

Report On
Significance of Management Commitment & Participation, and
Employee Training & Empowerment on marketing performance of
Kuehne+Nagel Ltd Bangladesh

By

Md. Arafat Rahman
Student ID: 18104046

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

BRAC Business School
BRAC University
October, 2022

© 2022. BRAC University
All rights reserved.

Declaration

It is hereby declared that

1. I wrote the internship report on my own and submitted it when I finished my degree at BRAC University.
2. The report does not include anything that has already been published or written by a third party, unless it is properly cited in the form of complete and correct referencing.
3. Nothing in the report has been approved or submitted for any other degree or diploma at a university or other institution.
4. I have credited my primary sources of assistance.

Student's Full Name & Signature:

Md. Arafat Rahman

Student ID: 18104046

Supervisor's Full Name & Signature:

Ms. Nusrat Hafiz

Lecturer, BRAC Business School,

BRAC University.

Co-Supervisor's Full Name & Signature:

Dr. Md. Asadul Islam

Assistant Professor, BRAC Business School

BRAC University.

Letter of Transmittal

Ms. Nusrat Hafiz

Lecturer,

BRAC Business School

BRAC University

66 Mohakhali, Dhaka-1212

Subject: Submission of the Internship Report.

Dear ma'am,

I consider myself extremely fortunate to have spent the previous four months (May 2022 – present) working for such a prestigious MNC as Kuehne+Nagel Ltd Bangladesh, where I have gained invaluable knowledge of both the corporate and professional worlds. I endeavored to study every small detail of corporate life throughout my four months with Kuehne+Nagel Ltd Bangladesh, and I also tried to deliver on my end. As part of my internship program, I was assigned to an organization, and I have created this internship report to satisfy the requirement of my BBA degree. This report makes an effort to summarize the observations and lessons I learned while working as an intern with Kuehne+Nagel Ltd. in Bangladesh.

I've done my absolute best to finish this case as accurately and thoughtfully as I can. After reading the case, I think you'll be able to see the work I put into it.

Sincerely yours,

Md. Arafat Rahman

ID: 18104046

BRAC Business School (BBS)

BRAC University

Date: October 21, 2022.

Non-Disclosure Agreement

This agreement is formed and entered into it by and between Kuehne+Nagel Ltd. Bangladesh and Md. Arafat Rahman, a student at BRAC University, in order to guarantee that the student won't disclose any private information about the firm without authorization.

Md. Arafat Rahman

Student ID: 18104046

BRAC Business School

BRAC University

Acknowledgement

First of all, I want to express my gratitude to Almighty Allah for giving me the strength to finish this report by the deadline. I want to express my sincere appreciation to Ms. Nusrat Hafiz, my academic supervisor, and Dr. Md. Asadul Islam, my academic co-supervisor. Without their kind instructions and competent direction, this report would not have been feasible. Her support, direction, and advice on the subject helped me find the answer to the issue and showed me how to complete the internship report before the deadline.

I also want to thank my organizational boss, Mr. Masud Karim (Operational Care Manager, National Sea Logistics), for sharing his knowledge on the subject with me and giving me the encouragement I needed. He also always provided me additional time when I needed it to learn more about the company. I also would like to thank Ms. Shahely Akhter (Sea Logistics Operational Care Supervisor, Accounting), Ms. Nusrat Shikha (Sea Logistics Operational Care Specialist, Accounting), Mr. Ezaz Hossain (Sea Logistics System & Process Manager), Ms. Shanta Rahman (Sea Logistics Process Excellence Specialist), Mr. Mumin Mashrur (Sea Logistics ISC Customer Care Executive), Mr. Salim Reza (Sea Logistics Operational Care Specialist, Documentation), Paul Gomes (Sea Logistics ISC Customer Care Supervisor), Mr. Mahbub Haque (Operational Care Specialist), for supporting me in that four months and guiding me. .

Last but not least, I want to thank BRAC University and all of the faculties for helping me become who I am today and for giving me the ability to stand out from the crowd.

Executive Summary

I was assigned to gain practical experience in a real work setting as part of my academic curriculum after finishing my four-year Bachelor of Business Administration degree because I already had all the necessary theoretical knowledge. I made an effort to concentrate on my practical understanding of the importance of management commitment and engagement, employee empowerment, and training in this internship report for Kuehne+Nagel Ltd. Bangladesh. My internship topic is “Significance of Management Commitment & Participation, and Employee Training & Empowerment on marketing performance of Kuehne+Nagel Ltd Bangladesh.” Here in this internship report, I tried to cover the aspects of the significance of management commitment & participation, and employee training & empowerment of Kuehne+Nagel Ltd Bangladesh.

The importance of management commitment and engagement, as well as staff empowerment and training, may play a crucial function in helping a firm grow at the time when a marketing performance desires to expand. Bangladesh is a developing country; however, it currently has a small projected contribution to global trade.

Beginning in 1997, Kuehne+Nagel Ltd. Bangladesh set off on its adventure. Since then, it has consistently held the top spot in Bangladesh's freight sending business. Kuehne+Nagel Ltd. Bangladesh uses two different freight forwarding channels to run its operations. There are two types of freight: air freight and marine freight. The business plans and operations of Kuehne+Nagel Ltd. Bangladesh are examined in length in this report.

Keywords: Management Commitment & Participation, Employee training & Empowerment, Kuehne+Nagel Ltd. Bangladesh.

Table of Contents

Declaration	2
Letter of Transmittal	3
Non-Disclosure Agreement	4
Acknowledgement	5
Executive Summary	6
Table of Contents	7
List of Tables	11
List of Acronyms	13
CHAPTER 1	15
Overview of Internship	15
1.1. Student Information.....	16
1.2. Internship Information.....	16
1.2.1. Period, Company Name, Department/Division, Address	16
1.2.2. Internship Company Supervisor’s Information.....	16
1.2.3. Job Scope	16
1.2.4. Job Responsibilities	17
1.3. Internship Outcome	18
1.3.1. Student’s Contribution to the Company	18
1.3.2. Benefit of the student.....	18
1.3.3. Problems/Difficulties faced during the internship period.....	18
1.3.4 Significance of the Report	19
1.3.5 Limitations of the study:	19
1.3.6 Suggestions and recommendations:	20

CHAPTER 2	22
Organization Part	22
2.1 Introduction.....	23
2.1.1 Freight Forwarding:.....	23
2.1.2 Overall freight forwarding scenario of Bangladesh	25
2.1.3 Background and history of Kuehne+Nagel	26
2.2 Overview of the Company	27
2.2.1 Brief description of Kuehne+Nagel Bangladesh limited.....	27
2.2.2 Objective of the Company:	28
2.2.3 Mission Statement:	28
2.2.4 Vision Statement:	29
2.2.5 Goals:.....	29
2.2.6 SWOT Analysis of Kuehne + Nagel:	29
2.2.6.1 Strengths:	29
2.2.6.2 Weaknesses:	30
2.2.6.3 Opportunities:.....	30
2.2.6.4 Threats:	31
2.2.7 Code of Conduct for Kuehne+Nagel Bangladesh Limited	31
2.2.8 Obligations of the staff members and officers	31
2.2.9 Reporting of violations	32
2.2.10 Confidentiality.....	32
2.2.11 Insider trading	32
2.3 Management Practices of Kuehne+Nagel Ltd., Bangladesh:.....	33
2.4 Marketing Practices of Kuehne+Nagel Ltd. Bangladesh:.....	33
2.5 Operations Management and Information System Practices of Kuehne+Nagel.....	35

2.6 Accounting practices of Kuehne+Nagel Ltd:	35
2.7 Business policies of Kuehne+Nagel Bangladesh Limited.....	36
2.8 Employment Practices	36
2.9 Health, Safety, and Environment	36
2.10 Handling of Company Property	37
2.11 Conflicts of Interest	37
2.12 Political contributions.....	37
CHAPTER 3.....	38
Project Part	38
3.1 Abstract.....	39
3.2 Introduction.....	39
3.2.1 Literature Review	41
3.2.2 Research Objectives:	44
3.2.3 Significance:.....	45
3.3 Research Method.....	45
3.3.1 Primary and Secondary Data	45
3.3.2. Population and Sample	46
3.3.3. Operational Variables and Indicators	46
3.4 Findings and Analysis	46
3.5 Summary.....	54
3.6 Recommendations:	54
3.7 Conclusions:.....	56
3.8 Limitations and future research directions	56
4. References:	59
5. Appendix:	64

5.1 Survey Questions:64

5.2 Survey Responses:.....65

List of Tables

Table 1: Age Group

Table 2: Occupation

Table 3: Service Duration

Table 4: Management Commitment & Participation has the ability to maintain a flow of new ideas that can be translated into new products or services.

Table 5: Management Commitment & Participation helps to achieve higher sales than key competitors.

Table 6: Management Commitment & Participation helps to achieve higher profits.

Table 7: Management Commitment & Participation is continually searching for new ways to achieve competitive advantage through changes in established methods of marketing.

Table 8: Management Commitment & Participation plays a vital role to gain a competitive position.

Table 9: Management Commitment & Participation helps to increase the market share.

Table 10: Employee Training & Empowerment helps to retain customer & customer loyalty.

Table 11: Employee Training & Empowerment plays a vital role to gain a competitive position.

Table 12: Employee Training & Empowerment helps to increase the market share.

Table 13: Employee Training & Empowerment helps to achieve higher sales than key competitors.

Table 14: Marketing performance depends on Management Commitment & Participation.

Table 15: Marketing performance depends on Employee Training & Empowerment.

Table 16: Marketing performance drives towards revenue.

Table 17: Marketing performance strengthens the competitive position.

Table 18: Marketing performance attracts the old customers to get retained.

Table 19: Marketing performance enhances the market share.

Table 20: Marketing performance helps to achieve higher sales than key competitors.

Table 21: Marketing performance has the ability to maintain a flow of new ideas that can be translated into new products or services.

List of Acronyms

3PL- 3rd Party Logistics

4PL- 4th Party Logistics

AMS- Automated Manifest System

B2B- Business to Business

BCO- Beneficial Cargo Owner

B/L- Bill of Lading

BPO- Business Process Outsourcing

CFS- Container Freight Station

C&F- Cost and Freight

CBM- Cubic Metre

COD- Cash on Delivery

CY- Container Yard

D.G- Dangerous Goods

ETA- Estimated Time of Arrival

ETD- Estimated Time of Departure

FCL- Full Container Load

FOB- Free On Board

FTP- File Transfer Protocol

GDP- Gross Domestic Product

Incoterms- International Commercial Terms

KN- Kuehne+Nagel

KN BD- Kuehne+Nagel Limited Bangladesh

L/C- Letter of Credit

LCL- Less (than) Container Load

POD- Port of Discharge

POL- Port of Loading

SKU- Stock Keeping Unit

VAT- Value Added Tax

VSL- Vessel

CHAPTER 1

Overview of Internship

1.1. Student Information

My name is Md. Arafat Rahman. I am a Bachelor of Business Administration (BBA) student at BRAC Business School (BBS), BRAC University, with the Student ID: 18104046. My undergraduate studies began in the spring of 2018, and I hope to complete my graduation this year. I will graduate in 2022 with a double major in marketing and management information systems (MIS).

1.2. Internship Information

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

I've been given permission to work as an intern at Kuehne + Nagel Limited Bangladesh for six months, beginning May 8th, 2022 and ending November 8th, 2022. I work on the FinOps team, which is under the Sea Freight department. The office of Kuehne+Nagel Limited Bangladesh is located at SKS Tower (Level 7), 7 VIP Road, Mohakhali, Dhaka-1206, and Bangladesh.

1.2.2. Internship Company Supervisor's Information

As an intern at Kuehne+Nagel Limited Bangladesh, I worked under the direct supervision of and reported to Masud Karim, who is currently working as an Operational Care Manager at Kuehne+Nagel Limited Bangladesh.

1.2.3. Job Scope

Sunday through Thursday, from 10:00 a.m. to 7:00 p.m., I worked 8-9 hours a day at Kuehne+Nagel Limited Bangladesh. During my first few weeks of the internship, I essentially went through a knowledge transfer session with my line manager and my mentor, during which I completed various courses that taught about the essential steps of operational activities and what things needed to be done before and after the onboarding. I have also learned about the essential corporate values of a workplace, business communication skills, finance essentials, and many more.

1.2.4. Job Responsibilities

Since May 8, 2022, I have worked as an intern at Kuehne + Nagel Ltd. in Bangladesh in the team responsible for operations. To learn about our company's policies, code of conduct, possible customers, and buyers, as well as to build up some of the archives that are necessary for the jobs, was my first assignment during the first two weeks. My employer gave me two tiny booklets in the meantime, one of which was primarily about the business, and the other was the most crucial—an address book. There was all the information about the Kuehne+Nagel office in the address book. Kuehne+Nagel has more than 1000 workplaces spread throughout 106 nations, as has been mentioned multiple times above, and the book contained all the information about the offices. Such as their phone, email, and business location. Most crucially, there were all the names of the ports, essentially where Kuehne+Nagel runs its operations. Memorizing a few port names and the initials of those ports, where Kuehne+Nagel receives the majority of its business, was a fairly quick assignment for me. The company employs a program called CIEL for its internal monitoring procedure. It is a company-produced item. I had to learn Core-Log as well as the other applications required for working in the Sea Freight department. From there, I learned how to set up a booking funnel, which represents a business possibility, and how to take appointments using the CIEL program. I also learned how to add a contact in the logistics of marine freight. I was transferred to the FinOps (Finance and Operations) department by my employer after my internship had been in effect for two months.

My job in the FinOps department involves reviewing the rate sheet that is created following negotiations with our clients and creating invoices. In essence, I am in charge of both domestic and international invoices. Third-party invoices and local invoices are two different terms. Local invoices are created for local purchasers, whereas overseas invoices are made for international customers. Given that this department deals with money, this duty is quite important.

1.3. Internship Outcome

1.3.1. Student's Contribution to the Company

I was given a variety of tasks to complete throughout my internship, all of which were urgent and important. I feel that by effectively executing these jobs, I have helped the company run more efficiently.

As an intern, there is a lot of information the company will share, but while working on the FinOps team, I needed to work with invoicing. I was able to complete all tasks assigned to me on schedule and at a high standard.

1.3.2. Benefit of the student

It was satisfying to work as an intern at such a large organization as Kuehne+Nagel since I was able to expand my knowledge in many different fields and obtain practical experience.

I've learned how to fully understand the skills and attributes I acquired at work while completing my internship. Through on-the-job observation and an analysis of the office environment and working conditions, I learned the necessary skill sets. I was able to solve actual workplace issues because of this. I've learned how to explain career prospects by considering openings inside a company, sector, or industry as well as advancements in my professional and academic position. During my internship at Kuehne+Nagel Limited, Bangladesh, I gained knowledge on how to effectively and politely interact with a variety of employers in the workplace. Finally, I learned how to maintain a cheerful attitude during my internship as part of my professional ethical practice.

1.3.3. Problems/Difficulties faced during the internship period

My internship at Kuehne + Nagel Limited Bangladesh has been beneficial and educational. However, there are a few important obstacles along the way.

To begin with, the section of the Sea Freight Department where I worked had direct communication with the Audit Department. Thus, I did not have access to all the data to operate

with. Then there was a lot of work involving sensitive data for which I repeatedly sought authorization. Other than information accessibility, I do not encounter that type of issue at Kuehne+Nagel Limited Bangladesh.

1.3.4 Significance of the Report

This internship report is a significant prerequisite for the four-year BBA program. This is so that knowledge and learning, when connected to theory and practice, might become flawless. In other words, students may train and get ready for the workforce. Graduates with advanced degrees are mostly unemployed in underdeveloped nations like Bangladesh. Due to their lack of practical experience, they are unable to develop networking skills, which is crucial for landing a job. As a result, the importance of an internship is justified as a necessary condition for four-year BBA completion.

1.3.5 Limitations of the study:

The study was mostly based on in-person interviews with the top authorities and lacked extensive work experience. Therefore, it is extremely simple to claim that a flawless investigation cannot be carried out to evaluate the feasibility of the report. However, the report's preparation was limited by the following factors:

- One of the main challenges throughout the study's execution was data confidentiality. Every organization is sensitive to the private information they own and would like to keep private.
- Another justification for gathering data for the study was during rush hour.
- Because this research relies so significantly on primary sources, the data that was gathered may not be entirely accurate.
- The interview is time-constrained.
- a less well-liked business model among regular people.

In addition to the aforementioned circumstance, I also had access challenges since interns could not access all locations. Some employees did not feel comfortable providing information during the original data collection since it was outside the purview of the firm. I discovered some

protection concerns with several additional sources. I also encountered difficulties accessing the internal KN website from my house. Because I couldn't access all of KN's websites from home and I needed to work efficiently at the office, I also had trouble managing my time. Time was, therefore, a crucial consideration at that time. It was a difficult task to gather data for analysis in this short amount of time. Last but not least, I did my best to support my research by providing in-depth details regarding the freight forwarding sector as well as Kuehne+Nagel Ltd. in Bangladesh.

1.3.6 Suggestions and recommendations:

As of now, Kuehne+Nagel Bangladesh Limited is succeeding in business. The business will have been operating in Bangladesh for 25 years and will still be a market leader in 2022. I completed a variety of jobs throughout my internship. Kuehne+Nagel Bangladesh has issues just like any other company. There are, in my opinion, several potential remedies for these issues. The following are proposals and recommendations:

1. **Emphasizing Branding:** Any firm must have a strong brand. The amount of money spent on branding and marketing can have an impact on an organization's income. Kuehne+Nagel isn't allowed to spend much on branding, per corporate policy. If the business invests a little bit more in branding and other promotional efforts, in my opinion, the growth may be considerably higher.
2. **System update:** Because the Core Log has a strict set of rules that must be followed each time, it is frequently boring for an employee to perform repetitive tasks, which frequently has the following spill-over impact.
3. **Maintain stable growth:** A significant presence in untapped and emerging regions would be a huge source of revenue. Moreover, Kuehne + Nagel could be able to manage a stronger development without compromising revenues by capitalizing on dominating positions in domestic freight.
4. **Customs regulation flexibility:** To facilitate seamless movement and procedure, flexible customs regulations must be in place. Customs laws are significant to the freight forwarding industry.
5. **More public relations:** The freight forwarding business is not as established as it is in industrialized nations. Bangladeshis hardly ever hear about this industry. For individuals

to learn more about this business, the corporation should put more emphasis on public relations.

6. **Cargo and ship management:** For freight forwarding firms, finding room aboard ships can occasionally be a major problem. Even though there may not be a problem with ship space, ports' capacity to handle truckers' frequent cargo clearances is as crucial. Due to their prominence in the industry and their aptitude for managing these better, Kuehne+Nagel can.
7. **Compliance vs. Non-Compliance:** As a large multinational, we adhere to all regulations, while some do not.

The industry's leader is already Kuehne+Nagel. The business might operate even more effectively if it made a few minor adjustments. These are some ideas that might help Kuehne+Nagel Bangladesh stand out from the competition among Bangladesh's freight forwarders.

Timeline of the reported work:

Kuehne+Nagel Ltd. is a company based in Bangladesh.

Position: Intern

Timeline: From May 8, 2022 to November 8, 2022

Address: SKS Tower (Level 7), 7 VIP Road, Mohakhali, Dhaka-1206, Bangladesh.

Supervisor's Name: Masud Karim

Position of Supervisor: Operational Care Manager

CHAPTER 2

Organization Part

2.1 Introduction

2.1.1 Freight Forwarding:

When a company decides to export or import its products, it is already clear that there are several challenges to overcome before the product can be delivered to the final customer. Typically, a corporation may go to a master, known as a freight forwarder, who can handle these import and export hurdles.

Having the appropriate tools at your disposal is necessary for successful exchange and delivery in expanding worldwide marketplaces. Freight forwarders manage the risks and benefits of delivery extensively and globally by arranging taxes and customs regulations and being knowledgeable about the requirements of transportation through ship, ocean, rail, and air using the most recent developments in information innovation.

It takes a lot of effort to manage international deliveries. While the cargo forwarder is in charge of overall transportation objectives, it is important to understand what a freight forwarder does not do in order to better describe what a forwarder does. A freight forwarder does not transport the goods. The cargo forwarder functions as a point of contact between a shipper and various transportation companies, such as ocean dispatching on large payload ships, trucking, expedited transportation using carrier loads, and stock movement by rail.

So one might say that the business of shipping cargo is primarily one that deals with the import and export of goods throughout the world for the benefit of shippers and exporters. Transporting and stacking payloads are skills that cargo forwarders have in spades. They also handle all of the documentation work and maintain the plan for the item's customs clearance. Additionally, they take responsibility for the container in which your things will be sent. They handle every task, from stacking items to getting the client's hand at the scheduled time.

For transporting goods to numerous locations, freight forwarders provide their clients with the best possible price. They use a variety of fees for different objectives, and these fees are known as cargo fees. Freight forwarders assist with several routine services; they may deliver items for clients from one nation to another using a variety of media. The following is a list of various media.

1. Air Freight
2. Sea Freight
3. Contact Logistics

Understanding how to keep track of the number of shipments that must be shipped to clients locally and overseas becomes increasingly difficult when wholesale and assembly businesses grow and expand. Some larger companies stay up by expanding their internal shipping capacity, but often this takes a lot of coordination to gather the people and other resources, aptitudes, and creativity required to keep things going smoothly.

Some businesses find this kind of expenditure to be either illogical or undesirable. Smaller businesses frequently lack the financial resources to manage increasing volumes of complicated freight requirements, including international freight. Different businesses may want to focus on what they do best, such as creating and selling amazing products, and leave the work of getting those products to their customers to businesses who invest a lot of time in these crucial business functions. What should a small- or medium-sized manufacturer do when they need to ship products to countries or locations where they need relationships and training in logistics? There are several options available to organizations for handling this situation. The most popular is freight forwarding.

The following is a list of the services a freight forwarder offers:

1. **Tracking transportation:** Freight forwarding companies plan and keep an eye on shipments as they travel across the country via truck, rail, and occasionally even air.
2. **Prepare export-import documents:** Shipping companies that handle freight shine in this area. They have detailed knowledge of the documents needed because they ship a large number of goods across international boundaries.
3. **Storing items:** In a few locations, cargo forwarders either manage their stockrooms or they might rent space in locations where they don't profit.
4. **Freight charge negotiation:** freight forwarders typically negotiate cheaper rates with a transportation company since they ship a large volume of goods.

5. **Cargo Insurance:** Due to the large number of shipments that freight forwarding companies handle, they have extensive knowledge and information on obtaining coverage for shipments and handling protection should something go wrong with a cargo. The benefit of freight forwarding is clear, so why would a company choose to engage a cargo forwarding service rather than handling these types of logistical needs internally or through another type of logistics outsourcing provider? When examining the service offered by the freight forwarder mentioned above, it is clear that the services offered by freight forwarding businesses are focused on actually challenging delivery requirements. Many small- to medium-sized manufacturers lack the internal resources necessary to handle these requirements affordably.

The Disadvantages of Freight Forwarding: Freight shipping is no different from any other outsourced company agreement in that there are risks involved. Similar to any outsourcing strategy, one of the risks of freight shipping includes losing control over your shipments. You are no longer in charge of the shipment strategy after you have outsourced it to a freight-sending company.

2.1.2 Overall freight forwarding scenario of Bangladesh

In recent times, Bangladesh's forwarding sector has increased. According to research from the World Bank's International Trade Department, Bangladesh's logistics performance index (LPI) increased from 2.45 in 2019 to 2.74 in 2021. Bangladesh was rated 87th in 2019 and is now placed 79th among all nations in the LPI rank list of 2021. Bangladesh has been placed 108th out of 160 nations in the Logistics Performance Index (LPI), according to a new World Bank study, which was released on July 9, 2021. Although this performance was not as strong as the previous ones, Bangladesh is still improving every day.

Bangladesh is a developing nation, but it still makes up a very modest portion of global commerce. According to the Bangladesh Export Promotion Bureau, Bangladesh would export \$16.20 billion in 2021 while importing \$19.76 billion (CIA). Beginning in the late 1970s, Bangladesh saw a boom in the export industries, notably the sale of ready-made clothing to the US and European markets, as well as the import of capital equipment and industrial raw materials.

2.1.3 Background and history of Kuehne+Nagel

Having been in the freight forwarding industry for more than 150 years, Kuehne+Nagel is one of the top international transportation and logistics companies. Its headquarters are in Schindellegi, in the Swiss canton of Schwyz. Even though August Kuehne and Friedrich Nagel started Kuehne + Nagel Limited as a modest company in Bremen, Germany, in 1890, it has since evolved into one of the top logistics providers and one of the biggest freight forwarders in the whole globe. They operate more than 1300 offices in more than 100 countries and employ a network of more than 70,000 people.

The top supply chain, logistics, and freight forwarding firm in the world is Kuehne+Nagel. Depending on the language and location, this corporation is referred to as either Kühne & Nagel or Kuehne Nagel. The business is known as Kühne & Nagel in German-speaking nations, including Turkey and France. The ü has been changed to ue in all other languages, and several logos are also being utilized.

In Bremen, Germany, two friends named August Kühne and Friedrich Nagel established this forwarding and commissioning company that was primarily focused on cotton and small-scale freight consolidation. The company's first offices were established in Canada and the Middle East shortly after Alfred Kühne began developing it globally in the early 1950s. Following in the footsteps of his grandpa and father, Klaus-Michael Kühne proceeded to grow the company internationally in the mid-1960s.

Kuehne + Nagel increased its market dominance in the sea freight business unit in 2016, surpassing 4 million TEUs for the first time in container traffic. The organization recorded strong growth and profitability improvement in overland, increased its lead in airfreight by more than a million tons, and won major business through large-scale projects.

2.2 Overview of the Company

2.2.1 Brief description of Kuehne+Nagel Bangladesh limited

Beginning in 1997, Kuehne + Nagel Bangladesh Limited began operations in the Bangladeshi area. Since then, it has proudly held the top position in Bangladesh's freight forwarding market. Kuehne+Nagel Bangladesh operates out of Chittagong and Dhaka, Bangladesh. In addition to these two venues, a new one will open in Mongla by the end of the year (2017). The company headquarters are in Dhaka's Banani neighborhood. In addition to this, Uttara has another office that is primarily utilized for storage. The Kuehne+Nagel Bangladesh Dhaka office's warehouse is situated in Gazipur.

Kuehne+Nagel offers its clients in Bangladesh two different services. They are services for air and sea freight, respectively. Due to a lack of demand, K+N does not offer overland services in Bangladesh. If the need ever arises, this service may likewise be offered here.

The duties of air and sea freight services are the same as in other foreign nations. For international sea and air freight services, Kuehne+Nagel employs worldwide software, and there are distinct software programs for import and export activities. KN uses the software CIEL for sea freight export operations and SALOG for import activities. KN offers its clients a door-to-door shipment monitoring service.

Kuehne + Nagel has grown to become one of the world's largest marine freight forwarding companies by offering services that no other company in the industry does. Kuehne+Nagel's firm is nominated in 95% of cases. The business has so far successfully delivered the promised service to its customers and will continue to do so in the future.

Kuehne+Nagel is widely renowned for its adherence to ethical standards all around the world. Some of them are highly rigorous, and disobeying them can have serious repercussions for both the employer and the employee. This is because in the service sector all that is required of the firm is to deliver the promised service, and for such a hazardous venture as freight forwarding, maintaining some level of anonymity is essential.

2.2.2 Objective of the Company:

An organization that moves freight is called Kuehne+Nagel Ltd. The task of forwarding the products or cargo of the concerned party involves the shipper and consignee, and the company's primary goals are as follows:

- Through the organization of transport and handling, businesses can get appropriate volumes of cargo to produce a profit. Additionally, they should establish a balanced flow of goods to avoid empty return trips.
- They must establish their officers, group age, and storage facilities in the region they serve to do this.
- They must attain and uphold a high standard of customer service.
- They seek to grow their company's volumes and earnings both domestically and internationally.
- To control the movement of cargo vehicles and produce and exchange paperwork using an electronic system, they must set up and maintain a delivery schedule and establish a network of equipment and communications.
- For example, the corporation keeps the shippers updated on its ideas and methods of cargo handling.

The major goals of Kuehne+Nagel Ltd. should be the aforementioned ones. A freight forwarding business acts as a shipper's forwarder, handling cargo for customers both locally and internationally.

2.2.3 Mission Statement:

The company's most valuable asset is its extensive worldwide logistics network. The core values of the organization are dedication, integration, and innovation. They put their client's needs first and offer integrated logistics solutions of exceptional quality and operational effectiveness.

2.2.4 Vision Statement:

Kuehne+Nagel's mission is to maintain its leading position while providing a solution that is cost-effective, ecologically friendly, and responsible.

2.2.5 Goals:

- The company's objective is to consistently improve the quality of its services, data, and processes throughout the whole business.
- To minimize, as much as possible, the hazards to the health and safety of employees.
- To safeguard sustainability for future generations and to safeguard the environment.
- To improve leadership skills and professional competencies based on aptitude, individual objectives, and business needs.

2.2.6 SWOT Analysis of Kuehne + Nagel:

SWOT is a framework for assessing an association's strong position by identifying its strengths, weaknesses, opportunities, and threats. SWOT analysis, in particular, is a key evaluation tool that determines what a partnership can and cannot achieve, as well as its possible opportunities and hazards.

The following is a list of Kuehne + Nagel's SWOT analyses.

2.2.6.1 Strengths:

Due to their many competencies, Kuehne+Nagel is in charge of managing all freight-sending businesses. Internationally, KUEHNE+NAGEL is ranked first for sea freight and second for air freight benefits. Following is a list of some of Kuehne+Nagel's attributes:

1. One of Kuehne+Nagel's greatest strengths is its variety of income streams and business lines.
2. Kuehne+Nagel has more than 1000 offices spread across more than 100 nations.

3. Over 63,000 people are employed by Kuehne+Nagel globally.
4. The market leader in the freight shipping industry is Kuehne+Nagel. They started their voyage in 1890, and they have been managing the sending business ever since. Kuehne+Nagel is ranked first in the world for both air and maritime freight.
5. Kuehne+Nagel's worldwide business has had excellent sales and profit growth.
6. Customers can rely on Kuehne+Nagel to provide exceptional service that no one else can. Since Kuehne+Nagel has all the necessary tools and infrastructure, we can address any problems with forwarding. This is also Kuehne+Nagel's best quality, setting us apart from other companies.
7. Kuehne+Nagel has global coverage and complete consistency. They don't practice any illegal freight practices of any kind. Kuehne+Nagel has rigorous policies and procedures in place to deal with situations like these. Kuehne+Nagel can offer higher-quality services as a result.

2.2.6.2 Weaknesses:

Although Kuehne+Nagel is the top freight forwarder in this sector, they do have the following weaknesses:

1. Unfunded employee post-retirement benefits: while very few, if any, companies offer this perk to their workers, it can nevertheless be viewed as a weakness by some.
2. The lack of promotional efforts is a serious problem for a growing company like Kuehne+Nagel. K+N does not have permission to conduct any promotional activities, according to the organizational strategy. Because a substantial number of KUEHNE+NAGEL's clients are designated, this strategy has no impact on our company.

2.2.6.3 Opportunities:

The freight industry has enormous potential. The world is improving little by little, and a lot of avenues are opening up. There are a lot of fantastic opportunities for Kuehne + Nagel to expand their business even more successfully. The following is a list of Kuehne+Nagel's opportunities.

1. In any organization, strategic agreements play an important role. If Kuehne+Nagel can maintain this exceptional and vital agreement, there is an acceptable opportunity for further advancement in this sector.
2. Kuehne+Nagel is ranked second in the world for airship freight transport. This is an excellent opportunity for the Kuehne+Nagel group to develop in the Air Cargo Office. KN can reach its highest point if it can figure out why it is behind in this area and deal with all the most extreme improvements.

2.2.6.4 Threats:

The following are some threats Kuehne+Nagel is currently dealing with:

1. More freight shipping companies are operating globally nowadays, and competition is also growing swiftly. Therefore, to compete in this market, businesses must be aware of the business structures and operating procedures of their competitors.
2. Increasing financial risk might be another barrier for this firm. As the exchange rates fluctuate often, this might be a serious risk for the association. Change scale chance is the probability that a decline in cash would adversely affect how one should value their advantages, theories, and the premium and benefit streams that flow from them, particularly those securities mentioned in outside money.

2.2.7 Code of Conduct for Kuehne+Nagel Bangladesh Limited

KN Bangladesh adheres to a strong code of conduct that is in line with international standards. These are the guidelines that have shaped KN into a dependable and trustworthy company. Both the management team and the workforce make a sincere effort to uphold and adhere to these standards.

2.2.8 Obligations of the staff members and officers

The staff members' responsibility is to adhere to the guidelines outlined in the code of conduct. They must get familiar with the specifics of policies that apply to certain employees. The

management will take disciplinary measures against any employees who don't comply. Additionally, breaking these norms is seen as breaking the law and might result in harsh civil or criminal consequences. This holds for both the employees and their managers.

KN officers are held personally liable for the staff members' inappropriate behavior. They must effectively monitor them and interact with them. Along with this, all duties must be appropriately monitored from time to time, and any necessary modifications must be made right away.

2.2.9 Reporting of violations

Anyone who learns of any unethical problem, practice, or violation of the law or the code of conduct ought to disclose it right away to their supervisor. They shouldn't be concerned about any unfavorable effects or influences in such circumstances since the KN management will ensure their safety.

2.2.10 Confidentiality

Maintaining confidentiality is a requirement for all employees at Kuehne+Nagel. Maintaining the privacy of private information regarding KN policies, clients, customers, and suppliers is required. In some circumstances, the management must get written consent before disclosing sensitive or proprietary information to a third party unless the disclosure is mandated by law.

2.2.11 Insider trading

It is not permitted for Kuehne+Nagel members or employees to trade in the company's stocks or the securities of another organization. Shares, options to acquire shares, and any other kinds of securities connected to such shares are all included under the word "securities."

Every affiliate of the company is subject to the KN Bangladesh Limited Code of Conduct. Being a worldwide player, KN Company is governed by a variety of laws and rules that are specific to every nation. However, KN normally abides by this code of conduct for all operations and in all nations.

2.3 Management Practices of Kuehne+Nagel Ltd., Bangladesh:

Kuehne+Nagel Management at all levels is committed to the integrated management system, including the corresponding continuous improvement process. Kuehne+Nagel's chief executive officer has issued the corporate commitment to excellence, which is binding for all employees. Every Business Unit or Business Field is also responsible for determining a strategy for their respective units that is aligned with the goals and objectives of the organization. The strategy process at Kuehne+Nagel follows the principles of Plan. Do. Check. Act. Through different tools, systems, and processes. In general, the management is at the top of the QSHE organization, motivating the employees to participate and giving managerial support at all levels. Corporate QSHE targets are published on the Kuehne + Nagel Internet on an annual basis; additional QSHE-related targets are set at other appropriate levels and supervised by the responsible managers. The annual budget process takes place mostly in the third quarter of the preceding year, and during that process, the Business Field (BF) Managers define additional qualitative and quantitative targets as part of their BF budget instructions. Responsibilities are defined and documented in organization charts and job descriptions, where applicable. A catalog of competences is created, and changes are planned and implemented consequently.

2.4 Marketing Practices of Kuehne+Nagel Ltd. Bangladesh:

The marketing mix framework used by Kuehne+Nagel's marketing strategy to analyze the brand includes the 4Ps (product, price, place, promotion). There are several marketing tactics, such as price strategy, promotion planning, and product innovation. These commercial plans, which are based on the Kuehne+Nagel marketing mix, aid in the brand's commercial success. The Kuehne+Nagel marketing strategy aids in the brand's or competitive companies positioning in the market and the accomplishment of its corporate goals and objectives. To begin understanding Kuehne+Nagel's product, price, promotion, and distribution strategies, let's look at their marketing mix:

Product Strategy: One of the top transport and logistics firms in the world is Kuehne+Nagel. With a focus on providing IT-based logistics arrangements, it offers contract logistics, overland organizations, and the dispatch of maritime cargo and airfreight. Its freight dispatching (ocean and

air) administrations include the essential strategy for the transportation of goods by road and rail. As part of its marketing mix product line, its logistics business provides warehousing and distribution services. 4PL Management, Supplier and Inventory Management, Aftermarket Management, and Supply Chain Technology are all included in Kuehne+Nagel Integrated Logistics. Kuehne+Nagel Integrated Logistics acts as the only point of contact for all operational responsibilities, with a focus on the absorption of the production network. The largest businesses in the world, such as those in aviation, automobiles, fast-moving consumer goods, consumer electronics, contemporary goods, oil and gas, retail, pharma, and social insurance, may benefit from Kuehne+Nagel's solutions.

Pricing Strategy: The price strategy of Kuehne Nagel is based on a number of variables, including destination, timeliness, load, necessary personnel, etc. Kuehne+Nagel has been working to increase its efficiency and decrease its costs. At a consistent rate, it has been transmitting beneficial advancement. The Kuehne Nagel group's estimation method is dependent on factors including the overall arrangement or short target, the sort of naval force, and the desired path. It is a customer-focused firm that provides reliable and eco-friendly transportation services. A respect-based valuing system that is dependent on the kind of object and organization needed as well as on its customer has been acquired by Kuehne Nagel. Due of the fierce competition it confronts from other logistics businesses, Kuehne Nagel has made sure that its evaluation process is adaptable and reasonable to meet different demands.

Place & Distribution Strategy: Over 7 million square meters of distribution center space are managed by Kuehne Nagel, which employs over 75,000 people in more than 1000 locations in over 100 different countries. It is organized into the seven accompanying land divisions.

Promotion & Advertising Strategy: Kuehne+Nagel has always understood the benefits of advertising with any affiliation and has now mastered a few unique frameworks. Print media and advertising are its primary means of promotion when all factors are considered. Kuehne+Nagel has established a sincere relationship with its current and future clients after discovering that electronic long-distance interpersonal communication is an excellent tool for B2B advertising. By utilizing the potential for honesty in its transactions, it educates its clients about the biological effects of the transportation sector.

2.5 Operations Management and Information System Practices of Kuehne+Nagel

Information and the flow of information are crucial components of Kuehne+Nagel's management of its company. To carry out its goal and realize its vision, the organization has made significant IT expenditures. The most crucial information systems employed by Kuehne+Nagel to make quick judgments, enhance the caliber of its services, and lower operating expenses are software systems. An SAP application for planning, budgeting, accounting, procurement, and employee services is available at Kuehne+Nagel's headquarters.

2.6 Accounting practices of Kuehne+Nagel Ltd:

Because of its goal-driven business approach, the company does execute both financial and non-financial planning, according to information acquired from its annual report (Kuehne+Nagel, 2021). This suggests that the balanced scorecard is crucial to Kuehne+Nagel's budgeting process since the firm always strives to ensure that its financial goals and non-financial goals are precisely matched. The organization uses these budgets to assess and analyze both its internal and external performance. The organization does provide a detailed analysis of its overall performance when it comes to what was accomplished at the conclusion of the year and their future ambitions, in keeping with their annual report.

As a multinational, the corporation does have a large number of business divisions and departments that are in charge of carrying out various tasks aimed at achieving their established corporate objectives. Thus, in order to make sure that they achieve their established corporate objectives, the corporation must evaluate the performance of these various divisions and departments on a case-by-case basis. The company conducts the assessment process in relation to the targets assigned to each of these departments and compares these set objectives with the actual productivity or results from these departments. As a consequence, Kuehne+Nagel may easily compare the outcomes of the review process amongst departments to see how well they have accomplished their established corporate objectives.

2.7 Business policies of Kuehne+Nagel Bangladesh Limited

Kuehne + Nagel Bangladesh Limited adheres to the same rules and regulations as the rest of the globe regarding business. These commercial policies concentrate on the management of corporate property and records, handling of company property and records, handling of conflicts of interest, handling of gifts, hospitality, and entertainment, handling of political donations, and handling of competition and fair dealing.

2.8 Employment Practices

At Kuehne + Nagel, it is the expertise and experience of the workforce that determine the company's success. A working environment that supports and develops chances for professional growth on a worldwide scale is offered by Kuehne+Nagel Bangladesh. The perks and reward structure are particularly attractive since the corporation places a greater emphasis on outstanding performance.

I spent three months working at KN as an intern. I traveled with this group on a tour that was both highly thrilling and educational. Whether an intern or an employee, every person who works there is treated equally by the organization. The core values of its corporate culture include tolerance for and encouragement of cultural diversity, as well as an atmosphere free from harassment and intimidation.

KN encourages its management to function as role models in their professional conduct and leadership style, and its core values and code of conduct provide clear guidance on what behavior is suitable for managers and staff.

2.9 Health, Safety, and Environment

Kuehne+Nagel Bangladesh is dedicated to providing supply chain solutions that are safe, secure, and sustainable to lessen the impact on the environment. By reducing hazards to people, the environment, and property, Kuehne+Nagel ensures the highest standards of safety for all parties engaged in the operation.

A KN Green program is followed by Kuehne + Nagel Bangladesh. Around the world, other nations also adhere to this approach. When they correctly adhere to these rules and regulations, the organization also awards them. This program is strictly adhered to at the Dhaka office to provide a secure, safe, and healthy environment. Posters and stickers regarding the KN Green Program are used throughout the office to raise awareness of these concerns. Such acts are extremely commendable and inspire staff members and employees to properly maintain and respect environmental standards.

2.10 Handling of Company Property

Every KN Bangladesh member is required to safeguard the property from any unlawful handling, including carelessness, waste, damage, and unauthorized removal. The tools and equipment at the office should be utilized as effectively as feasible and just for business purposes.

2.11 Conflicts of Interest

High ethical standards must be upheld by all KN members while resolving conflicts of interest. These conflicts of interest may arise if an office job is utilized for personal gain in addition to the standard employee benefits. KN adheres to the fundamental guideline of avoiding any personal relationships with any connected parties that could clash with Kuehne+Nagel's interests.

2.12 Political contributions

Individual workers may engage in political activity, but Kuehne+Nagel as a business does not support any political candidates or causes by making monetary or other donations to parties, organizations, or representatives.

The corporate policies and procedures that Kuehne+Nagel Bangladesh adheres to are listed above. All Kuehne+Nagel offices and branches across the world adhere to these standards.

CHAPTER 3

Project Part

3.1 Abstract

Businesses will perform better and be more competitive as a result of strong management commitment and participation. We have identified four important management commitments and employee training and empowerment strategies from the literature. By demonstrating the connections between management commitment & participation, employee training & empowerment practices, and marketing performance in the shipping sector, this study advances the field of study. The marketing process is intimately tied to business success. A well-defined marketing plan is used to boost sales for marketing and the company. For the freight forwarding industry to be successful over the long term, management commitment and participation, employee training and empowerment, and marketing performance must be built.

Keywords: Management Commitment & Participation, Employee Training & Empowerment, Marketing Performance, Freight Forwarding Industry.

3.2 Introduction

Every day, the industrial world advances more and more. The existence of unrestricted industrial competitiveness distinguishes it. Business actors must continue to use effective marketing tactics if they want to motivate business owners to preserve and grow their enterprises. The freight forwarding sector is crucial to boosting national economic growth (Lestari et al., 2020; Sanyal et al., 2020). The economic shifts or the Bangladeshi crisis have not been significantly impacted by these industries. The truth is that many freight forwarding businesses are having trouble promoting their goods. This relates to several regulations or processes that freight forwarding firms must go through to resolve their issues. Management commitment and participation are necessary to optimize the freight forwarding business and raise performance (Sullivan Mort et al., 2012). Good management commitment and participation capabilities are needed to boost service innovation so that it may be sold as much as possible (Mu & Di Benedetto, 2012). We require a marketing plan that represents long-term sales and marketing successes (Haseeb et al., 2019). This analysis's starting point is the existence of gaps in earlier studies about the relationship between management commitment and participation and marketing performance. It is possible to show how management commitment and participation affect marketing performance and product knowledge management

impacts firm performance as a relationship between management commitment and participation and the marketing performance of Kuehne + Nagel Ltd. in this study. Performance and are therefore developed for the business. The use of the relationship between employee training and empowerment and marketing performance. The firm is hoping to corner the market and establish its service as a standout offering. Employee Training and Empowerment (ETE), which acknowledges the possibility for entrepreneurs to play a substantial part in any marketing activity, is primarily focused on modifying marketing formats to fit the demands of the freight forwarding business. Researchers have proposed several definitions for ETE, but regrettably, no overarching explanation exists. Less distinctive criteria keep research efforts concurrent and dispersed. In addition to various definitions, there are many perspectives on the various aspects of ETE (Morrish, 2011). Based on these issues, the freight forwarding industry is experiencing a commercial phenomenon. An empirical research model is required to preserve the sustainability of the freight forwarding business and promote greater growth. This study examines Kuehne+Nagel Ltd. Bangladesh as a case study for management commitment and participation, employee training and empowerment, and marketing performance.

Shipping is frequently the most affordable way to move a lot of items over a long distance. For most countries throughout history, having access to dependable water transportation has been essential to their economic and political stability. Shipping the movement of products by water has contributed significantly to the growth of human society over time (Lun et al., 2010). An essential link between geographically remote regions of the world is shipping. The international shipping sector is the backbone of the world economy and is in charge of transporting up to 90% of all trade. Intercontinental trade, the bulk transport of raw resources, and the import and export of reasonably priced food and manufactured commodities would all be impossible without ships. Shipping, which is governed by the International Maritime Organization (IMO), is currently regarded as one of the environmentally friendly and safest modes of commercial transportation. The shipping business, like many others, has to deal with issues such as requiring significant capital inputs, lengthy payback and investment periods, and taking on a variety of sizable marine and investment hazards. Increasing regulatory regulations, fluctuating manning requirements, rising environmental demands, shifting skill requirements brought on by advancements in ship technology, and rising customer expectations are just a few of the many issues the shipping sector

is currently facing. For shipping companies to be competitive and profitable in the face of all these problems, both old and new, they have been forced to continuously enhance their basic operations and services.

In the first quarter of 2022, there were 574,000 tons of air freight, a net turnover of CHF 3.1 billion, and an EBIT of CHF 425 million. The conversion rate grew to 52.0%. In the first quarter of 2022, the business unit Road Logistics was once able to boost volumes considerably, which led to a well-utilized management commitment and participation. The business unit's net turnover increased by 13% year over year to CHF 982 million in the first quarter of 2022, while its EBIT increased by 25% to CHF 30 million. Net revenue for the business unit climbed by 5% to CHF 1.2 billion from the same time the previous year, while EBIT rose by 16% to CHF 44 million.

3.2.1 Literature Review

Management Commitment & Participation

"Management commitment and participation capability" is the term used to describe an organization's capacity to interact with other people or businesses. Management commitment and participation capabilities refer to all the actions, procedures, tools, and practices that are used most frequently to carry out corporate operations. (2012) Mitrega et al. The marketplace of today is cutthroat. As a result, management commitment and participation skills are crucial for the sustainability of the business. With management commitment and participation, it is simpler for businesses to obtain information, the resources they need, market share, and the most recent technology (Miller et al., 2010). The company's information and social management commitment and participation are viewed as being crucial to its success and longevity (Acquaah, 2011). Management commitment and participation are not present in every business. There are both official and informal management commitments and participation, though. As a kind of mutually beneficial collaboration, large organizations are more likely to enter into long-term cooperation contracts, whereas small companies often merely participate in it (Tang, 2011). In informal management commitment and participation, there are only a few types of organizational learning and technology teaching (Hitt et al., 2001). The capacity for management commitment and participation, often known as the act of making contact with other people or organizations, is another definition of human resources. To collaborate, solve issues, and accelerate the creation of

new goods, firms must have the management commitment and participation capabilities to recognize and seize market possibilities (Mitrega et al., 2012). Industry Management Commitment and Participation are used by small firms to locate suppliers, customers, dealers, and other resources in foreign markets. Management commitment and participation are a collection of interrelated interactions between individuals and the organizations responsible for resource exchange. The globalization of enterprises, particularly the freight forwarding industry, depends heavily on management commitment and participation.

H1: Management commitment & participation significantly affects Kuehne+Nagel Ltd. Bangladesh's marketing performance.

Employee Training & Empowerment

The value of invention and extraction is empowerment. According to this definition, empowerment is considered a transformation that often involves greater risk than is typical when beginning a firm and may also contain values other than economic ones. The characteristics of conduct that are agents of change are more heavily emphasized in empowerment. Humans are incapable of enhancing or maximizing how anything is done. However, they favor discovering novel approaches, markets, and exact methodological frameworks (Hultman et al., 2016). Consumers come first in EM, not innovation. The existence of consumers who can be positively identified as customers causes this transformation (Morgan et al., 2009). EM is a marketing technique used by newly established companies and small organizations. Even though not all small company owners are entrepreneurs, marketing is their primary emphasis. Entrepreneurs are those who generate novel ideas (Gaddefors & Anderson, 2009). According to Hallbäck and Gabrielsson (2013), "Employee Training & Empowerment" is a business process that defines, pinpoints, and concentrates on chances to recruit and retain lucrative consumers through productivity enhancements, inventory management, and risk management. Combining the ideas of empowerment with marketing, we have the notion of employee training and empowerment. Every marketer has the chance to seize market possibilities, namely how to raise sales and market share. Optimized outcomes will occur if the opportunity is not seized with an entrepreneurial attitude. EM is the process by which businesses chase opportunities and grow their businesses by building strong connections with customers and generating revenue through innovative and creative sales strategies, management commitment and participation growth, and adaptability (Morrish, 2011).

By employing creative strategies, reducing risk, making better use of resources, and increasing productivity, EM enables businesses to uncover and capitalize on profitable customer acquisition and retention opportunities (Franco et al., 2014). As an entrepreneurial endeavor, a successful firm is closely related to the productivity of its owners. Supply control, resource dominance, financial governance, the capacity to take risks and seize opportunities, and marketing are all tools used by entrepreneurs to manage their businesses. When it comes to accomplishing company objectives based on opportunity and resource ownership, success for every entrepreneur becomes a struggle. This will relate to efficiency and capability (Sariwulan et al., 2020).

H2: Employee training & empowerment significantly affects Kuehne+Nagel Ltd. Bangladesh's marketing performance.

Marketing Performance

Marketing performance refers to the procedures, tools, and techniques employed by marketing firms to create plans for their campaigns, assess their success against predetermined benchmarks, and make more informed judgments. The goal of every effective company strategy is to increase marketing efficiency (such as the number of sales and level of sales growth). A corporation that has a market sensing capability can identify opportunities by scanning, looking for, and producing new goods and services. To deal with the quick environmental changes and produce new goods and services that will provide a firm with a competitive edge, a company must first realize its potential. The goal of market knowledge is to learn about all of the facets that the company that is providing to the market has to offer. It comprises a thorough analysis of the major and auxiliary activities that a business might include in its core operations to provide value to the market. Additionally, market knowledge includes understanding customer behavior, which is both directly and indirectly related to the goods and services that one may provide. "Market sense" is a study method for determining how consumer effects and emotions influence consumer behavior and decision-making. More effective marketing techniques may be made possible by comprehending societal settings, underlying principles, values, and other elements impacting the external market (Fahy et al., 2006). Market sensing is the idea that a corporation should be able to learn about the market environment and use the knowledge it gains to integrate marketing operations. A company's marketing performance may be used to gauge how well it is doing by looking at things like sales turnover, the number of customers, earnings, and income growth (Nath et al., 2010).

Entrepreneurs must abandon conventional ideas in the global era of freight forwarding's marketing techniques and exchange them for fresh, cutting-edge ideas and methods (Sadiku-Dushi et al., 2019).

3.2.2 Research Objectives:

I have been instructed about the sea freight export industry before being hired for a six-month position with Kuehne+Nagel Bangladesh Limited's sea freight department, which runs from May 8 to November 8, 2022. Under the direction of Mr. Masud Karim, Kuehne+Nagel's Operational Care Manager, I have received direct training. The executives and assistant manager have been teaching me all the terminologies and other information I need to run the operations at Kuehne+Nagel. I'm here to learn the entire export operation process and how the shipment is carried out. While I've been working there, I've had a few goals, and achieving these goals has made my internship term a worthwhile work experience.

The primary research goal is to assess the impact of management commitment and participation, as well as employee training and empowerment, on the marketing performance of Kuehne+Nagel Ltd. in Bangladesh. The capacity for management commitment and participation, often known as the act of making contact with other people or organizations, is another definition of human resources. To collaborate, solve issues, and accelerate the creation of new goods, firms must have the management commitment and participation capabilities to recognize and seize market possibilities. Industry Management Commitment and Participation are used by small firms to locate suppliers, customers, dealers, and other resources in foreign markets. Management commitment and participation are a collection of interrelated interactions between individuals and the organizations responsible for resource exchange. The globalization of enterprises, particularly the freight forwarding industry, depends heavily on management commitment and participation.

The value of invention and extraction is empowerment. According to this definition, empowerment is considered a transformation that often involves greater risk than is typical when beginning a firm and may also contain values other than economic ones. The characteristics of conduct that are agents of change are more heavily emphasized in empowerment. Humans are incapable of

enhancing or maximizing how anything is done. However, they favor discovering novel approaches, markets, and exact methodological frameworks.

3.2.3 Significance:

To lead by example and give people high-quality procedures to utilize, the organization needs their participation and engagement. In addition to being meaningful to the company, management's policies and objectives must also drive the business. They shouldn't merely be defined because they are required by a standard. They are also in charge of promoting the management system's integration with company activities. The standard criteria provide management a chance to demonstrate the value of and dedication to quality, not merely a checklist exercise to check all the boxes.

When someone feels empowered, they are aware of their abilities and have the self-assurance they need to achieve. Employee empowerment is the process through which businesses provide their staff with what they require for success. However, this goes well beyond just allocating resources. A company's executives, HR experts, and coworkers all have a crucial role to play in creating a supportive, empowering atmosphere. Mutual trust, comfort with taking chances, and the establishment of clear expectations and rules are requirements for all parties. It is hard to fully empower employees without this kind of cooperation. Employee empowerment and training are therefore very important.

3.3 Research Method

3.3.1 Primary and Secondary Data

Several respondents who were chosen for the study were interviewed using a set of questions as the primary source of data.

The respondents' responses to the survey served as the sole source of data for this study. The primary data for this study came from employee information and job experience. The firm website and publications about the freight forwarding industry were the primary sources of secondary data for this study.

3.3.2. Population and Sample

The group of people from which a statistical sample is taken for research is referred to as a population. As a result, a population may be defined as any group of people who have anything in common. The population can be used to create samples. Only a statistically significant subset of the population—not the entire population—is included in the sample. The sample used in this study is determined by two factors. First, there is a dynamic population (the number of freight forwarding companies can increase or decrease). Second, this estimate requires a high sample size (at least 100–200 respondents) when employing the maximum likelihood (ML) estimation methodology. The number of samples in this study, which includes 12 indicators, is as follows:

Sample: number of indicators x 10 x 12 x 10 x 10 = 120

The selection criteria for respondents are shown below. 1) Because they are seen as having expertise in their profession, entrepreneurs, owners, and managers have at least one year of work experience. 2. The business performs the service process as well as distribution. 3. Marketing coverage on a national scale.

3.3.3. Operational Variables and Indicators

Abstract notions that may be quantified are research variables. This study's latent variable—often referred to as constructs or unobserved variables—is an abstract idea that is impossible to quantify directly (Kim et al., 2018). Exogenous and endogenous factors are both used in this study's variables. Exogenous or independent variables are those that have a direct impact on the dependent variable and can have either positive or negative outcomes. The focus of the study is on endogenous or dependent variables, which are variables that are affected by independent factors. A structural model that has been developed in this work determines the relative positions of the independent and dependent variables. This study uses quantitative methods. Research instruments were employed to gather the data for the study. In such a situation, the study's variables were measured using the research instrument.

3.4 Findings and Analysis

It has been proven that management dedication and engagement, along with employee empowerment, lead to greater competitiveness and higher performance. According to Lee (2004),

several studies demonstrate a strong relationship between excellent marketing performance and management dedication and involvement, as well as staff empowerment methods. Escrig-Tena (2003) emphasizes the connection between management commitment and engagement, employee empowerment via training, and behaviors that put the needs of customers and people first.

On the various marketing performance indicators, the relative impacts of top management commitment and involvement, staff empowerment, and training are strangely different. In light of this, it is important to take note of the following conclusions on the relative correlations between top management commitment and engagement, employee empowerment via training, and the corresponding organizational performance metrics.

First, employee empowerment and training have a bigger positive impact on all organizational performance indicators than top management participation and dedication. Similar findings are found by Chong and Rundus (2004), who find that there is a stronger correlation between management commitment and participation, staff training and empowerment practices, and marketing performance. Second, senior management involvement and dedication have a greater impact on operational success and customer happiness than staff empowerment and training. Williams et al. (2004) also found that achieving operational excellence requires the dedication and involvement of senior management.

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
V1	0				
Age	34	0	0	.00	.000
Management Commitment & Participation has the ability to maintain a flow of new ideas that can be translated into new products or services.	48	1	5	4.10	1.096
Management Commitment & Participation helps to achieve higher sales than key competitors.	48	1	5	4.15	1.072
Management Commitment & Participation helps to achieve higher profits.	48	1	5	4.17	1.155
Management Commitment & Participation is continually searching for new ways to achieve competitive advantage through changes in established methods of marketing.	48	1	5	4.19	1.197
Management Commitment & Participation plays a vital role to gain a competitive position.	48	1	5	4.21	1.148
Management Commitment & Participation helps to increase the market share.	48	1	5	3.94	1.210
Employee Training & Empowerment helps to retain customer & customer loyalty.	48	1	5	4.35	.911
Employee Training & Empowerment plays a vital	48	1	5	4.38	.914

role to gain a competitive position.					
Employee Training & Empowerment helps to increase the market share.	48	1	5	4.31	1.170
Employee Training & Empowerment helps to achieve higher sales than key competitors.	48	1	5	4.27	1.125
Marketing performance depends on Management Commitment & Participation.	48	1	5	4.21	1.031
Marketing performance depends on Employee Training & Empowerment.	48	1	5	4.10	1.242
Marketing performance drives towards revenue.	48	1	5	4.23	.928
Marketing performance strengthens the competitive position.	48	1	5	4.25	1.062
Marketing performance attracts the old customer to get retained.	48	1	5	4.17	1.078

Correlations

		Marketing performance depends on Management Commitment & Participation.	Marketing performance drives towards revenue.	Marketing performance depends on Employee Training & Empowerment.	Marketing performance strengthens the competitive position.	Marketing performance attracts the old customer to get retained.	Marketing performance enhances the market share.	Marketing performance helps to achieve higher sales than key competitors.	Marketing Performance has the ability to maintain a flow of new ideas that can be translated into new products or services.
Marketing performance depends on Management Commitment & Participation.	Pearson Correlation	1	.616**	.714**	.612**	.715**	.529**	.721**	.669**
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000	.000
	N	48	48	48	48	48	48	48	48
Marketing performance drives towards revenue.	Pearson Correlation	.616**	1	.736**	.761**	.663**	.704**	.673**	.736**
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.000	.000
	N	48	48	48	48	48	48	48	48
Marketing performance depends on Employee Training & Empowerment.	Pearson Correlation	.714**	.736**	1	.835**	.813**	.729**	.753**	.814**
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.000	.000
	N	48	48	48	48	48	48	48	48
Marketing performance strengthens the competitive position.	Pearson Correlation	.612**	.761**	.835**	1	.780**	.717**	.711**	.733**
	Sig. (2-tailed)	.000	.000	.000		.000	.000	.000	.000
	N	48	48	48	48	48	48	48	48
Marketing performance attracts the old customer to get retained.	Pearson Correlation	.715**	.663**	.813**	.780**	1	.595**	.662**	.709**
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.000	.000
	N	48	48	48	48	48	48	48	48
Marketing performance enhances the market share.	Pearson Correlation	.529**	.704**	.729**	.717**	.595**	1	.776**	.777**
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.000	.000
	N	48	48	48	48	48	48	48	48
Marketing performance helps to achieve higher sales than key competitors.	Pearson Correlation	.721**	.673**	.753**	.711**	.662**	.776**	1	.783**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000		.000
	N	48	48	48	48	48	48	48	48
Marketing Performance has the ability to maintain a flow of new ideas that can be translated into new products or services.	Pearson Correlation	.669**	.736**	.814**	.733**	.709**	.777**	.783**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	
	N	48	48	48	48	48	48	48	48

** Correlation is significant at the 0.01 level (2-tailed).

Nonparametric Correlations

Correlations

		Marketing performance depends on Management Commitment & Participation.	Marketing performance drives towards revenue.	Marketing performance depends on Employee Training & Empowerment.	Marketing performance strengthens the competitive position.	Marketing performance attracts the old customer to get retained.	Marketing performance enhances the market share.	Marketing performance helps to achieve higher sales than key competitors.	Marketing Performance has the ability to maintain a flow of new ideas that can be translated into new products or services.	Management Commitment & Participation has the ability to maintain a flow of new ideas that can be translated into new products or services.	Management Commitment & Participation helps to achieve higher sales than key competitors.	Management Commitment & Participation helps to achieve higher profits.	Management Commitment & Participation is continually searching for new ways to achieve competitive advantage through changes in established methods of marketing.	Management Commitment & Participation plays a vital role to gain a competitive position.	Employee Training & Empowerment helps to retain customer loyalty.	Employee Training & Empowerment plays a vital role to gain a competitive position.	Employee Training & Empowerment helps to increase the market share.	Employee Training & Empowerment helps to achieve higher sales than key competitors.		
Spearman's rho	Marketing performance depends on Management Commitment & Participation.	Correlation Coefficient	1.000	.597**	.661**	.547**	.675**	.456**	.618**	.734**	.520**	.590**	.356**	.499**	.464**	.471**	.508**	.626**	.566**	.704**
		Sig. (2-tailed)	.	.000	.000	.000	.000	.001	.000	.000	.000	.013	.000	.001	.001	.000	.000	.000	.000	.000
	Marketing performance drives towards revenue.	Correlation Coefficient	.597**	1.000	.716**	.735**	.679**	.524**	.527**	.731**	.487**	.390**	.377**	.625**	.530**	.405**	.463**	.636**	.531**	.488**
		Sig. (2-tailed)	.000	.	.000	.000	.000	.000	.000	.000	.006	.008	.000	.004	.001	.000	.000	.000	.000	.000
	Marketing performance depends on Employee Training & Empowerment.	Correlation Coefficient	.661**	.716**	1.000	.674**	.761**	.613**	.667**	.852**	.596**	.559**	.545**	.742**	.666**	.413**	.508**	.709**	.625**	.536**
		Sig. (2-tailed)	.000	.000	.	.000	.000	.000	.000	.000	.000	.000	.000	.000	.004	.000	.000	.000	.000	.000
	Marketing performance strengthens the competitive position.	Correlation Coefficient	.547**	.735**	.674**	1.000	.739**	.519**	.564**	.613**	.547**	.498**	.516**	.527**	.485**	.384**	.476**	.641**	.464**	.510**
		Sig. (2-tailed)	.000	.000	.000	.	.000	.000	.000	.000	.000	.000	.000	.000	.007	.001	.000	.001	.000	.000
	Marketing performance attracts the old customer to get retained.	Correlation Coefficient	.675**	.679**	.761**	.739**	1.000	.516**	.579**	.719**	.483**	.507**	.551**	.696**	.635**	.485**	.505**	.640**	.546**	.509**
		Sig. (2-tailed)	.000	.000	.000	.000	.	.000	.000	.000	.001	.000	.000	.000	.000	.000	.000	.000	.000	.000
	Marketing performance enhances the market share.	Correlation Coefficient	.456**	.524**	.613**	.519**	.516**	1.000	.697**	.620**	.496**	.443**	.437**	.699**	.499**	.227	.527**	.583**	.603**	.399**
		Sig. (2-tailed)	.001	.000	.000	.000	.000	.	.000	.000	.000	.002	.002	.000	.000	.121	.000	.000	.000	.005
	Marketing performance helps to achieve higher sales than key competitors.	Correlation Coefficient	.618**	.527**	.667**	.564**	.579**	.697**	1.000	.746**	.628**	.630**	.460**	.605**	.566**	.337	.505**	.517**	.574**	.494**
		Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.	.000	.000	.000	.001	.000	.019	.000	.000	.000	.000	.000
	Marketing Performance has the ability to maintain a flow of new ideas that can be translated into new products or services.	Correlation Coefficient	.734**	.731**	.852**	.613**	.719**	.620**	.746**	1.000	.603**	.630**	.425**	.758**	.647**	.443**	.600**	.696**	.587**	.551**
		Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.	.000	.000	.003	.000	.000	.002	.000	.000	.000	.000	.000
	Management Commitment & Participation has the ability to maintain a flow of new ideas that can be translated into new products or services.	Correlation Coefficient	.520**	.487**	.596**	.547**	.463**	.496**	.626**	.603**	1.000	.743**	.446**	.637**	.652**	.415**	.400**	.561**	.559**	.563**
		Sig. (2-tailed)	.000	.000	.000	.000	.001	.000	.000	.000	.	.000	.002	.000	.000	.003	.005	.000	.000	.000
	Management Commitment & Participation helps to achieve higher sales than key competitors.	Correlation Coefficient	.590**	.390**	.559**	.498**	.507**	.443**	.630**	.630**	.743**	1.000	.431**	.660**	.571**	.561**	.284	.585**	.577**	.460**
		Sig. (2-tailed)	.000	.006	.000	.000	.000	.002	.000	.000	.000	.000	.	.002	.000	.000	.051	.000	.000	.001
	Management Commitment & Participation helps to achieve higher profits.	Correlation Coefficient	.356**	.377**	.545**	.518**	.551**	.437**	.460**	.425**	.446**	.431**	1.000	.506**	.713**	.329	.590**	.559**	.523**	.484**
		Sig. (2-tailed)	.013	.008	.000	.000	.000	.002	.001	.003	.002	.002	.000	.	.000	.000	.022	.000	.000	.000
	Management Commitment & Participation is continually searching for new ways to achieve competitive advantage through changes in established methods of marketing.	Correlation Coefficient	.499**	.625**	.742**	.527**	.690**	.699**	.605**	.758**	.637**	.660**	.506**	1.000	.762**	.421**	.377**	.693**	.652**	.427**
		Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.	.000	.003	.008	.000	.000	.002
	Management Commitment & Participation plays a vital role to gain a competitive position.	Correlation Coefficient	.464**	.530**	.666**	.489**	.635**	.499**	.569**	.647**	.652**	.571**	.713**	.762**	1.000	.519**	.516**	.702**	.631**	.530**
		Sig. (2-tailed)	.001	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.	.000	.000	.000	.000	.000
	Employee Training & Empowerment helps to retain customer loyalty.	Correlation Coefficient	.471**	.495**	.413**	.384**	.485**	.227	.337**	.443**	.415**	.561**	.329	.421**	.519**	1.000	.347**	.443**	.483**	.363**
		Sig. (2-tailed)	.001	.004	.004	.007	.000	.121	.019	.002	.003	.000	.022	.003	.000	.	.016	.002	.001	.011
	Employee Training & Empowerment helps to increase the market share.	Correlation Coefficient	.509**	.463**	.508**	.478**	.505**	.527**	.505**	.600**	.400**	.284	.590**	.377**	.516**	.347**	1.000	.488**	.429**	.425**
		Sig. (2-tailed)	.000	.001	.000	.001	.000	.000	.000	.000	.005	.051	.000	.008	.000	.016	.	.000	.002	.003
	Employee Training & Empowerment plays a vital role to gain a competitive position.	Correlation Coefficient	.626**	.638**	.709**	.641**	.640**	.583**	.517**	.696**	.561**	.585**	.559**	.693**	.702**	.443**	.488**	1.000	.724**	.581**
		Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.002	.000	.	.000	.000
	Employee Training & Empowerment helps to increase the market share.	Correlation Coefficient	.566**	.531**	.625**	.464**	.546**	.603**	.574**	.587**	.559**	.577**	.523**	.652**	.631**	.483**	.429**	.724**	1.000	.539**
		Sig. (2-tailed)	.000	.000	.000	.001	.000	.000	.000	.000	.000	.000	.000	.000	.000	.001	.002	.000	.	.000
	Employee Training & Empowerment helps to achieve higher sales than key competitors.	Correlation Coefficient	.704**	.488**	.536**	.510**	.508**	.399**	.494**	.551**	.563**	.460**	.464**	.427**	.536**	.363**	.425**	.581**	.539**	1.000
		Sig. (2-tailed)	.000	.000	.000	.000	.005	.000	.000	.000	.000	.001	.000	.002	.000	.011	.003	.000	.000	.
			.48	.48	.48	.48	.48	.48	.48	.48	.48	.48	.48	.48	.48	.48	.48	.48	.48	.48

** Correlation is significant at the 0.01 level (2-tailed).
* Correlation is significant at the 0.05 level (2-tailed).

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	39.146	10	3.915	13.448	.000 ^b
	Residual	10.770	37	.291		
	Total	49.917	47			

a. Dependent Variable: Marketing performance depends on Management Commitment & Participation.

b. Predictors: (Constant), Employee Training & Empowerment helps to achieve higher sales than key competitors., Management Commitment & Participation helps to increase the market share., Employee Training & Empowerment helps to retain customer & customer loyalty., Employee Training & Empowerment plays a vital role to gain a competitive position., Management Commitment & Participation is continually searching for new ways to achieve competitive advantage through changes in established methods of marketing., Employee Training & Empowerment helps to increase the market share., Management Commitment & Participation has the ability to maintain a flow of new ideas that can be translated into new products or services., Management Commitment & Participation helps to achieve higher profits., Management Commitment & Participation helps to achieve higher sales than key competitors., Management Commitment & Participation plays a vital role to gain a competitive position.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change
						F Change	df1	df2	
1	.886 ^a	.784	.726	.540	.784	13.448	10	37	.000

a. Predictors: (Constant), Employee Training & Empowerment helps to achieve higher sales than key competitors., Management Commitment & Participation helps to increase the market share., Employee Training & Empowerment helps to retain customer & customer loyalty., Employee Training & Empowerment plays a vital role to gain a competitive position., Management Commitment & Participation is continually searching for new ways to achieve competitive advantage through changes in established methods of marketing., Employee Training & Empowerment helps to increase the market share., Management Commitment & Participation has the ability to maintain a flow of new ideas that can be translated into new products or services., Management Commitment & Participation helps to achieve higher profits., Management Commitment & Participation helps to achieve higher sales than key competitors., Management Commitment & Participation plays a vital role to gain a competitive position.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.053	.473		-.111	.912
	Management Commitment & Participation has the ability to maintain a flow of new ideas that can be translated into new products or services.	-.356	.149	-.379	-2.396	.022
	Management Commitment & Participation helps to achieve higher sales than key competitors.	.453	.160	.472	2.841	.007
	Management Commitment & Participation helps to achieve higher profits.	-.165	.162	-.185	-1.019	.315
	Management Commitment & Participation is continually searching for new ways to achieve competitive advantage through changes in established methods of marketing.	.176	.121	.205	1.462	.152
	Management Commitment & Participation plays a vital role to gain a competitive position.	.009	.184	.011	.051	.959
	Management Commitment & Participation helps to increase the market share.	.047	.086	.055	.541	.592
	Employee Training & Empowerment helps to retain customer & customer loyalty.	.326	.134	.288	2.435	.020
	Employee Training & Empowerment plays a vital role to gain a competitive position.	-.032	.155	-.029	-.209	.835
	Employee Training & Empowerment helps to increase the market share.	.047	.125	.054	.380	.706
	Employee Training & Empowerment helps to achieve higher sales than key competitors.	.488	.111	.533	4.391	.000

a. Dependent Variable: Marketing performance depends on Management Commitment & Participation.

3.5 Summary

Business sustainability in Bangladesh, particularly in the freight forwarding sector, is a difficult area for entrepreneurs. Employee training and empowerment activities are strongly tied to developing a competitive edge. Large organizations are more likely to enter into long-term cooperation contracts, whereas small companies merely participate in them. Every marketer has the chance to seize market possibilities, namely how to raise sales and market share. Marketing performance refers to the procedures, tools, and techniques used by marketing firms to create plans for their campaigns. A corporation that has a market sensing capability can identify opportunities by scanning, looking for, and producing new goods and services. Market sense is a study method for determining how consumer effects and emotions influence consumer behavior and decision-making. With management commitment and participation, it is simpler for businesses to obtain information, the resources they need, market share, and the most recent technology. Large organizations are more likely to enter into long-term cooperation contracts, whereas small firms merely participate in it. Industry Management Commitment and Participation are used by small firms to locate suppliers, customers, dealers, and other resources in foreign markets. Every marketer has the chance to seize market possibilities, namely how to raise sales and market share. Entrepreneurs are those who generate novel ideas (Gaddefors & Anderson, 2009). Employee Training & Empowerment is a business process that defines, pinpoints, and concentrates on chances to recruit and retain lucrative consumers.

3.6 Recommendations:

One of the most important components of any excellent marketing performance is management commitment, engagement, and staff empowerment. It is a crucial element in ensuring that the firm stays dedicated to its aims and objectives and is also a requirement for reaping the rewards of a successful marketing campaign.

Improvements in consumer satisfaction Boosted staff morale and better organizational effectiveness are all advantages of implementing exceptional marketing performance that has shown management commitment, engagement, and involvement. The company must make sure that all workers understand the value of high-quality marketing performance. They should interact

sincerely with the management across the board. The management may show their dedication to top-notch marketing success in four different ways. Like as:

1. **Participation in effective marketing performance:** Participating actively in the creation and implementation of high-quality marketing performance is one of the finest methods to show management commitment, involvement, and employee empowerment. This participation needs to be continued rather than limited to the time of initial deployment. Managers must comprehend the specifics of how quality marketing performance operates to decide what needs to be altered or improved. Managers are in charge of making sure that quality marketing performance is carried out appropriately and successfully.
2. **Provide the necessary resources:** Providing resources is another approach to showing management engagement, participation, and commitment. These resources may be material, human, financial, or in other forms. By making these resources available, it is possible to support and maintain high-quality marketing performance. Additionally, it shows that upper management has faith in both the great marketing performance and the team members that carry it out.
3. **Make sure employees comprehend the significance of high-caliber marketing performance:** Employee education on the significance of the marketing performance system is a third technique to demonstrate management commitment to the quality of marketing performance. This communication should take place often. To make it better all the time, managers should provide staff members the chance to ask questions and offer comments.

When adopting a quality marketing performance, management commitment, engagement, and employee empowerment are crucial because they help guarantee that the quality marketing performance is well-supported and maintained. Top management must be ready to commit the resources required to support strong marketing performance and make sure that staff members understand its significance.

3.7 Conclusions:

The freight forwarding industry is searching for a competitive edge and survival with unique resources in the globalization era and market dynamics. Employee training and empowerment activities and management commitment and participation capability are closely related. This study broadens understanding of the subject in the relevant industry-specific literature and contributes to the global quality improvement movement's body of knowledge. The shipping sector is more directly relevant to this study because I identify the most crucial and significant marketing performance measurements. Results of hypothetical testing showed that management commitment, participation capacity, and employee training and empowerment are key factors that significantly affect the marketing success of the logistics business. Management commitment and potential for participation, as well as employee empowerment and training, have a significant impact on the freight forwarding company's marketing performance.

3.8 Limitations and future research directions

There are a few restrictions on this study, which I'll leave as potential areas for future investigation. First, employees of Kuehne+Nagel Bangladesh Limited served as the study's sample. As a result, only that population may benefit from extrapolating the findings. Future research should investigate the findings and consequences of this study or duplicate its findings by focusing on the actions of different sectoral sectors of the shipping industry (such as owner members of other international maritime organizations and/or other shipping participants, etc.). It is expected that different industries will have different effects of management commitment, engagement, and employee empowerment methods on marketing success. It would also be worthwhile to conduct additional research to assess and compare sectoral differences' outcomes as well as how they might affect the links and potency of the connections between management commitment and participation, employee training and empowerment practices, and marketing performance. Additionally, using a bigger sample size should increase the measuring instrument's validity and rigor of evaluation. The link between management commitment and engagement, employee empowerment techniques, and marketing performance measurements is a dynamic construct that involves the passage of time and may be better studied and analyzed over time. Therefore,

longitudinal studies should be conducted in subsequent research to analyze phenomena that change over time by gathering data at two or more points in time. This would increase the underlying hypothesis and provide a better level of confidence in the causal relationship. Third, this study of the relationships between management involvement and commitment, employee empowerment, and training only takes into account four key management commitment and participation, employee training and empowerment, and marketing performance practices—specifically, top management commitment and participation, quality information and performance measurement, employee training and empowerment, and customer focus—as well as three marketing performance measures. Future studies should examine the effects of additional significant management commitment and participation, employee empowerment practices (such as continuous improvement, strategic planning, employee motivation and reward, innovation and technology, quality award criteria, etc.), and other relevant marketing performance measures (such as employee performance, quality performance, and so on). Future research can also look at the factors and underlying causes that influence whether employee empowerment, employee training, and management commitment and participation are successfully (or unsuccessfully) implemented, as well as the difficulties and underlying reasons that prevent their implementation in the shipping industry. Fourthly, this study does not take into consideration the variables that function as mediators in the relationships among management commitment and engagement, employee empowerment and training strategies, and marketing performance. Organizational size (Libby and Waterhouse, 1996; Lee et al., 1999; Hoque and James, 2000; Hendricks and Singhal, 2001; Lau et al., 2004); organizational context (Benson et al., 1991); degree of capital intensity and diversification (Hendricks and Singhal, 2001); level of commitment; and degree of implementation (Madu et al., 1995; Westphal et al. Researchers may better comprehend the relationship between managerial commitment and engagement, employee empowerment, and marketing success by taking these moderating elements into account. They may also be able to estimate the strength of that linkage. Not least, this study can only demonstrate the relationships between the constructs being studied. The assumption that an independent variable (representing management commitment & participation, employee training & empowerment, and a marketing performance measure) comes before a dependent variable (representing a marketing performance measure) has been supported by prior empirical and theoretical research, but the cross-sectional survey method does not support this claim because it is entirely theoretical (Chong and Rundus, 2004). As a result,

the idea of reverse causality cannot be ruled out (Nouri et al., 1999). Future research may employ other research approaches to test the causal relationships implicitly hypothesized in this study more systematically and to confirm them.

4. References:

- Lestari, S. D., Leon, F. M., Widyastuti, S., Brabo, N. A., & Putra, A. H. P. K. (2020). Antecedents and Consequences of Innovation and Business Strategy on Performance and of SMEs. *The Journal of Asian Finance, Economics, and Business*, 7(6), 365–378. <https://doi.org/10.13106/jafeb.2020.vol7.no6.365>
- Mu, J., & Di Benedetto, A. (2012). Management Commitment & Participation and New Product Development. *IEEE Transactions on Engineering Management*, 59(1), 4–19. <https://doi.org/10.1109/TEM.2011.2146256>
- Sullivan Mort, G., Weerawardena, J., & Liesch, P. (2012). Advancing Employee Training & Empowerment. *European Journal of Marketing*, 46(3/4), 542–561. <https://doi.org/10.1108/03090561211202602>
- Kurniawan, R., Budiastuti, D., Hamsal, M., & Kosasih, W. (2020). Management Commitment & Participation and firm performance: The mediating role of market orientation and business process agility. *Journal of Business & Industrial Marketing*, <https://doi.org/10.1108/JBIM-01-2020-0023>
- Haseeb, M., Hussain, H. I., Kot, S., Androniceanu, A., & Jermisittiparsert, K. (2019). Role of Social and Technological Challenges in Achieving a Sustainable and Sustainable Business Performance. *Sustainability*, 11(14), 3811. <https://doi.org/10.3390/su11143811>
- Morrish, S. C. (2011). Employee Training & Empowerment: a strategy for the twenty-first century? *Journal of Research in Marketing and Empowerment*, 13(2), 110–119. <https://doi.org/10.1108/14715201111176390>
- Acquaaah, M. (2011). Utilization and value of social Management Commitment & Participation relationships in family and nonfamily firms in an African transition economy. *European Management Journal*, 29(5), 347–361. <https://doi.org/10.1016/j.emj.2011.03.002>
- Mitrega, M., Forkmann, S., Ramos, C., & Henneberg, S. C. (2012). Management Commitment & Participation in business relationships: Concept and scale development. *Industrial Marketing Management*, 41(5), 739–751. <https://doi.org/10.1016/j.indmarman.2012.06.002>

- Lun, Y.H.V., Lai, K.H. and Cheng, T.C.E. (2010) *Shipping and Logistics Management*. London: Springer
- Miller, N. J., Besser, T. L., & Sattler Weber, S. (2010). Management Commitment & Participation as the marketing strategy: A case study of small community businesses. *Qualitative Market Research: An International Journal*, 13(3), 253–270. <https://doi.org/10.1108/13522751011053626>
- Tang, Y. K. (2011). The Influence of Management Commitment & Participation on the internationalization of SMEs: Evidence from internationalized Chinese firms. *International Small Business Journal: Researching Empowerment*, 29(4), 374–398. <https://doi.org/10.1177/0266242610369748>
- Hitt, M. A., Ireland, R. D., Camp, S. M., & Sexton, D. L. (2001). Strategic Empowerment: entrepreneurial strategies for wealth creation. *Strategic Management Journal*, 22(6–7), 479–491. <https://doi.org/10.1002/smj.196>
- Hultman, M., Yeboah-Banin, A. A., & Formaniuk, L. (2016). Demand- and supply-side perspectives of city branding: A qualitative investigation. *Journal of Business Research*, 69(11), 5153–5157. <https://doi.org/10.1016/j.jbusres.2016.04.096>
- Morgan, N. A., Slotegraaf, R. J., & Vorhies, D. W. (2009). Linking marketing capabilities with profit growth. *International Journal of Research in Marketing*, 26(4), 284–293. <https://doi.org/10.1016/j.ijresmar.2009.06.005>
- Gaddefors, J., & Anderson, A. R. (2009). Market creation: the epitome of Employee Training & Empowerment practices. *Journal of Research in Marketing and Empowerment*, 10(1), 19–39. <https://doi.org/10.1108/01443571010996217>
- Hallböck, J., & Gabrielsson, P. (2013). Employee Training & Empowerment strategies during the growth of international new ventures originating in small and open economies. *International Business Review*, 22(6), 1008–1020. <https://doi.org/10.1016/j.ibusrev.2013.02.006>
- Sariwulan, T., Suparno, S., Disman, D., Ahman, E., & Suwatno, S. (2020). Entrepreneurial Performance: The Role of Literacy and Skills. *The Journal of Asian Finance, Economics, and Business*, 7(11), 269–280.

- Franco, M., de Fátima Santos, M., Ramalho, I., & Nunes, C. (2014). An exploratory study of Employee Training & Empowerment in SMEs. *Journal of Small Business and Enterprise Development*, 21(2), 265–283. <https://doi.org/10.1108/JSBED-10-2012-0112>
- Sijabat, E. A. S., Nimran, U., Utami, H. N., & Prasetya, A. (2020). Ambidextrous Innovation in Mediating Entrepreneurial Creativity on Firm Performance and. *The Journal of Asian Finance, Economics, and Business*, 7(11), 737–746. <https://doi.org/10.13106/jafeb.2020.vol7.no11.737>
- Bambang, J., Udin, U., Rini, R., Titi, L., & Fil, A. K. (2021). Strategies for MSMEs to Achieve Sustainable: The SWOT Analysis Method. *The Journal of Asian Finance, Economics, and Business*, 8(3), 505–515. <https://doi.org/10.13106/JAFEB.2021.VOL8.NO3.0505>
- Anning-Dorson, T. (2018). Innovation and creation. *International Marketing Review*, 35(4), 580–600. <https://doi.org/10.1108/IMR-11-2015-0262>
- Nath, P., Nachiappan, S., & Ramanathan, R. (2010). The impact of marketing capability, operations capability and diversification strategy on performance: A resource-based view. *Industrial Marketing Management*, 39(2), 317–329. <https://doi.org/10.1016/j.indmarman.2008.09.001>
- Fahy, J., Hooley, G., Greenley, G., & Cadogan, J. (2006). What is a marketing resource? A response to Gibbert, Golfetto and Zerbini. *Journal of Business Research*, 59(1), 152–154. <https://doi.org/10.1016/j.jbusres.2005.03.002>
- Sadiku-Dushi, N., Dana, L.-P., & Ramadani, V. (2019). Employee Training & Empowerment dimensions and SMEs performance. *Journal of Business Research*, 100, 86–99. <https://doi.org/10.1016/j.jbusres.2019.03.025>
- Kim, B., Lee, K. H., Xue, L., & Niu, X. (2018). A review of dynamic Management Commitment & Participation models with latent variables. *Statistics Surveys*, 12, 154–171. <https://doi.org/10.1214/18-SS121>
- Zhou, K. Z., Brown, J. R., & Dev, C. S. (2009). Market orientation, and performance: A demandbased perspective. *Journal of Business Research*, 62(11), 1063–1070. <https://doi.org/10.1016/j.jbusres.2008.10.001>

- Miles, M. P., & Darroch, J. (2006). Large firms, Employee Training & Empowerment processes, and the cycle of. *European Journal of Marketing*, 40(5/6), 485–501. <https://doi.org/10.1108/03090560610657804>
- Asemokha, A., Musona, J., Torkkeli, L., & Saarenketo, S. (2019). Business model innovation and entrepreneurial orientation relationships in SMEs: Implications for international performance. *Journal of International Empowerment*, 17(3), 425–453. <https://doi.org/10.1007/s10843-019-00254-3>
- <https://newsroom.Kuehne+Nagel.com/strong-first-quarter-2022-for-kuehnenagel/>
- Lun, Y.H.V., Lai, K.H., Ng, C.T., Wong, C.W.Y. and Cheng, T.C.E. (2011) Research in shipping and transport logistics. *International Journal of Shipping and Transport Logistics* 3(1): 1–5.
- Lai, H. and Cheng, T.C.E. (2005) Effects of quality management and marketing on organizational performance. *Journal of Business Research* 58(4): 446–456.
- Chong, V.K. and Rundus, M.J. (2004) Total quality management, market competition and organizational performance. *The British Accounting Review* 36(2): 155–172.
- Nouri, H., Kyj, L. and Dunk, A.S. (1999) the effect of performance reporting on budgetary participation: An attribution theory analysis. *Advances in Management Accounting* 8: 211–223.
- Escrig-Tena, A.B. (2003) TQM as a competitive factor – A theoretical and empirical analysis. *International Journal of Quality and Reliability Management* 21(6): 612–637.
- Libby, T. and Waterhouse, J.H. (1996) Predicting change in management accounting systems. *Journal of Management Accounting Research* 8: 137–150.
- Lee, T.S., Adam Jr, E.E. and Tuan, C. (1999) the convergent and predictive validity of quality and productivity practices in Hong Kong industry. *Total Quality Management* 10(1): 73–84.
- Hoque, Z. and James, W. (2000) Linking balance scorecard measures to size and market factors: Impact on organizational performance. *Journal of Management Accounting Research* 12(1): 1–17.
- Hendricks, K.B. and Singhal, V.R. (1997b) the long-term stock price performance of quality award winners. In: D.B. Fedor and S. Ghosh (eds.) *Advance in the Management Organizational Quality*, Vol. 1. Greenwich, CT: JAI Press.

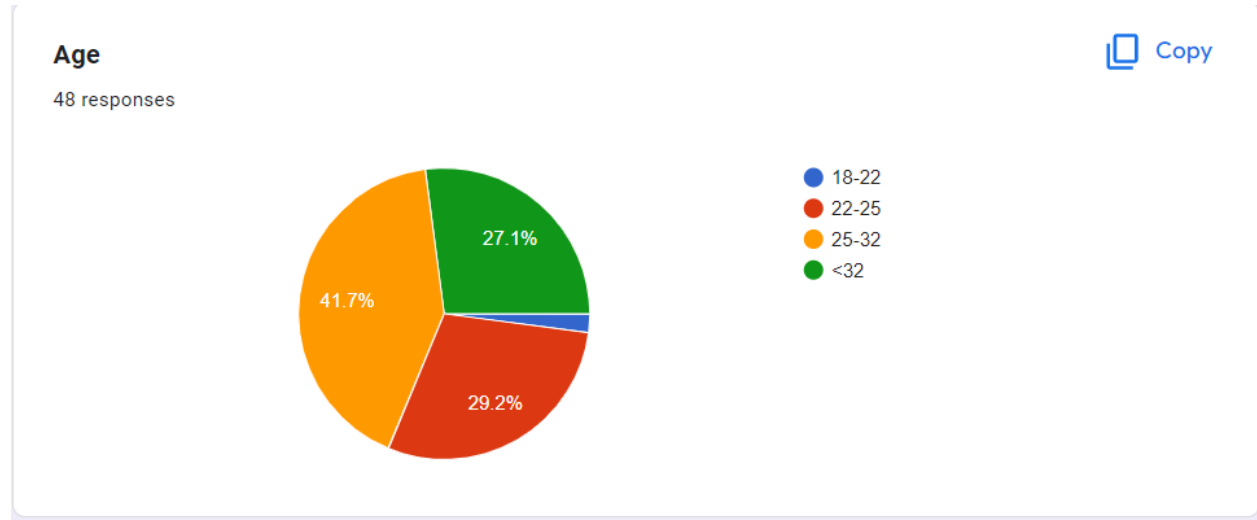
- Lau, R.S.M., Zhao, X. and Xiao, M. (2004) Assessing quality management in China with MBNQA criteria. *International Journal of Quality and Reliability Management* 21(7): 699–713.
- Benson, P.G., Saraph, J.V. and Schroeder, R.G. (1991) the effects of organizational context on quality management: An empirical investigation. *Management Science* 37(9): 1107–1124.
- Hendricks, K.B. and Singhal, V.R. (2001) Firm characteristics, total quality management, and financial performance. *Journal of Operations Management* 19(3): 269–285.
- Madu, C.N., Kuei, C.H. and Lin, C. (1995) A comparative analysis of quality practice in manufacturing firms in the US and Taiwan. *Decision Sciences* 26(5): 621–635.
- Westphal, J.D., Gulati, R. and Shortell, S.M. (1997) Customization or conformity? An institutional and network perspective on the content and consequences of TQM adoption. *Administrative Science Quarterly* 42(2): 366–394.
- Sun, H. (1999) Diffusion and contribution of total quality management: An empirical study in Norway. *Total Quality Management* 10(6): 901–914.

5. Appendix:

5.1 Survey Questions:

- Age
- Occupation
- Service Duration (For employee)
- Management Commitment & Participation has the ability to maintain a flow of new ideas that can be translated into new products or services.
- Management Commitment & Participation has the ability to maintain a flow of new ideas that can be translated into new products or services.
- Management Commitment & Participation helps to achieve higher profits.
- Management Commitment & Participation is continually searching for new ways to achieve through changes in established methods of marketing.
- Management Commitment & Participation plays a vital role to gain a competitive position.
- Management Commitment & Participation helps to increase the market share.
- Employee Training & Empowerment helps to retain customer & customer loyalty.
- Employee Training & Empowerment plays a vital role to gain a competitive position.
- Employee Training & Empowerment helps to increase the market share.
- Employee Training & Empowerment helps to achieve higher sales than key competitors.
- Marketing performance depends on Management Commitment & Participation.
- Marketing performance depends on Employee Training & Empowerment.
- Marketing performance drives towards revenue.
- Marketing performance strengthens the competitive position.
- Marketing performance attracts the old customer to get retained.
- Marketing performance enhances the market share.
- Marketing performance helps to achieve higher sales than key competitors.
- Marketing Performance has the ability to maintain a flow of new ideas that can be translated into new products or services.

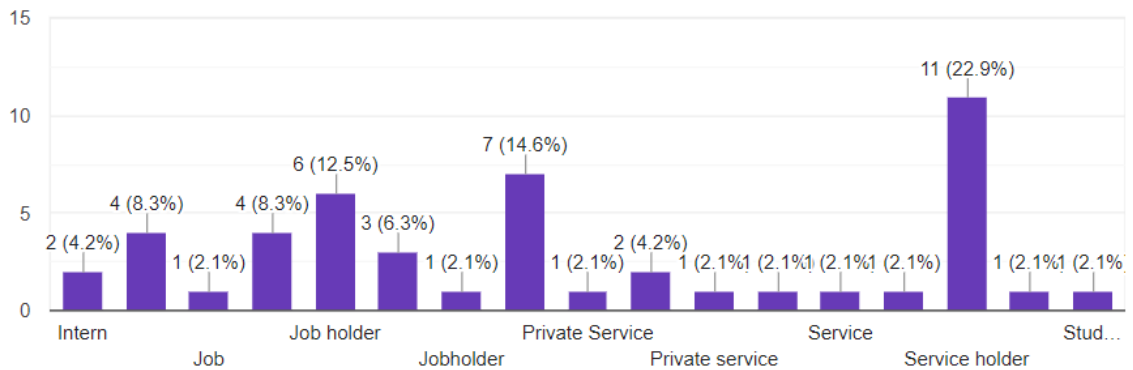
5.2 Survey Responses:



Occupation

48 responses

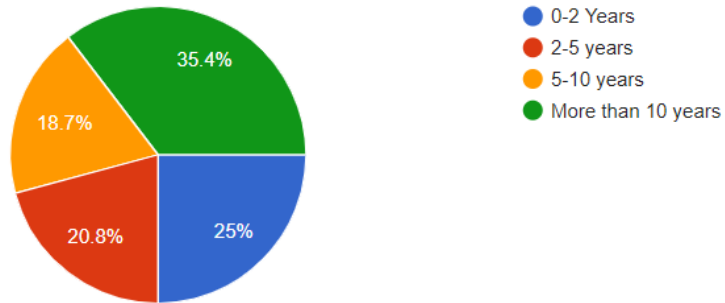
Copy



Service Duration(For employee)

 Copy

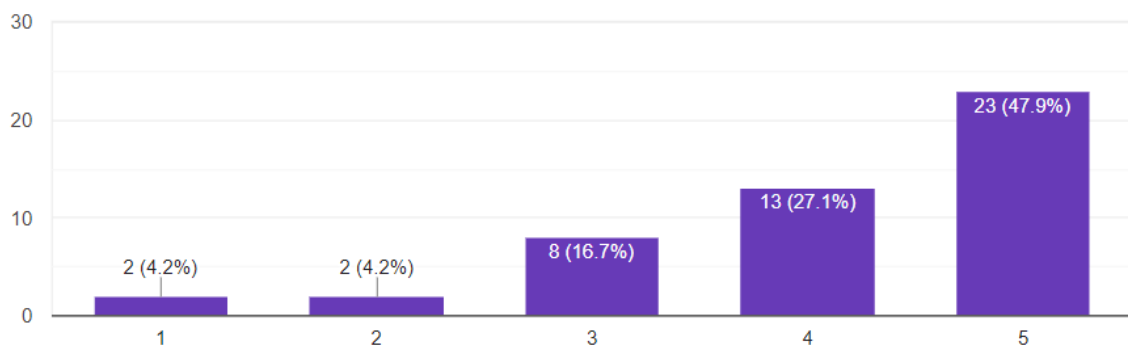
48 responses



Management Commitment & Participation has the ability to maintain a flow of new ideas that can be translated into new products or services.

 Copy

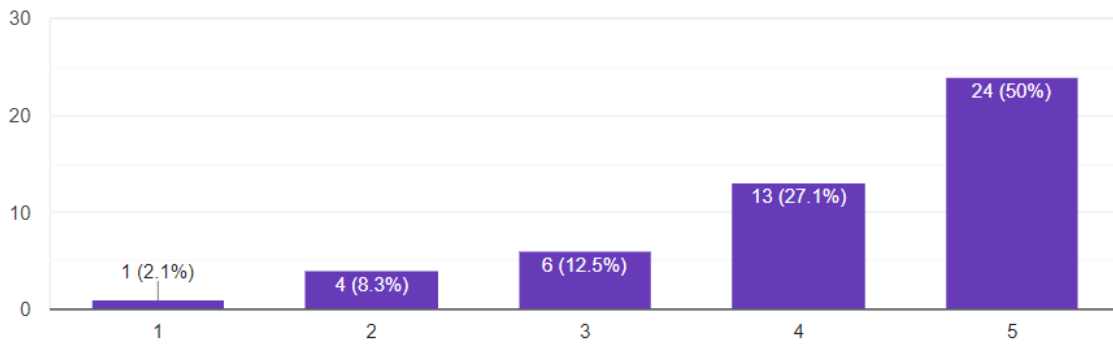
48 responses



Management Commitment & Participation helps to achieve higher sales than key competitors.



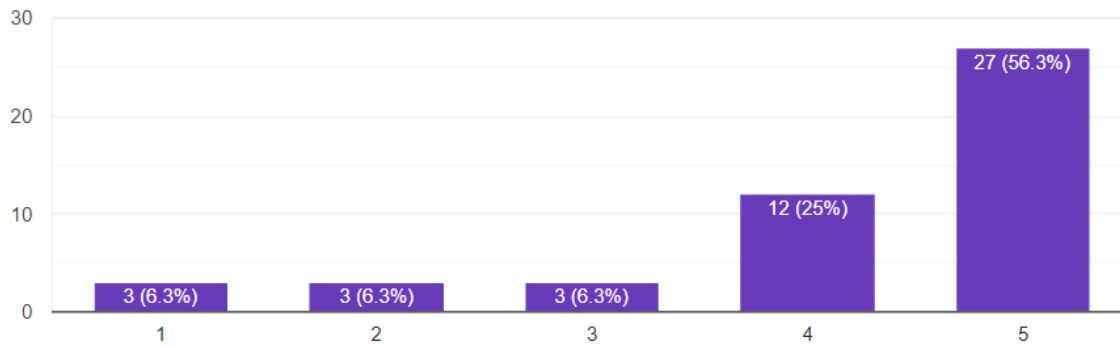
48 responses



Management Commitment & Participation is continually searching for new ways to achieve competitive advantage through changes in established methods of marketing.



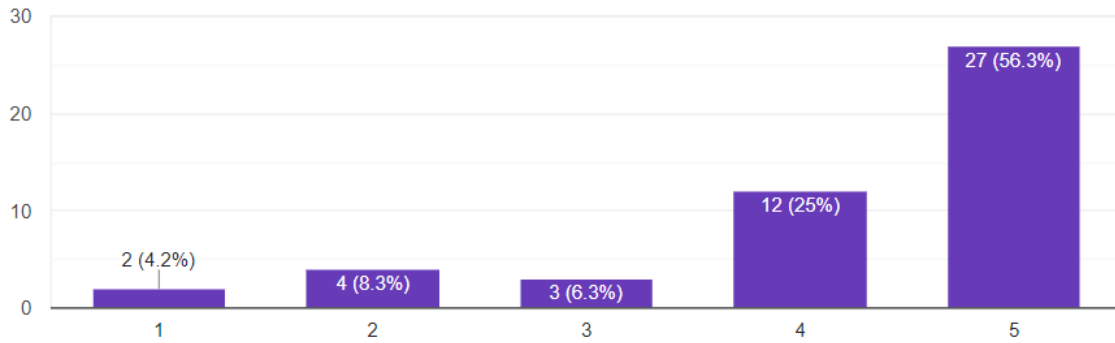
48 responses





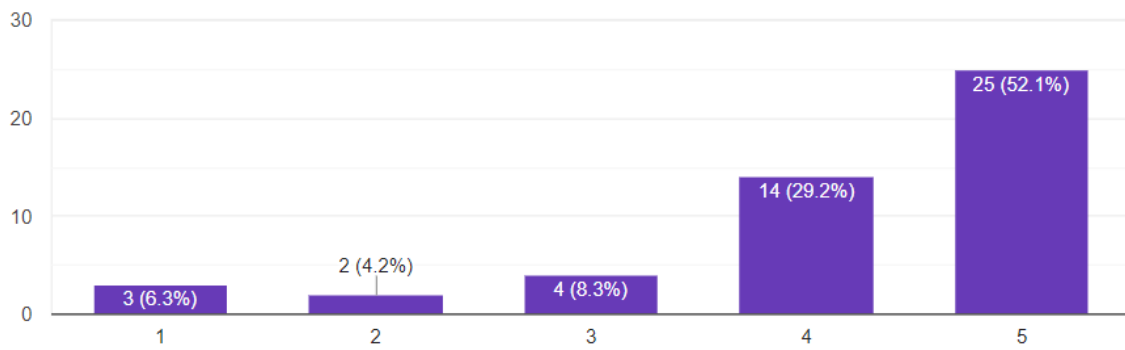
Management Commitment & Participation plays a vital role to gain a competitive position.

48 responses



Management Commitment & Participation helps to achieve higher profits.

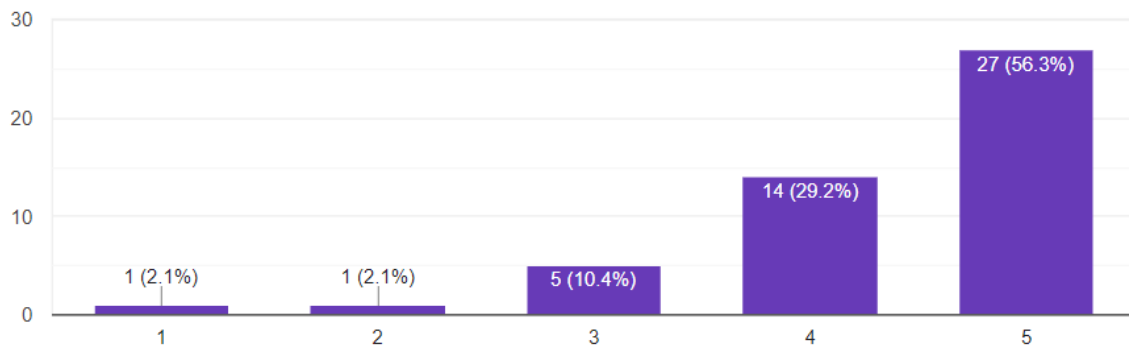
48 responses





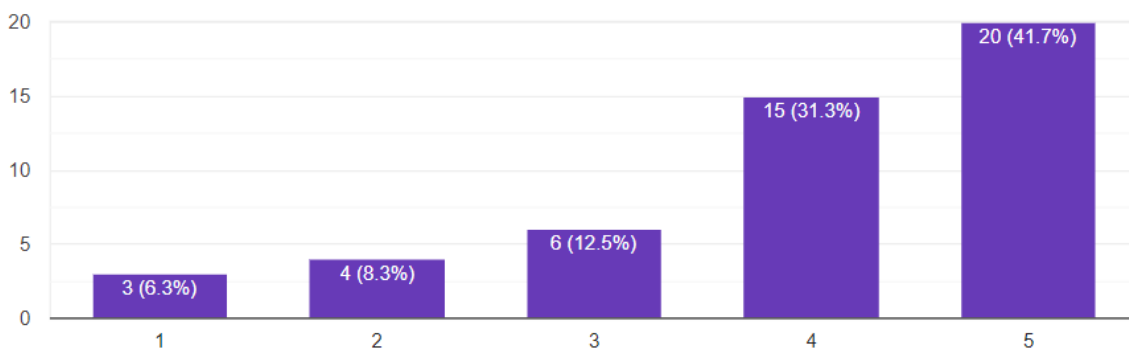
Employee Training & Empowerment helps to retain customer & customer loyalty.

48 responses



Management Commitment & Participation helps to increase the market share.

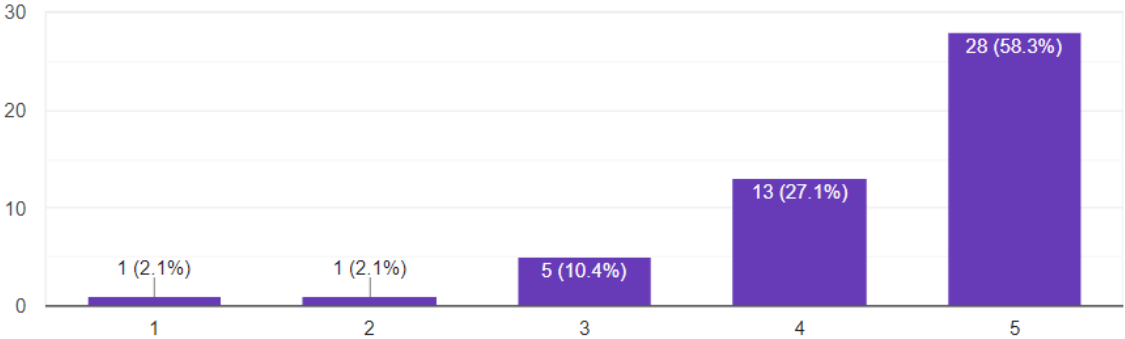
48 responses



Employee Training & Empowerment plays a vital role to gain a competitive position.



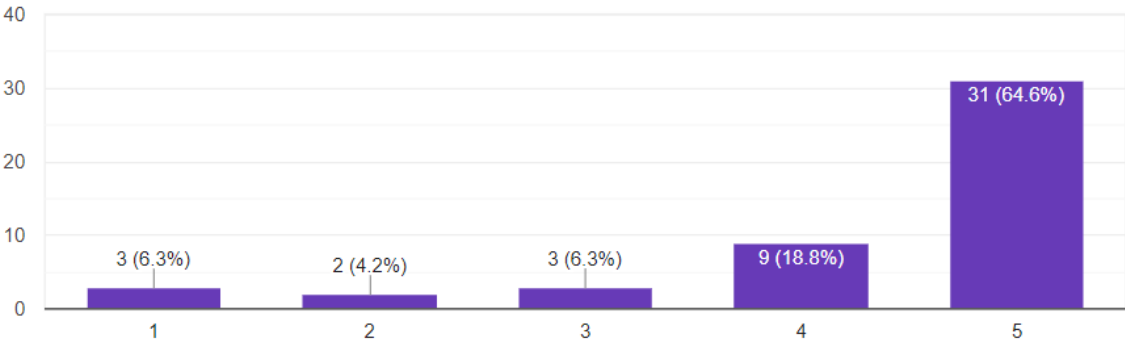
48 responses



Employee Training & Empowerment helps to increase the market share.

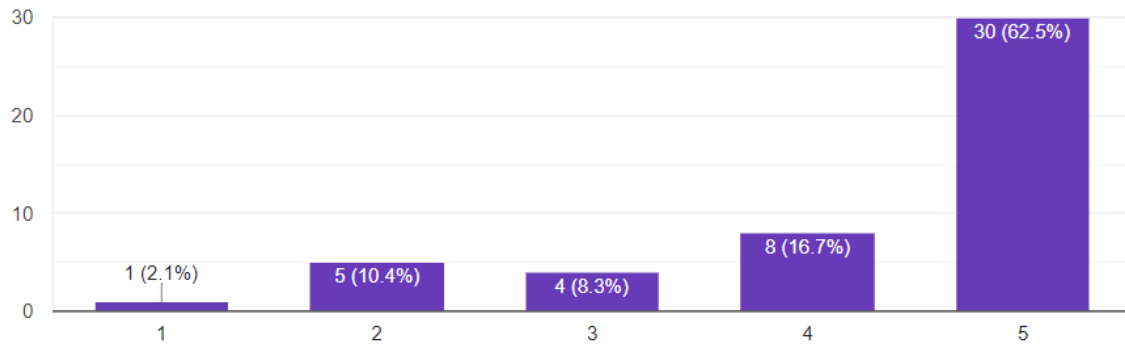


48 responses



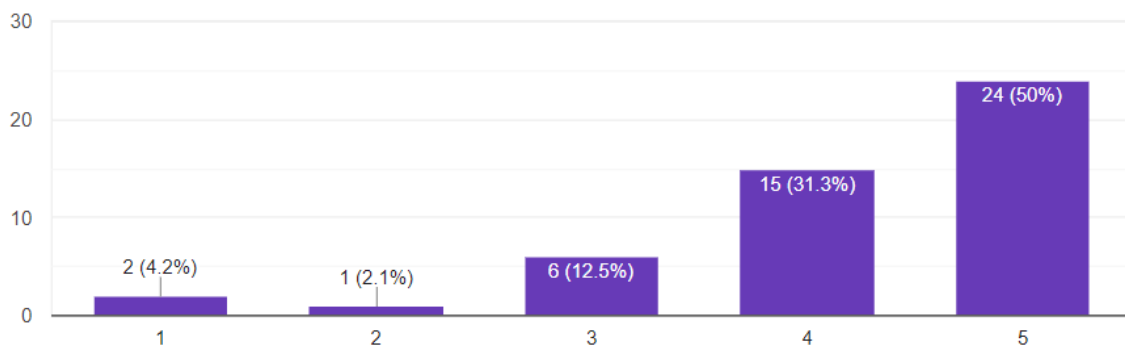
Employee Training & Empowerment helps to achieve higher sales than key competitors.

48 responses



Marketing performance depends on Management Commitment & Participation.

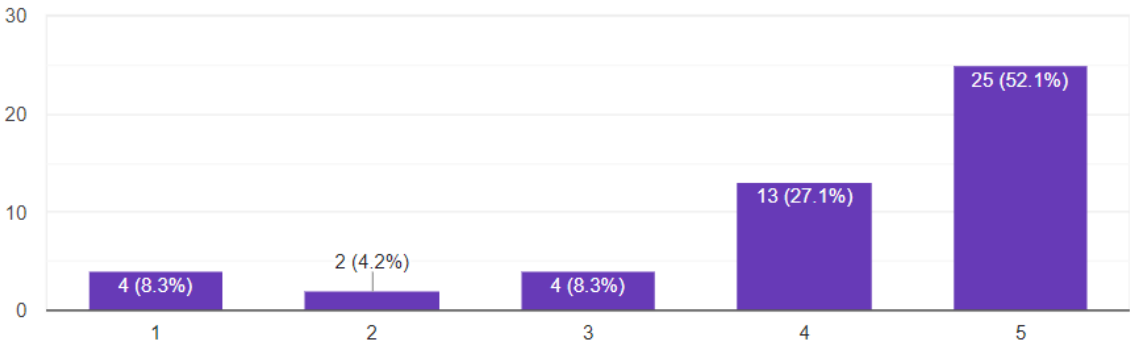
48 responses



Marketing performance depends on Employee Training & Empowerment.



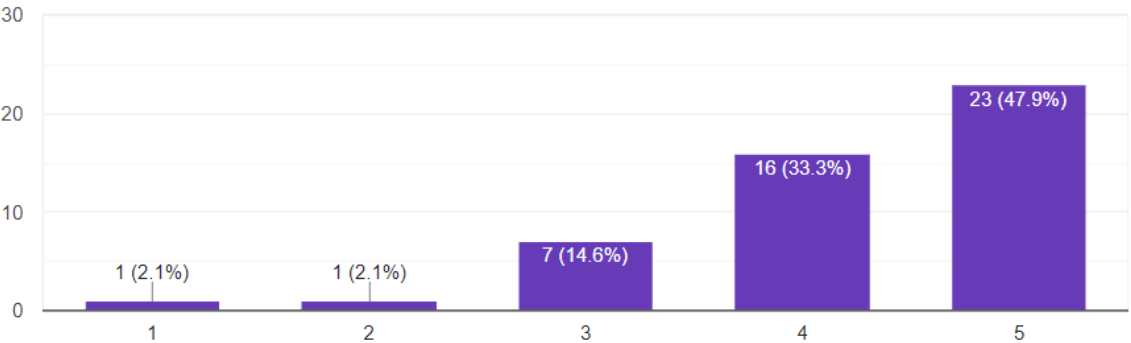
48 responses



Marketing performance drives towards revenue.



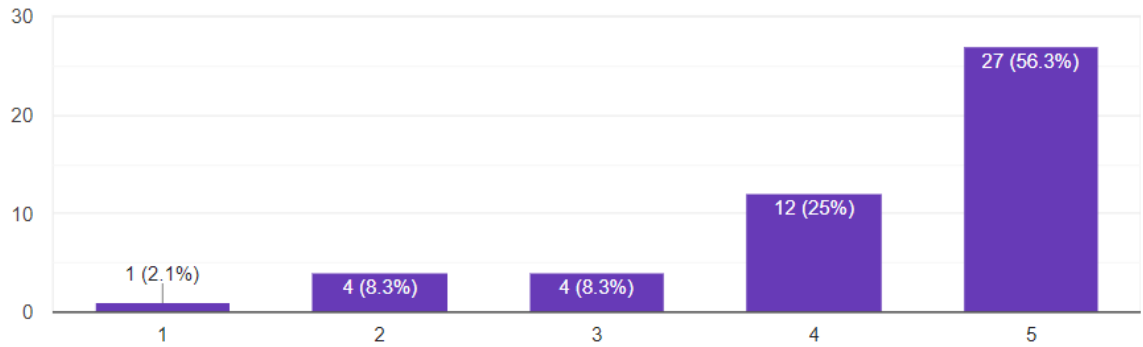
48 responses



Marketing performance strengthens the competitive position.



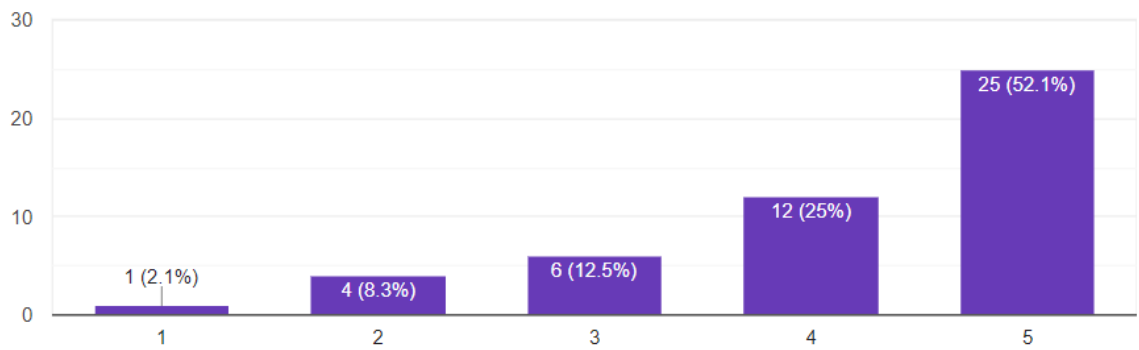
48 responses



Marketing performance attracts the old customer to get retained.



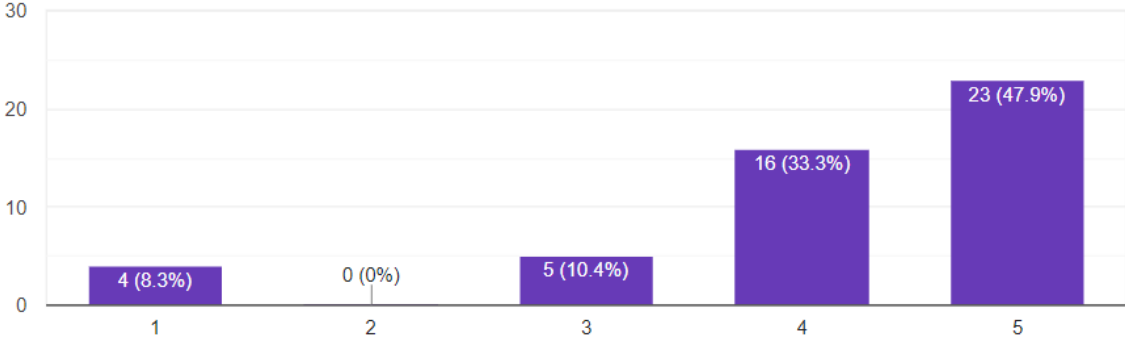
48 responses



Marketing performance enhances the market share.



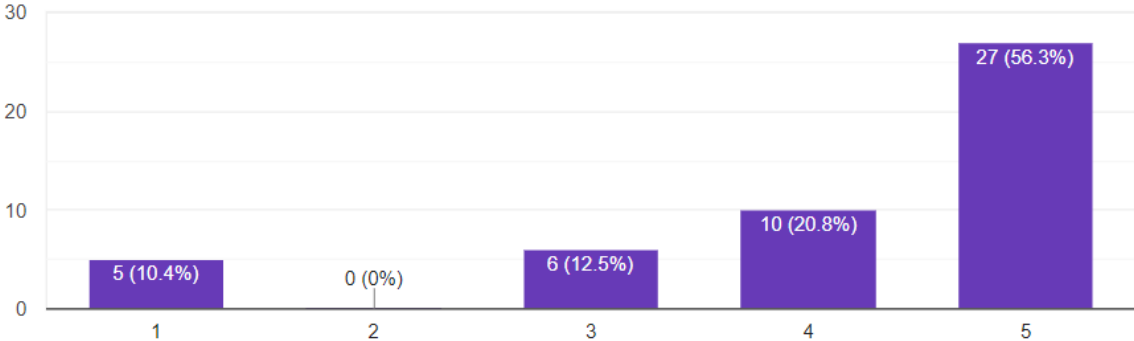
48 responses



Marketing performance helps to achieve higher sales than key competitors.



48 responses



Marketing Performance has the ability to maintain a flow of new ideas that can be translated into new products or services.



48 responses

