking for regular discounts with free delivery service. The mission of Meenaclick is not only sells things to clients, but they also try to explain the benefits of the products to them. The company, which processes 4,000-4,500 orders each month in Dhaka and Chittagong, claims to have doubled its business in the year of 2019.

Vision:

The vision of MeenaClick's is to “Defining standards in innovation and services”

Mission:

- MeenaClick serves the requirements of purchasers and business
- Development fragments productively by giving.
- Quality products and services to our buyers.
- A satisfactory working place toward our employees.
- Fair, respectful and consistent working relationship to our suppliers and channel partners.

- Profitable and responsible growth to our shareholders.

2.2: Management Practices: Every organization has their own management policy and practices. I am attaching some of the management practices which is developed and followed by my beloved organization:

2.2.1: Leadership Style: A leader's leadership style describes how he or she directs, motivates, guides, and manages groups of people. Great leader inspires people to work hard, develop new things, and innovate.

There are three leadership styles developed by Kurt Lewin including autocratic, democratic and participative. Autocratic leaders set clear goals for what has to be accomplished, when it should be accomplished, and how it should be accomplished. This leadership style emphasizes on leader's command and the followers needs to strictly follow them. On the other hand, in participative style, Leaders provide little or no direction to group members and let them make their own decisions. This style focuses on independent work. It is commonly known as Laissez Faire and less effective than other two. My organization follows the democratic style. In this style leaders offer guidance but the team members contribute highly in decision making. Leaders listen carefully towards the team members opinion and suggestions, then on basis of that he/she makes decisions. In my organization, team meetings held very frequently. Our head of operations, Ahmed Shoyeb sir call meetings twice a week to discuss any issue with team members, also there held monthly meeting to share and discuss monthly progress of the members. I am sharing a table containing the department wise employee name and designation who are constantly contributing in the management to achieve the goal of the organization:

Board of Trustees	
<ul style="list-style-type: none"> • Name: Kazi Anis Ahmed Designation: Chairman • Name: Kazi Nabil Ahmed Designation: Vice Chairman • Name: Kazi Inam Ahmed Designation: Director 	<ul style="list-style-type: none"> • Name: Shaheen Khan Designation: CEO • Name: Ms. Ameenah Ahmed Designation: Director • Name: Maliha Mannan Designation: Director

Operations Department	
Name	Designation
Ahmed Shoyeb Iqbal	Head of Operations and Project
Farhan Kabir	Manager
Fatama Hoque Mohana	Assistant Manager
Anisur Rahman	Supervisor
Finance and Accounts Department	
Name	Designation
Rahee Alaul Raihan	Manager
Flora Khan	Assistant Manager
Md.Abdur Rahman Sumon	Chief Cashier
Mohammad Abul Kashem	Senior Executive
Tanvir Ahmed	Executive
Audit and Internal Control Department	
Name	Designation
Md. Main Uddin Ahmed	Manager
Shawon Kumar Das	Assistant Manager
Imrul Qayesh	Executive
Brand & Communication Department	
Name	Designation
<u>Warif islam</u>	Advertising Manager
Abu Sadat Chowdhury	Assistant Manager
Tamim Sarker	Digital Marketer, SEO Expert
Tanjeena Milee	Executive
HR and Admin Department	
Name	Designation
Md. Nahid Akter	Manager
Tasfer Islam	Assistant Manager
Tamanna Habib	Assistant Manager

Anannya Rohine	Senior Executive
Mr. Abu Sufian	Executive
Legal and Compliance Department	
Name	Designation
Md. Rajib Alam	Manager
Shoumeetra Kumar Roy	Executive
Supply Chain Department	
Name	Designation
Abu Raihan Bhuiyan	Head of Supply Chain
Mohammad Rafiqul Islam	Manager
Wahidur Rahman	Assistant Manager
Towfiq Mohammad Khan	Senior Executive
MD Sajib Hasan	Customer Engagement Officer
Saikat Majumder	Executive
Information Technology Department	
Name	Designation
Tapash Kumar Saha	Manager
Md. Faysal Rabby	Net Developer
Md. Amit Hasan Tonmoy	Senior Executive
Sahittya Saha	Senior Executive
Suman Das	Executive

Table 1: Our Management Team

2.2.2: Recruitment and selection process

In the recruitment process, the act of assessing and determining the necessity for a position is crucial. There are 5 steps that my organization follows to recruit any new candidate:

- Identify need and develop job description: When any employee resigns, then first of all the management overview the necessity of that position. If they seem that we can divide the work among the team members and the position is less important at this moment in

that case management adjourn the recruitment process for the time being and think about alternative solution because it cuts the cost of the company. However, if management identify that company needs this position then they go for preparing job description. Job description is a document that contains job-related criteria and serves as a guide for a position's performance expectations. It is an outline and parameters for the hiring and selection process.

- Recruitment planning: The 2nd step is recruitment planning that refers to a strategic map of overall hiring process, define objective, selection process, tools and technology, budget allocation etc.
- Advertising: The next step that our HR department follows is to post the job advertisement in several platforms to grab the potential candidate's attention. There are numerous platforms to post job vacancy, however we mainly use three platforms: Bdjobs, Facebook group and LinkedIn. The HR manager post our vacancy in Facebook groups, from our page and also from our LinkedIn page. In addition. We also consider any personal reference also. In our website there is a button named Career where any interested candidate can drop their resume for future vacancies. We also check those resumes and take in attention if the resume matches with our post.



Position: Mobile App Developer, Meena Click

Responsibilities

- Have experience with Flutter , React for both iOS and Android.
- Familiarity with RESTful APIs, GraphQL APIs.
- Development of mobile/web front ends and cross platform clients with online/offline functionality based on agreed upon scope and requirements.
- Rapidly build prototypes/simulations from mockups that can be directly implemented
- Create clean interfaces and smooth interactions based on UI/UX designs and documentation for a range of devices, including mobiles, tablets and desktops.
- Create and build cross platform mobile applications using cross platform SDKs
- Unit-test code for robustness, including edge cases, usability, and general reliability
- Continuously discover, evaluate, and implement new technologies to maximize development

Requirements:

- Have two or more iOS/Android apps developed with Flutter. Either deployed on the AppStore/Google Play or available on Github;
- Over one year's developing Flutter applications for mobile
- Experience with third-party libraries and APIs;
- Understanding of the Agile development life-cycle;
- Experience with automated testing and building;
- Experience with Git, SVN, or other version control tools;
- Proven experience in writing readable code, creating extensive documentation for existing code, and refactoring previously written code

Employment Status

- Full-time

Educational Requirements

- Bachelor / Masters in Computer Science & Engineering from a reputed institute.

Experience Requirements

- Have 3 years of experience with Flutter for both iOS and Android.
- Familiarity with RESTful APIs, GraphQL APIs. to 3 years of working experience in web development

Additional Requirements

- Age 24 to 30 years
- Should have good communication skills in both Bengali and English

Job Location

Dhaka (Dhanmondi)

Compensation & Other Benefits

- Provident fund
- Gratuity
- Salary Review: Yearly
- Festival Bonus: 2
- Leave Encashment
- Weekly 2 holidays

For **all the positions, there is scope of faster career progression.**

Instructions to apply: If you meet the requirements, then

Figure 1: An example of our vacancy advertisement

- **Sorting:** We provide any specific deadline to submit application. After the deadline over, the HR assistant manager go through all resumes and sort some of the resumes that best suits with our criterion.
- **Interview:** After completion of sorting the HR call initially selected candidates for an interview. The interview board consist of three members. They are Head of operations and project, HR manager and the manager from the department for which the candidate applied for. After the interview discussion, the board filters best two candidate for final interview. The discussion questionnaires and sample test totally depend on the position and department of the desired job. Another day, the board of trustee take the final round interview and select the deserved candidate. The whole process is totally transparent and we never compromise with our holiness.
- **Offer of employment:** In the final step, we offer the appointment letter with clearly sharing all policies, compensations and other benefits. The salary for any position is not fixed by the HR. It depends on the candidate's educational background, skill, experience and our budget capacity. In the final phrase of interview, the board of trustee negotiate and take decision how much we can offer.

2.2.3: **The compensation system:** Compensation is basically the reward that is given by the company towards the employees for their outstanding contribution, labor and service for the organization. As we know, there are various types of compensation system exist in the market such as fixed, commission, skill and merit based, bonus, hourly/monthly payment etc. so, my organization follows the monthly fixed salary based on skill and experience of an employee.

Moreover, we also provide some other benefits-

- Weekly 2 holidays
- Lunch facilities
- Provident fund
- Gratuity
- Travel allowance

- 2 festival bonuses
- Yearly salary review
- Yearly paid leave
- Maternity leave 3 months
- Year-end refreshment event

2.2.4: [The training and development initiatives](#): The training and development initiatives are the educational or learning activities that are taken by the organization to enhance employee's skill set, knowledge and efficiency.

- Industry conference: Meenacllick organizes yearly press conference where the industry leaders are invited as key speaker who share the market trend, provide advice on how to deal with that trend etc. to enlarge our employee's knowledge.
- Online training session: During the pandemic situation, we were switched to our all official activities in online. As this online office is totally new experience for many employees, the organization arranged online training session to provide guideline and boost the efficiency.

2.2.5: [performance appraisal system](#): performance appraisal system is the methodology used by the company to evaluate employee's job performance. BARS method is the most common tools that are used worldwide for performance appraisal. My organization uses this BARS (behaviorally anchored rating scale) method too. A behavior-based measure for assessing job performance. Employees are evaluated according to each performance aspect by comparing the behavior of their work with specific behavioral examples that fix each performance level. In addition, the manager or the supervisor grade each employee at the end of the year based on 360-degree evaluation such as behavior, meeting deadline, absent and late percentage etc. Based on this grade, management decide about the promotion and salary review.

2.3: [Marketing Practices](#): I am giving a glimpse of our whole marketing department and their activities below-

2.3.1: Segmentation: Segmentation is the process by which we can identify our customer into a group. MeenaClicks also maintain this segmentation strategy. They group their customer by the income indicator, they also segment their customer by Age, Gender, and geographical region.as well as they also focus on Psychographic segmentation.

- I. Economic segmentation: Those people whose monthly net income is more than 30,000.
- II. Age: Any tech friendly people who have literacy in smartphone app and website can order from meenaClick. Nevertheless, we focus more on the people of near 25-40 years old.
- III. Gender: Our main priority is the homemaker, working couple specially the women who have time limitations or safety concern, looking for convenient shopping.
- IV. Geographical region: As mentioned meenaClick delivery is conducted from the meena bazar outlets. So, our coverage area is limited. We deliver only the nearest areas of meena bazar outlets. We have outlets in different areas of Dhaka city, Chittagong, Gazipur and Narayanganj. So, people living in this area is our target people but we specially focus more on Dhanmondi and Uttara outlets.
- V. Psychographic segmentation: We plan and design our marketing campaigns in such a way that hits the psychology of our customers. We offer free delivery, discount, coupon code, basket value and so many features to grab the psychology of our customers.

Targeting: Targeting is the process by which organization create the smaller group from the segmentation group. MeenaClick target its customer into different type of group such as consumer market and reseller market. We have two different target group which is known as Regular and Bulk. Regular is for the retail customers (B2C) and Bulk is for the business owners (B2B). To get the bulk products within offer price minimum order quantity is 10 kg with delivery charge depends on order quantity. On the contrary, for retail order maximum order quantity is five for any product with free delivery charge.

Positioning: Positioning refers to where your product (thing or service) stands in the marketplace and in the minds of customers. MeenaClick positioned itself as an authentic ecommerce platform in consumer mind as consumers nowadays facing trust issues due to some fraud ecommerce companies. And it is aimed to be the market leader in online grocery platform.

2.3.2: Marketing channels

A marketing channel is a mechanism that ensures the distribution of goods from producers to consumers by passing them via numerous intermediaries. As mentioned earlier, Meenaclick does not have own inventory. After getting order we just collect the product from Meena Bazar dark store and deliver towards the destination through our riders. In addition, Meena Bazar produce only fresh and perishable products by their own and all other branded/non-branded products they collect from the vendors and suppliers. They have mature deals with hundred companies, we send our demand list towards them and they send it to us by their distribution channel.

2.3.3: Marketing and advertising strategies

Marketing strategy is basically the game plan to promote goods or services among the potential customers. There are two media to advertise any product, one is traditional media and another one is digital media. Meena Bazar uses the traditional media (Banner and brochure) and Meenaclick uses the digital media to promote them. There are several ways to advertise digitally, however we use some specific tools.

- **Social Media Marketing:** We spend one third of our marketing budget in social media specially in Facebook to promote our campaign and offerings. We can reach a wider range within shortest period through Facebook, target and funnel the audience, drive the visitors directly to our website, monitor client's activity and measure the advertisement effectiveness.

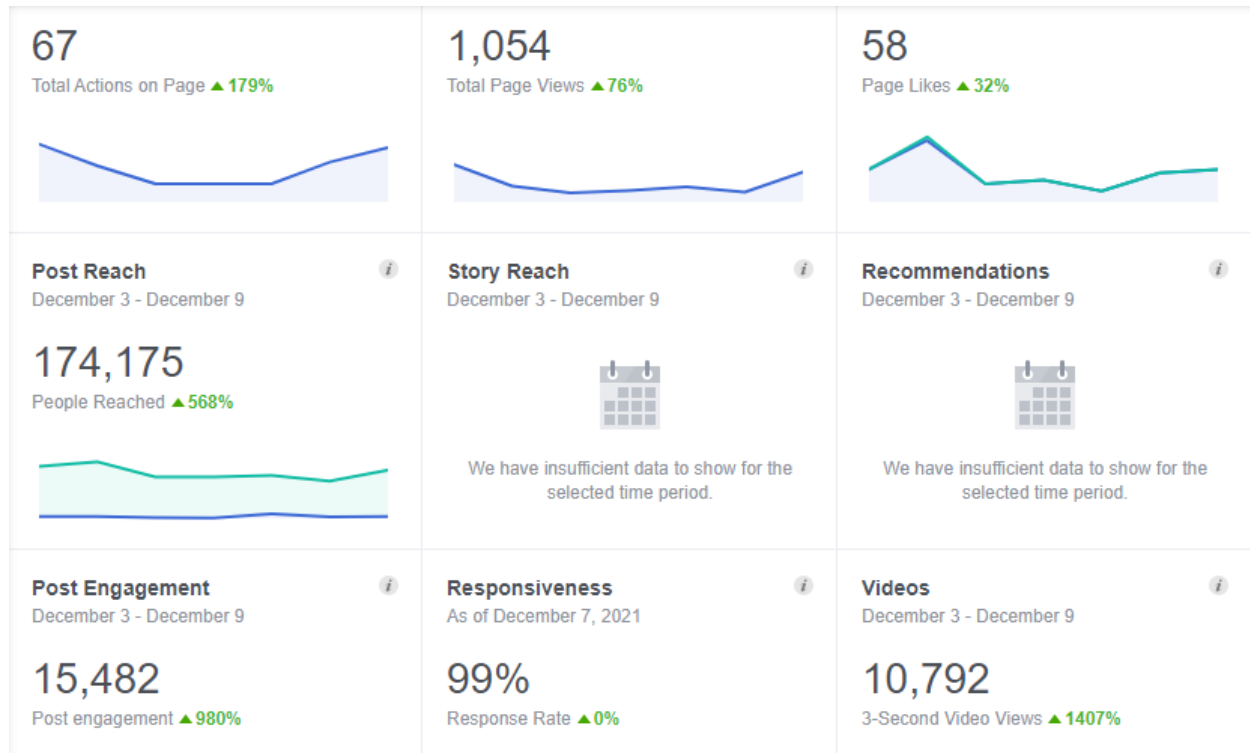


Figure 2: Analysis of our advertisement effectiveness in Facebook

Every time we launch any offer, we do boost the post in Facebook. We operate several marketing campaigns under the name of weekend BLAST, Basket value pricing, Happy hour, Coupon code etc.



Figure 3: An example of MeenaClick weekend discount



Figure 4: An example of MeenaClick's most famous "Happy Hour campaign"

- **Search Engine Optimization:** We do SEO on a regular basis to place us in the top rank so that visitors can find our website easily. To get more traffic and generate sales, we write SEO friendly contents, meta title and keywords in our website. We have separate section named blog in our website. Where we publish weekly basis blogs on different topics to acknowledge our customers.

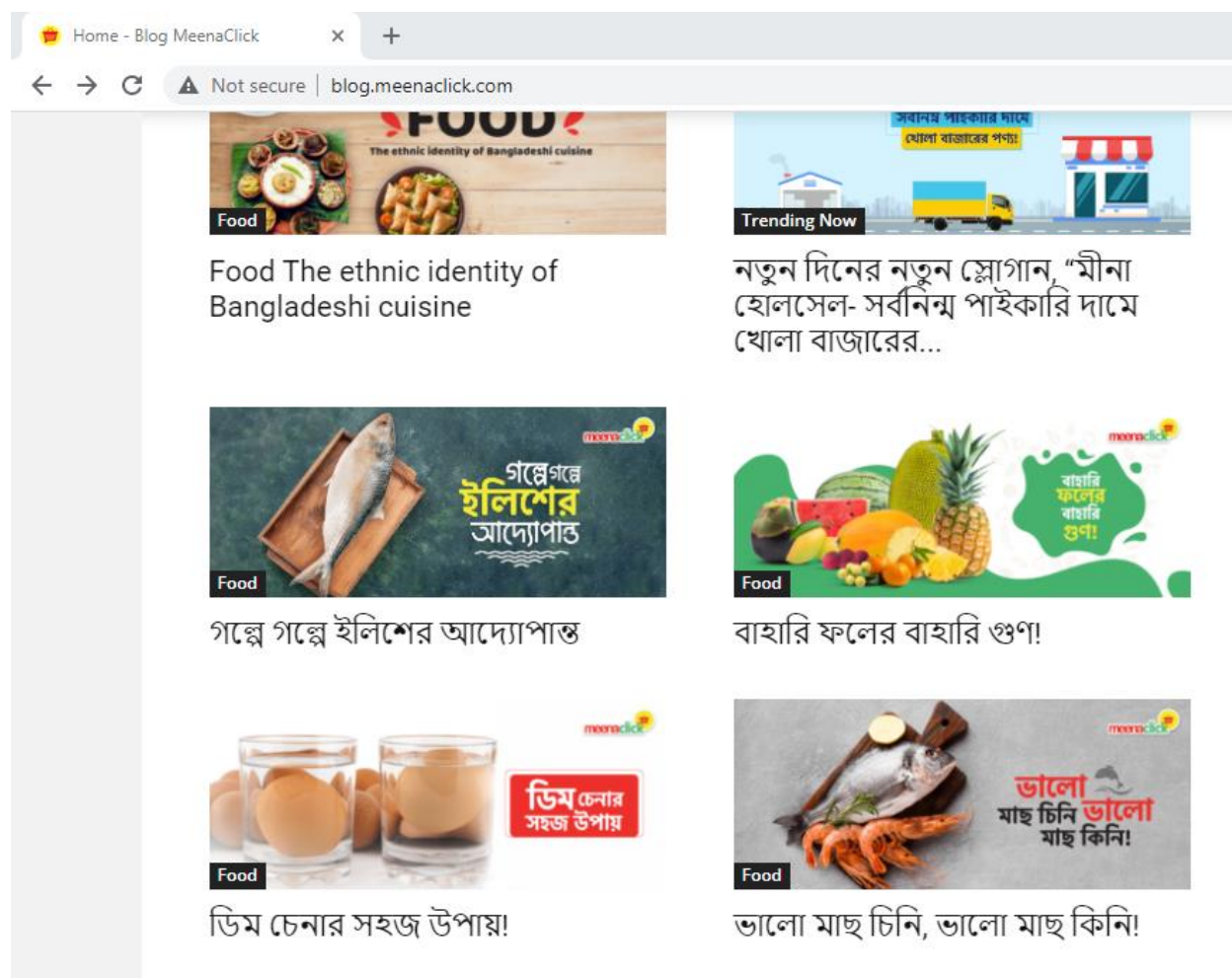


Figure 5: Few examples of MeenaClick blog post

- SMS and phone call marketing: we send our promotional offers to the customers via text message. We have database, from there we collect the customers cell number and send promotional offers. Sometimes we make phone call conversations with our loyal and regular customers.
- App marketing: To give our users more convenient shopping experience, we have launched meenaclick app. Where finding your desired product is easier, also we provide special discount offerings for ordering through app.



Figure 6: A glimpse of Meenaclick App marketing

2.3.4: Branding activities: Brand activity delegates any event or campaign which is organized by the brands to build brand awareness and make interactions among target audience as well as revenue generation. I am sharing some of our brand activities below-

- In 2019, Meena Bazar honored to become the proud sponsor in a sport event named Bangladesh Premier League (BPL). This kind of sports events help any brand to reach their name and message among broad audience.



Figure 7: Meena Bazar sponsored in BPL 2019 “Khulna TITANS” Team jersey

- Every year Meena Bazar and MeenaClick team jointly celebrate International Women's Day to show tribute towards all the women. In addition, the organization honor to provide appreciation crest for some of the female employee for their gratuity and dedication.



Figure 8: Meena Bazar & Meenaclick Team celebrating " International Women's Day 2019"

- During this pandemic, Meena Bazar has developed "Free Home Delivery Service" and "Mobile Shop" to provide their consumers with a simple shopping experience in which they can get their selected grocery products without encountering any obstacles.



Figure 9: Meena bazar introduced Mobile Shop during the pandemic

- We arrange annual sports event-outlets vs outlets male cricket match, female Ludu tournament to refresh our employees as well as a part of branding. We also arranged Victory day golf tournament 2021.



Figure 10: Banner of our Annual sports event

2.3.5: Marketing gaps

MeenaClick prioritizes the digital media only to promote themselves. I have identified a gap in their marketing strategy which is they do not focus on review sharing by the customers. They are losing potentiality by missing out this segment. Nowadays product review is an essential part of branding in online stores. It gives a clear idea about your product and services, helps to create trust and loyalty. Customers can have an idea of product features before purchasing and take decision worthily. Review post can differentiate your offerings from other competitors.

2.4: Operations Management

The operations and supply chain, inventory management everything of meenaClick is conducted through meena bazar. We don't have separate management for our online version. The delivery of all products is also conducted through zonal delivery of meena bazar. When any customer order anything in online, our information system first check the client location, then transfer the order to the client's nearest meena bazar outlet. After that, outlet supervisor process and prepare the order accordingly. If any product is not available in our stock, then the supervisor tries to manage it from any other outlet of meena bazar. Furthermore, Meena Bazar store all the branded and non-branded products in their ware house after collecting those directly from the

manufacturer. We have contract with all the manufacturer who provide us the products on weekly/monthly basis by carrying the transportation cost of their own. From the ware house, we distribute towards the outlets. To provide clients the best possible value for their money, they buy the items directly from the farmers, cutting out the middlemen. We have our own farm near Rayer Bazar, Dhanmondi where we produce vegetables, fish and dairy items by our own farming to ensure the highest freshness. We do not use any harmful chemicals while cultivating our products.

2.5: Financial Performance and Accounting Practices

Financial performance is a subjective indicator of a company's ability to earn revenue from its principal way of operation. It is a money-related study that can reveal income, profits or losses, plans, investments, future outcomes, future profits, and current currencies. Financial performance is used by analysts and investors to evaluate similar organizations in the same industry or to analyze industries or sectors as a whole. There are several indicators to measure financial performance such as quick ratio, efficiency, liquidity etc. I have collected past 3 years financial data of my organization. However, with the help of those data I can analyze only few indicators as the company didn't share much information because those data are very confidential.

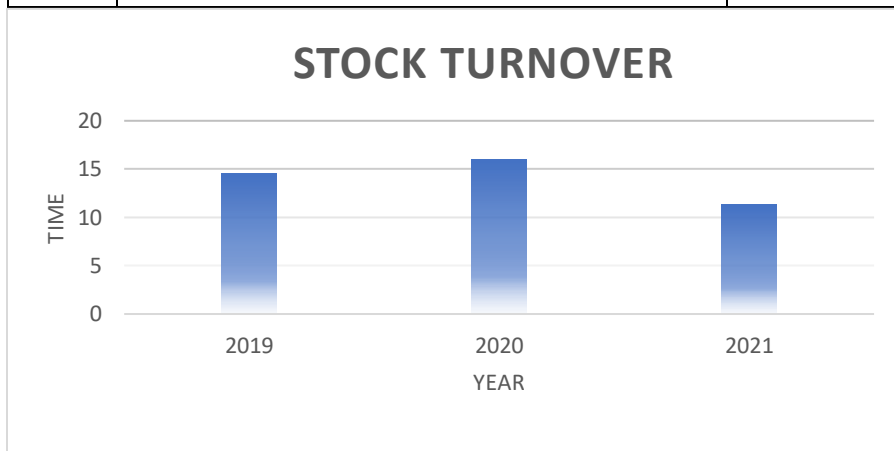
Ratio Analysis:

It examines line-item data from financial accounts to disclose information about a company's profitability, liquidity, operational efficiency, and solvency. Ratio analysis can be used to track a company's progress over time and compare it to other companies in the same industry or sector. I am analyzing few ratios of Meena Bazar below:

2.5.1: Annual Revenue: According to a financial report shared by **bun & bradstreet** (leading global business data analyst), Meena Bazar and Meenaclick's annual revenue is 571,427 USD.

2.5.2: Stock Turnover

Year	Stock Turnover= cost of sales/average stock	Result
2019	11, 60, 000/8,1100	14.5 times
2020	10, 50, 000/6,6000	16 times

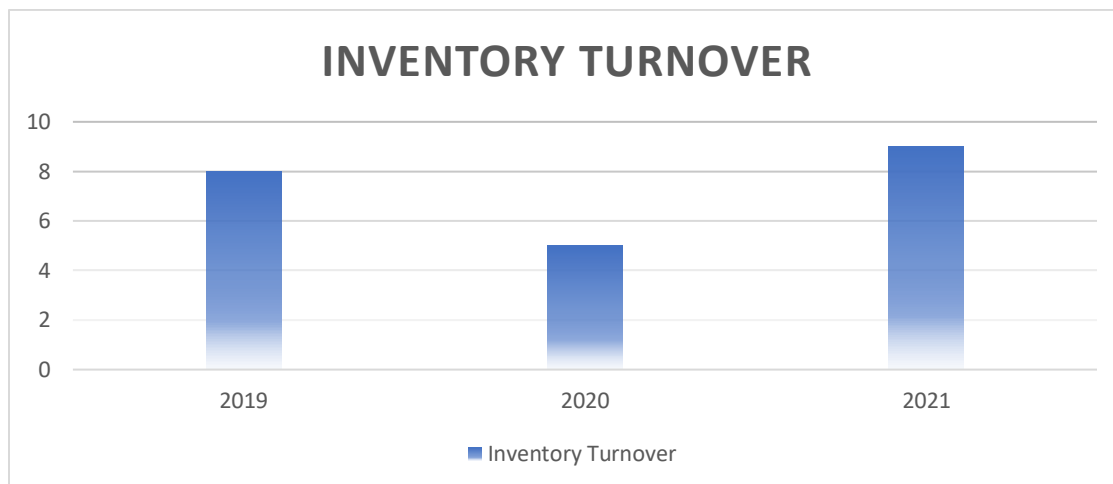


For most sectors, a decent inventory turnover ratio is between 5 and 10, indicating that your inventory is sold and restocked every 1-2 months. So, as we can see that Meena Bazar stock turnover ratio is more than 10 times that means we have adequate inventory on hand and not need to replenish too frequently.

2.5.3: Inventory Turnover

Year	Inventory Turnover= Sales/Inventory	Result
2019	32, 200, 00/40, 0460	8 times

2020	28,600,50/56,0020	5 times
2021	34,550,00/38,0070	9 times

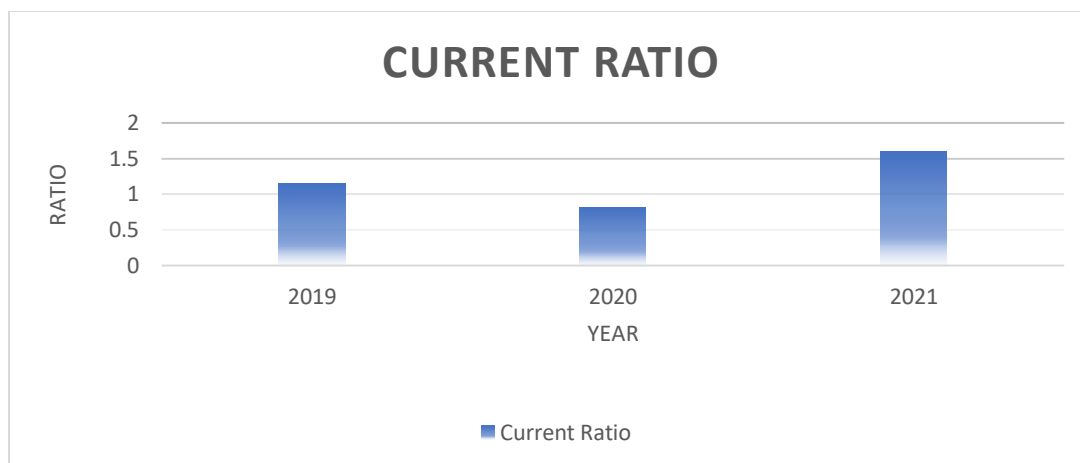


Inventory turnover is basically the number of times inventory is sold in a given time period. So, we can see Meena Bazar inventory turnover rate was near 8 times, however due to pandemic situation the rate decreased. Again, they recover themselves by reaching to 9 times in this year which is a good indication. Every organization normally aims to keep their rate between or more than 10 times.

2.5.4: Current ratio

Year	Current ratio= Current assets/ Current liabilities	Ratio
2019	1, 62, 00000/ 1, 40, 0000	1.15:1
2020	1, 14, 00000/ 1, 38, 0000	0.82:1
2021	1, 82, 00000/ 1, 14, 0000	1.6:1

*I have round figure the amount to make the calculations easier.

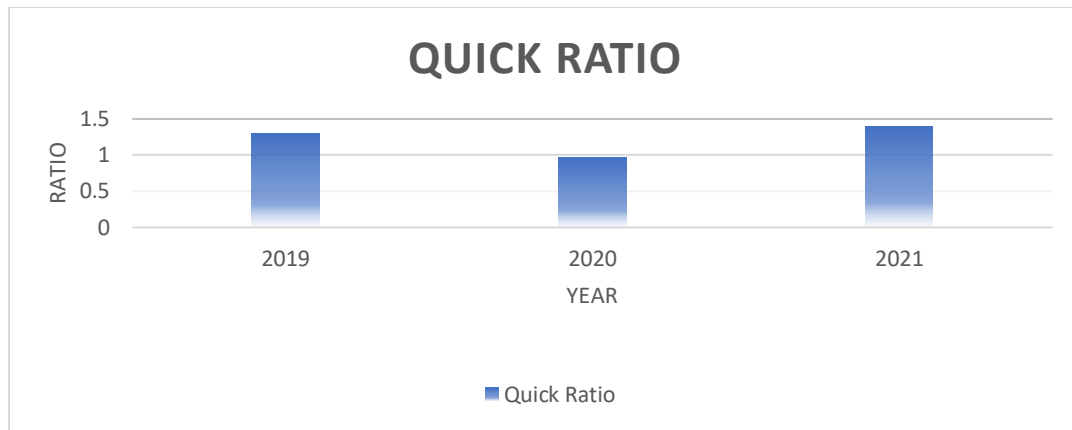


Current ratio is the liquidity measurement which is the ability to pay the short-term liabilities within one year. Anything more than 1 is a good current ratio. So, in the given table, we can see MeenaClick current ratio was near 1.15, however due to pandemic situation the rate decreased. Again, they recover themselves by reaching to 1.6 times in this year which is a good indication.

2.5.5: Quick ratio

Year	Quick ratio= Liquid assets/ Liquid liabilities	Ratio
2019	52, 00000/ 40, 00000	1.30:1
2020	45, 00000/ 47, 00000	0.96:1
2021	28, 00000/ 20, 00000	1.40:1

*I have round figure the amount to make the calculations easier.

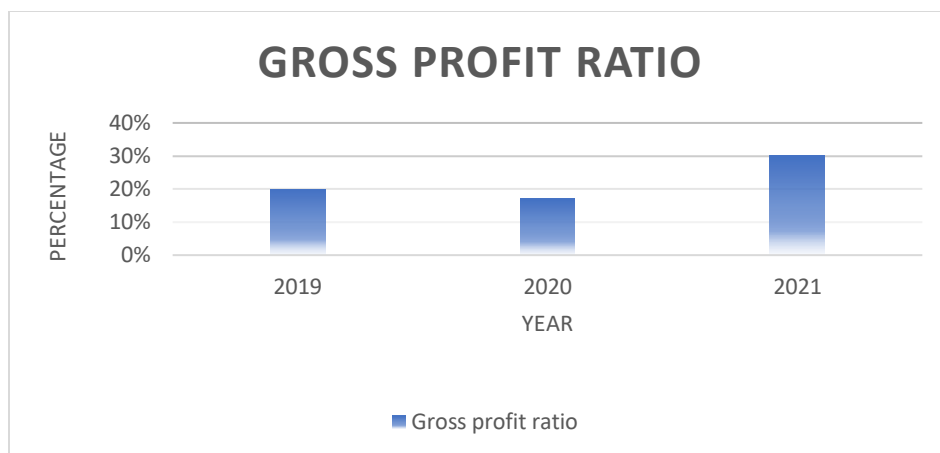


Quick ratio is the ability to pay the company's liabilities without selling its capital. So, Meenacllick has the ideal quick ratio to pay it's all due payment by its liquidity, without selling any fixed asset as it has ratio of near or more than 1.

2.5.6: Gross profit ratio

Year	Gross profit ratio= (Gross profit/sales) *100%	Ratio
2019	$80,00000/40,000000 *100\%$	20%
2020	$67,00000/38,000000 *100\%$	17%
2021	$75,00000/255,00000*100\%$	29%

*I have round figure the amount to make the calculations easier.

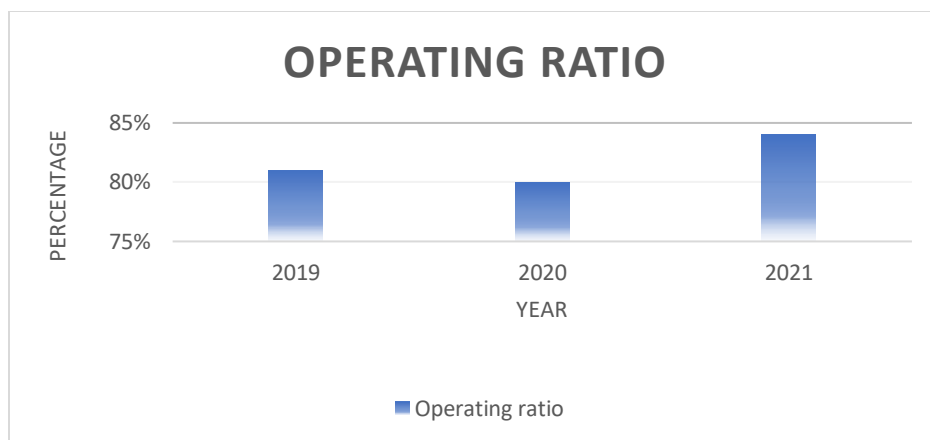


Gross profit ratio is basically the relationship between profit and sales revenue. It shows how much revenue a company generates after paying all the direct cost which is associated with their business operation. A company carrying 60% gross profit ratio is considered to be healthy and 30% is good. So, Meenacllick is having moderate profitability.

2.5.7: Operating Ratio

Year	Operating ratio= (Cost of goods sold+ Operating expenses)/ Net sales *100%	Result
2019	$(61,00000 + 17,00000) / 96,00000 * 100\%$	81%
2020	$(30,00000 + 10,40000) / 50,00000 * 100\%$	80%
2021	$(55,00065 + 16,60000) / 85,07700 * 100\%$	84%

*I have round figure the amount to make the calculations easier.



Operating ratio is the measurement of cost that a company has to bear for its daily operations. Every business desire to keep its operation cost below 80% to have a healthy revenue. In the graph, we can notice that Meena Bazar is facing more than 80% operating cost which indicates that they are struggling to have healthy revenue.

2.5.8: Average payment period

Year	Average Payment Period = (Beginning + Ending AP Balance) / 2 / (Total Credit Purchases / Days)	Result
2019	$(175,000 + 145,000) / 2 / (656,000 / 365)$	89 Days
2020	$(200,000 + 155,000) / 2 / (570,000 / 365)$	102 Days
2021	$(155,000 + 166,000) / 2 / (445,000 / 365)$	188 Days

Average Payment Period is basically a solvency and creditworthiness ratio that measures how many days a company takes to pay off its debt to their vendors for their purchases. From the above table, we can conclude by saying that Meena Bazar is taking full advantage of the credit terms by utilizing it for longer period.

2.5.9: Accounting Practices: There are some steps that the organization follows to ensure the highest transparency in the accounting practice-

- First of all, make a list of all of the transactions you've made.
- Step 2 is Keeping a Journal of Transactions
- The next step is Posting
- Trial Balance Unadjusted
- Then comes Worksheet preparation
- Adjusting Journal Entries is the sixth step.
- Financial Statements are the seventh step.
- Finally Book Closing

The organization starts its financial year in November 1 and ends 30th October of each year.

2.6: Information System Practices

In our organization, several software's, websites and other tools are used for decision-making, as well as for the coordination, control, analysis, and visualization of data. We have separate department for IT who is responsible for managing this segment. I am attaching a table which represents all the software names and it's using purpose in this organization:

Software Name	Purpose of use	Developer/Payment method
Amazon Web Services (AWS)	We use AWS cloud to host our applications (server web) fast and securely.	It is developed by Amazon and we have to pay monthly based on our usage.
MySQL	It is a software used to store client's database and its management.	It is a free and open source software.
Google Firebase	It is used for tracking, analysis, index and reporting of products.	Acquired by Google and we need to pay 10k/month.
seller center	Website for order tracking, report, product upload, modify, stock and price update.	Developed by our own development team.

POS-point of sales	A software for sales tracking and payment procedure	\$25 USD/Monthly
Meenaclick.com	A website for visitor, user account creation and order generate.	Developed by our own development team.
MS Outlook	Mailing and sharing information	Free tool by Microsoft.
Asana	HR and employee management, daily track of work progress.	Monthly \$11 payment.

Table 2: Our software and information system

2.7: Industry and Competitive Analysis

Bangladesh's e-grocery sector is substantially smaller, at USD 4-5 million, accounting for roughly 0.03 percent of the country's total grocery market and 3-4 percent of the total ecommerce business. Chaldal created a name for itself in the e-grocery industry, as it was the first of its sort in Bangladesh. Essentially, they began in 2013, at a period when selling fresh was not widely practiced in the global supermarket market. With its superstore chain-Meena bazar and Meenaclick, Gemcon Group became a pioneer in Bangladesh's retail business. After starting the journey to few years back, Meena Bazar was the market leader in super shop industry and Meenaclick was in the Ecommerce. However, in the recent years, many competitors have been raised, as a consequence we are struggling to hold the top position in the market. Currently Meena bazar doing tight competition with Agora, shwapno and Unimart. On the contrary, Meenaclick facing hard times with Chaldal, Shwapno online, Daraz etc. and many new ventures are entering with more innovative idea in the market daily.

I am analyzing the market competitiveness with the help of thorough Porter's Five Forces analysis and SWOT analysis.

2.7.1: Porter's Five Forces analysis

Porter's Five Forces is a framework to analyze an industry's growth, competition, attractiveness and profitability opportunity. By the help of Porter's Five Forces analysis, any company develop their business strategy and model.

- **Bargaining power of Buyers:** Buyers have higher bargaining power in this industry due to availability of information, plenty of choices and no switching cost. Consumers can search for products and get all relevant information, review available in online. As a consequence, they can take decision wisely and less scope for cheat. If any consumer gets dissatisfied with any product or service, they can immediately write review, also they have option to file case in National Vokta Odhikar department. Bangladesh govt. has separate directorates for consumer right and complaint management, from where people can get support regarding any purchase and fault issue. So, customers have high bargaining power nowadays.
- **Bargaining power of suppliers:** As we know, Meenaclick is totally dependable on Meena Bazar for their inventory. Meena bazar sometimes face difficulties to fulfil the demand of meenaclick. All the perishable products Meena Bazar collects from their own producer, local branded products we get from the dealers. However, we face barriers for the foreign products as many country's border has been restricted due to Covid-19 pandemic, also the foreign products require high taxations and other legal procedures. The number of suppliers is lower in terms of the player grown in the market; therefore, retail stores are sometimes bound to obey the rules that are set by the brand authority. In this case, bargaining power of suppliers are moderate to higher.
- **Threat of substitutes:** Similar product is available in the market under several brand name, in several platform. As there are so many options available for buyers and easy to switch, buyer's loyalty rate has been decreased. Companies are promoting new offerings daily, as a result consumer love to taste variety, retention rate is becoming lower. As there are plenty of options consumers even sometimes get confused where to order, which brand to order and which offer is better.
- **Threat of new entrants:** Ecommerce industry has flourished impressively in the recent years in our country. Online platforms are facing tremendous threat of new entrants nowadays due to technological empowerment, govt. supportive role, low barriers, cost

and time for new entry. Every single day there entering new venture in Bangladeshi market. Some of the example who have entered recently in the marketplace are: Alesha mart, Lets Go mart, Panda mart, Khaas food, ClickBD, Pickaboo, Ajkerdeal, Bagdoom, Othoba.com, ghorebazar.com, ENE DAO, Heriken.com etc. and so many Social media local business pages currently we have. Those ventures are offering extensive discounts and running campaigns to grab the attention of the audience. Nevertheless, it is tough for the local startups to compete with giant companies as it requires huge investment, technological advancement and supply chain capabilities. Moreover, the main barriers that is faced by the new entrants are the brand image and trustworthiness.

- Rivalry among existing competitors: Large number of players exist in the market but giant 2-3 companies such as Chaldal, Daraz, Shwapno and Meenacllick are dominating the market and having tight competitions. In Bangladesh, Shwapno is the leading distributor, according to "**Rahimafrooz and Lankabangla Primary Research,**" SHWAPNO controls 45 percent of the market share in Bangladesh supermarkets. It employs roughly 3000 people in 130 locations around the country. Chaldal claims to have made \$40 million in sales and fulfilled 2.5 million orders in the last year, a 120 percent increase year over year. According to "**Rahimafrooz and Lankabangla Primary Research,**" Meena Bazar owns 18 percent of the market share in Bangladesh supermarkets. In terms of distribution network, inventory and exclusive offers, shwapno is the market leader, however Meena Bazar is the market leader in terms of premium services. As the consumers have high switching tendency, so the brands are focusing on quality products within lowest price as well as the better consumer experience.

2.7.2: SWOT analysis

This is the qualitative evaluation of the key factors based on how a company powerfully takes action based on the situation, what is their limitation, what are the new scope that they find to develop the strategy in the future.

Strengths

- Brand Image: Meena Bazar is well reputed for country's first ever super shop and now one of the leading retail chains operating their business with nobility over 20 years. As a

consequence, MeenaClick gets the advantage and we needn't spend much to build brand image and awareness initially. We were able to shift our Meena Bazar loyal customers towards MeenaClick very quickly. We maintain a good relationship with our customers which a major strength of us. **Meena bazar proudly received the Outlet specific sales offer campaign award for best use Data & Analytics in Digital Marketing Award 2017.** Also, Meena Bazar is one of the sector's largest VAT payers. **MeenaClick, Meena Bazar's renowned online platform, has won the e-Commerce Movers Award (eCMA) 2020.** e-Cab has given MeenaClick this distinguished honor for its dedicated service during the nationwide Covid-19 blackout. Junaid Ahmed Palak, MP presents the e-Commerce Movers Award (eCMA) 2020 to a representative of MeenaClick.



Figure 11: In an event held in Dhaka on Monday, November 9, 2020, State Minister for ICT

- Location of the outlet: Our outlets are situated in the heart of the cities to make our services easily available and convenient. Meena Bazar currently has 17 outlets covering

the area of Dhaka (Dhanmondi, Gulshan, Uttara, Mirpur, Wari, Notun Bazar, Azimpur, Mogbazar etc.), Chittagong, Gazipur and Narayanganj.

- **Emphasis on natural foodstuff:** We have our own farm near Rayer Bazar, Dhanmondi where we produce vegetables, fish and dairy items by our own farming to ensure the highest freshness. We do not use any harmful chemicals while cultivating our products.

Weakness

- **Limitations of resources:** Whenever we make any wider strategy or campaign plan, the first constraint we face that is budget and human resource shortage.
- **High operating cost:** As our outlets are situated in the heart of the city with a wide space, so our operating cost is very high. Half of our revenue goes to operating cost such as wages, rent and utility payment. For Meenaclick, we need to spend half of our revenue for Facebook paid promotion and boost. If we pause social media campaign, the sales drop severely. As a consequence, we do not have much in our fund to make revolutionary strategies.
- **Limited number of outlets:** We have 17 outlets, with the help of those we can cover only limited areas. Numerous areas of Dhaka and Chittagong city is still out of our coverage area. Therefore, customers from those areas sometimes get curious with our discount offerings but they fail to order and feel disappointed. Our nearest competitor Shwapno has 193 outlets around the whole Bangladesh.
- **Refund policy:** If any product is not in our stock or customer return any product by following advance digital payment, in that case we have refund option but we cannot do it immediately. We use SSL Commerz for our payment gateway. Usually it takes minimum 21 banking days and maximum 28 days to complete any refund request. Customers need to wait for longer period to fulfil this refund procedure and sometimes get frustrated.
- **Delivery Time:** We are promised to ensure our delivery within 90 minutes. Nevertheless, sometimes we need more time to arrange the stocks from alternative outlets, due to unavailability of delivery man we fail to complete our promise. Normally it takes more than 2 hours to complete any delivery. On the other hand, our nearest competitor Chaldal

promised to make their delivery within 1 hour, Pandamart promised to complete their delivery within 30 minutes. So, we are slow-footed in terms of delivery time.

- Unparalleled identity: Meenaclick fully operated through meena bazar, it doesn't have unique identity. They are substitute for each other. So, if meena bazar faces if issue regarding dishonor, scandal or defamation, the sales of meenaclick will be automatically fall down which is difficult to recover.

Opportunity

- Industry growth: Super shop and Ecommerce industry is developing and have impressive potentiality near future. According to a journal published in The Daily Star, the super shop industry has 24% growth rate every year. According to TBS news, the super shop markets hold 16% of the retail sales of Bangladesh. **According to Dhaka Tribune, it is projected that Ecommerce shopping will boom 15% to 23% by the end of 2023 and the size of the market will be \$3 billion.**
- Trustworthiness: In the recent times, some fraud and cheat Ecommerce company raised in Bangladesh which breaks the trust of the customers. People now think twice before placing an order and recheck the site where they are ordering. Also, after placing an order people usually feel tension until they get the delivery. Our Meenaclick has well reputation regarding this as Meena Bazar is operating business with fame over 20 years. So, we have the scope of expanding our business more by exploiting our reputation and brand image.
- Shopping Habit: This COVID blackout has changes the customers shopping habits. People now prefer more to place order in online rather than visiting the shop. They can visit several online markets by sitting home or office without spending anytime at those places. The CEO of chaldal.com said in an interview published in The Daily Star, his company previously used to deliver 750+ orders in a day, but during and after the

pandemic they now delivers 1700+ orders in a day. This scenario indicates the excellent flourishing of E-grocery industry.

Threats

- Increasing competition: According to Bangladesh Super markets owner's association, there are more than 130 brands exist in the market. **According to Ecommerce association of Bangladesh, there are 700 Ecommerce sites and 8,000 local Ecommerce pages exist in Bangladesh and the number is growing daily.**
- Growing bargaining power: The more the industry and brands growing, the more power the customers are getting. Convincing the customers with discount offerings are getting robust day by day as the people are now overwhelmed with this. Sometimes they feel irritated and complain against promotional text and call.
- Natural calamity: The whole world is going through a tough situation regarding the Covid-19 pandemic and our business faced critical times during the lockdown. Further, there were fire break out in our warehouse and dark store for two times in a year. As we had nothing in hand during the natural disaster, business lose an upright position suddenly.
- Employee Turnover: During the pandemic, the employees were frightened with their job security. As a consequence, the employee turnover rate has been increased and our regular activities get disturbed due to this.

2.8: Summary: I have tried to cover shortly all the aspects of the company in the above discussion such as management, marketing, financial, operations practices as well as industry scenario. Their management practices are consonant, marketing practice is very much filtered, financial health becomes narrower due to several reasons, both online and physical store operations management is done altogether and tight industry competitiveness. Although they are having some limitations but still, they are having some strong points also. There are lots of scope to work with and move forward. For example, Meena Bazar is planning to acquire Agora which is another giant super store of Bangladesh to strengthens their business as well as exploit their supply chain capacities.

2.9: Recommendations: From the above discussion, I want to share some of my implications ideas which can help my beloved company to improve themselves-

1. Reduction of delivery charge for late delivery: We are promised to 90 minutes delivery, however occasionally we need more time to arrange the stock or sometimes due to unavailability of delivery man we fail to keep our promise. Customers feel disappoint, complain for late delivery and switch to other competitors. So, if we add a feature that if we fail to fulfil our promise, we will deduct our delivery charge as penalty, I think that customers will feel delighted with this. Further, increasing the number of delivery man can help to solve this issue.
2. Order cancellation time: Our policy is customers can cancel their order any time before getting the delivery. So, sometimes customers cancel their order at the very last moment, after arranging the stocks and ready to deliver. As a result, it wastes our labor and time, other orders get delay to process. I would like to recommend that there should be time restrictions to cancel any order.
3. Alternative inventory management: As meena bazar is the only source of inventory supply of meenaclick, if sometimes meena bazar fail to manage the stock, the customers of meenaclick feel disappointed for not getting their desired products. So, if the company has affiliation with any other source, they can fulfil the customers need appropriately by managing the stocks from alternative stock.

Chapter 3: Project Part

3.1: Background

The COVID-19 epidemic presented MeenaClick with an unprecedented challenge, it was unable to keep up with the surge of demand. As the epidemic caused more Bangladeshi consumers to

shop online, negative feelings regarding the brand grew, prompting customers to switch to competitors. Customers were not returning to MeenaClick, we get orders from only new customers, retention rate was in decline which failed to boost sales volumes and drive higher basket value as consumers continued to migrate digital and internet purchasing increased by 3 to 4 times. In the social media inbox and our call center was over whelmed with complains regarding late delivery, shortage of stock etc.

3.2: Objective(s)

We noticed that our monthly sales and retention rate has been dropped after the pandemic. As a part of our business development, we wanted to discover the root of the sales drop out and be more focused on improving our service. We took an initiative to identify the customer dissatisfaction point and collection of their feedback regarding our service. To fulfil our objective, we started NPS calculation as our weapon.

3.3: Methodology

Net promoter score is a metric that is widely used in marketing research purpose. This tool is worldwide accepted and used by more than 1,000 companies. It is basically a survey where the respondents are asked to rate and recommend on any product, service or company that they have experienced in the previous time. The NPS is typically considered as an indicator of customer loyalty and satisfaction measurement. It is used to identify the business problem area, monitor loyalty trends, improve consumer experience, competitor analysis as well as generate more revenue. In this survey, the respondents are asked to rate the service on a scale of 0-10. There were five questionnaires which was developed by the management committee.

There are three subdivisions based on the rate of the participants:

Promoters: The respondents who rate the service 9-10 is called promoters.

Passives: The respondents who rate the service 7-8 is called Passives.

Detractors: The respondents who rate the service 6 or lower is called Detractors.

The formula of NPS calculation is subtracting the value detractors from the promoters divided by the total number of participants. The value of passives is not used in this formula. We relied on tele survey regarding this. As an intern, my responsibility was to make phone calls towards our regular customers and ask them about their feelings, rating and recommendation about the service of Meenaclick and preserve their response in excel file. I collected the database of our regular customers from the IT department.

3.4: Findings

I have called more than 7,000 people and abled to collect in total 2514 respondents' feedback. The whole process took 15 days to gather all information and submit the database to the management committee. Here I am attaching the survey outcomes:

Satisfaction index/ NPS score (1-10 rating scale)	How do you rate Meenaclick shopping experience, among 1-10?	Did you get the delivery on time, among 1-10?	How will you recommend Meenaclick to others, among 1-10?	How will you rate Meenaclick in terms of product availability, among 1-10?	How will you Rate Meenaclick in terms of Offers & discount, among 1-10?	Total Response
1/10 rating	4 people	20 people	24 people	43 people	32 people	123
2/10 rating	5 people	10 people	14 people	7 people	23 people	59
3/10 rating	7 people	12 people	10 people	13 people	33 people	75
4/10 rating	9 people	12 people	18 people	8 people	30 people	77
5/10 rating	53 people	60 people	43 people	60 people	81 people	297
6/10 rating	19 people	48 people	92 people	43 people	53 people	255

7/10 rating	89 people	92 people	61 people	65 people	69 people	376
8/10 rating	114 people	157 people	109 people	112 people	92 people	584
9/10 rating	65 people	57 people	77 people	39 people	28 people	266
10/10 rating	67 people	59 people	122 people	110 people	44 people	402

Table 3: The outcomes from NPS survey

3.5: Analysis

Score Criteria	Respondents	Percentage	Formula	NPS point
Detractors (0-6)	631 people	28%	(Promoters- Detractors)/ Total number of participants	(<u>668-631</u>)
Passives (7-8)	960 people	42%		2514
Promoters (9-10)	668 people	30%		= 0.01
Total	2514 people			

Table 4: Analysis of NPS survey Data

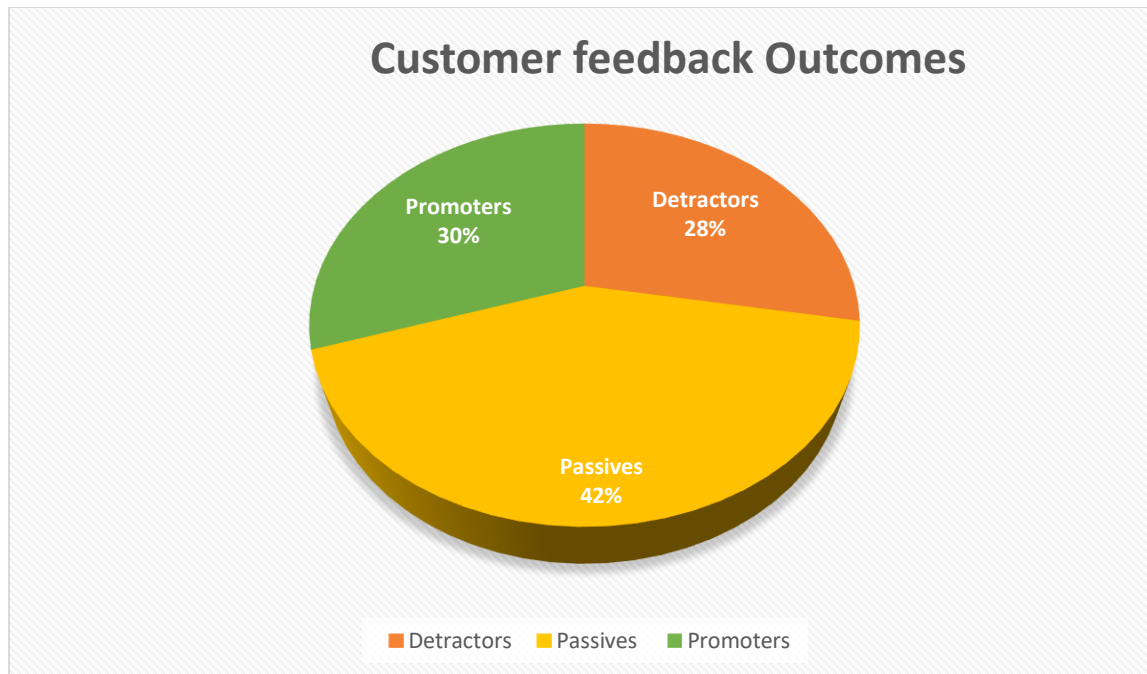


Figure 12: Customer's survey feedback outcomes

According to the creator company of NPS (Bain & Company), any score above 0 is considered as good, above 20 is favorable and above 50 is considered excellent. So, our findings from this calculation is, customers are happy and satisfied with our current service. However, still we have to work on business development to upgrade our service for favorable and excellent score.

3.6: Significance

While analyzing our business from various aspects and the survey feedbacks, we have identified some of the weakness point of us which are the main reason for customer dissatisfaction and switching-

- We had contract with “Ada Bangladesh” which a marketing agency. It was responsible for our banner and brochure design, social media paid promotion and campaign generation. However, we have noticed that this agency was not able to target the audience accordingly. As a result, our advertisement was not reaching to proper people and we lost sales opportunity.
- One of major findings was sometimes customers write down their necessary products name in our Facebook page inbox and request us to deliver those to them. On the

contrary, we are not supposed to take order in inbox, our policy is to order desired products through our website or app. Still, some customers do this due to lack of time or illiteracy of internet. Another reason can be some people rely on servant for their daily shopping, if one day the servant goes for leave that customer gets into trouble.

The management team was looking for probable solution and the team intern submitted some ideas. Finally, we have come up with a project named “Personal Shopper” as an initiative to reveal our customer service.

3.7: “Personal Shopper” Project



Figure 13: Personal Shopper Project Introduction

MeenaClick believes the long-term relationship building through complete satisfaction of our beloved customers. The term ‘personal shopper’ is a unique innovation, MeenaClick is the pioneer of this new service. It is basically in every outlet we will assign few mentors. Whose responsibility is to work as a personal shopper (assisting people in their daily purchase) of our

regular customers from the area coverage of that specific outlet. The mentor will take all the responsibility of customer's order placement, stock management and quickest delivery by providing premium quality groceries.

3.8: Features of personal shopper: The regular customers now do not need to visit our website, search for desire products and click to order. We connect our devoted person with Customer of a specific region, who is the only point of contract for grocery items. They can now just anytime call the assigned mentor and tell their necessary products name or customers can also text their shopping list to our mentors. After that, the mentors will place the order on behalf of the customers and ensure the delivery within fastest time with best quality product. Thus, customers can order now in more convenient way, does not need to visit website which will save their time, as we believe that time is the most valuable asset of customer's life. The people who don't have internet access they will also be able to order now. Even, if the customer wants to return the product after getting delivery, they do not need to file complain in our website procedure, they just need to call that mentor. The mentor will send the delivery man again to collect the return product. Not only that, if any customer order through the personal shopper, they will get flat lifetime 6% discount in every purchase, also all the regular website discounts will also be applicable. Thus, we will ensure the hustle-free service in your doorstep through this project.

3.8.1: Team of the project: Farhun Muide Khandoker, Senior Executive (Strategy & Planning) appointed as the project manager of personal shopper project. Madiha Jamal Rakshi becomes the supervisor and under her there are 17 mentors in each outlet to run this project. Everyday all the mentors need to submit their sales report to their supervisor.

3.9: Summary

This innovative idea is gladly accepted by our customers because they were terrified to visit local markets as those over crowded places were red zone and very risky during the coronavirus wave. So, after getting a reliable source for shopping by staying save at home, they felt overwhelmed. After running the "personal shopper" project for 2 months, we are able to increase our total sales 10%, in the first month we get more than 100 orders through our mentors. In addition, we have cancelled the contract with "Ada Bangladesh" and sign another contract with "Mynt Connect"

which is another marketing agency who will be now responsible for our social media promotion. They launched the campaign Exclusive and Dhamaka Offers which boosted order frequency.

3.10: Recommendations: In my internship period, I have identified some limitations of our business and company, I would like to share some of the potential implications that may contribute to prosper the business in future-

- **Live chat in Website:** Live chat allows the website visitors to communicate directly rather than speak in phone calls. It is an auto generated feature where the representative direction the visitors, answer their queries and assist them to place order. I would like to recommend Meenaclick to add this feature in their website to enrich the customer service.

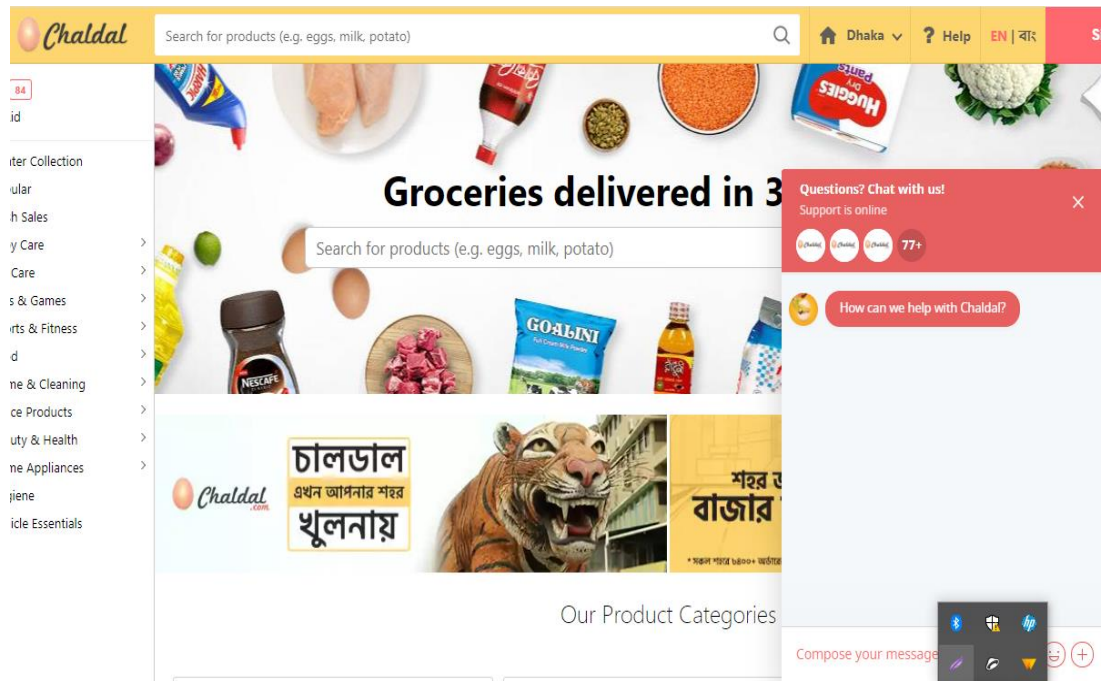


Figure 14: Our nearest competitor chaldal.com has the website live chat feature

- **Reference by customer:** The organization can add more marketing ideas to increase the sales. One of the ideas may be discount offer if any existing customer

refer any new customer. That means if new customer purchase anything by providing the name of other customer in reference, in that case the referrer will get discount in his/her next purchase.

- Debt order for job holders: In our country, it's a common scenario that middle-class people struggle to buy their daily necessary products at the end of the month. Even some companies provide salary after one week or two weeks passing of the month. As a result, employees struggle to manage their monthly expenditure. Keep this in mind, Meenaclick and Meena Bazar can add a new feature which is job holders can purchase their groceries by keeping the payment due. To avail this offer customers, need to add their bank salary account number and other required information. After admitting their salary, we will deduct the due payment automatically from the account.
- Affiliate marketing: Affiliate marketing is an advertising concept where the companies pays to the website, blog or app to advertise their products link. Affiliates gets commission for each conversion of sales by clicking that specific link. So, if Meenaclick do affiliate with bloggers they can earn more sales leads because reviewer and bloggers are so much popular in our country nowadays.
- Top buyer reward: The company can sort out their top buyer of the month from the database and announce their name in our social media pages, give reward towards them. So that company can get more public attention as well as the customers to fill their shopping carts with more items.
- Best delivery man reward: A delivery man delivers 8-12 orders per day, they face various difficulties while doing this job such as location barriers, natural calamities, customers rude behavior etc. so, if the organization praise for their dedication and give reward to the highest order fulfilment, the delivery men will feel motivated to give more concentration towards their job.
- Specific offer: As we already know, our main target audience are the home maker and working women. So, if we run more specific marketing campaign like Mother offer, student offer, working women offer etc. we will be able to grab the target group's attention more.

- Celebrity endorsement: To reach greater audience, the company can go for celebrity marketing. The company can use any public figure or influencer to promote their service.
- Add more product category: MeenaClick website offers 12 categories of products. Still we are out of the coverage of various categories. They can add more category like Office equipment, Medicine, pet food, Toys, fashion and jewelry etc. to boost their sales as well as market size.
- Research & Development: The company can create a separate department named Research & Development, so that they can monitor the current market trend, analyze risk, competitors, supply/demand and discover more business opportunities.

To sum up, this short implication is not the only solution, market is very dynamic nowadays. The organization should keep their eyes always open and continuously observe the market trend to become more innovative in their business development.

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Appendix

Survey questionnaires:

- I. How do you rate Meenaclick shopping experience, among 1-10?
- II. Did you get the delivery on time, among 1-10?
- III. How will you recommend Meenaclick to others, among 1-10?
- IV. How will you rate Meenaclick in terms of product availability, among 1-10?
- V. How will you Rate Meenaclick in terms of Offers & discount, among 1-10?

Copy of the research proposal

Subject: proposal to conduct an analysis of Net Promoter score to develop business strategy of Meenaclick.

Research Question:

Research Questions to clarify the context are:

1. How social media monitoring helps a company to develop their business strategy?
2. How NPS helps a company to develop their business strategy?
3. How much effective “personal shopper project” to develop customer service?

Literature review: One of the most important elements of doing market research is defining the customer experience. Customer loyalty improvement is the foundational concept to grow any business (Owen, 2018). NPS is an asset for the company as it examines the customers experience

(W. Krol, De Boer, & M. Delnoij, 2014). NPS is a loyalty metric, superior sales growth predictor and defines customer mindset about your brand (Baehre, O'Dwyer, O'Malley, & Lee, 2021). Many companies including Apple, Best Buy and so on are now using NPS a core marketing tool. They utilize the NPS findings in decision making, employee remuneration, forecasting etc. NPS is strongly correlated with sales, so it is highly recommended for the managers to give extra care on this in order to boost their sales (Reichheld, 2003). It is also an indicator for brand's health measurement.

Methodology

NPS is basically a survey where the respondents are asked to rate and recommend on any product, service or company that they have experienced in the previous time. The NPS is typically considered as an indicator of customer loyalty and satisfaction measurement. In this survey, the respondents are asked to rate the service on a scale of 0-10. There were five questionnaires which was developed by the management committee.

There are three subdivisions based on the rate of the participants:

Promoters: The respondents who rate the service 9-10 is called promoters.

Passives: The respondents who rate the service 7-8 is called Passives.

Detractors: The respondents who rate the service 6 or lower is called Detractors.

The formula of NPS calculation is subtracting the value detractors from the promoters divided by the total number of participants. The value of passives is not used in this formula. We relied on tele survey regarding this.

Significance of the study

While analyzing our business from various aspects and the survey feedbacks, we have identified some of the weakness point of us which are the main reason for customer dissatisfaction and switching. The management team was looking for probable solution and the team intern submitted some ideas. Finally, we have come up with a project named "Personal Shopper" as an initiative to reveal our customer service.

Timeline: I hope my primary research will be completed within 30th November, 2021 and my secondary research by 31th December, 2021. I will submit my 1st draft of the paper within 6th January, 2022.