

Internship Report
on
**"Contribution of Learning & Development Team in the operation sector of E-
Commerce platform DARAZ"**

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

BRAC Business School
BRAC University
May, 2023

STUDENT'S DECLARATION

It is hereby declared that

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

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ID- 18104084

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Senior Lecturer

BRAC Business School

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LETTER OF TRANSMITTAL

Md. Mizanur Rahman
Senior Lecturer
BRAC Business School
BRAC University
66 Mohakhali, Dhaka-1212

Subject: Submission of internship report on contribution of Learning & Development Team in the operation sector of E-Commerce platform DARAZ Bangladesh Ltd.

Dear Sir

I hope by the grace of almighty Allah you are well. Since I have finished my internship from Daraz, I hereby present you the internship report which is mandatory as per the BBA program. Undergoing these whole internship experience under your supervision has been a great opportunity and experience for me. Here, I present the full internship report on contribution of Learning & Development Team in the operation sector of E-Commerce platform DARAZ Bangladesh Ltd. The experience of three month working in the learning and development team has allowed me to see the whole operation process along with various activities of the learning and development team from very close. I have followed the official guideline to create the report in the most organized manner.

Therefore, I hope to gain your valuable judgments along with your approval & evaluation of my report and I hope the report will not contain any fault.

Sincerely yours

Syed Ucchash

ID- 18104084

BRAC Business School

BRAC University

May 28, 2023

LETTER OF ACKNOWLEDGEMENT

Firstly, I am thankful to Allah who has provided me with the opportunity to conduct this internship at Daraz. These experiences gained from internship was not only vital in creation of this report but also vital in shaping my experiences of job life. Secondly, I acknowledge my internship supervisor Md. Mizanur Rahman who has guided me in every step of confusion I faced. Moreover, he also suggested m if any changes were necessary in my report. Thirdly, I acknowledge Daraz for providing me the opportunity to work closely with different teams of the operation department in order to see how operations of an e commerce organization operates. It provided me the chance to participate in various organizational activates where I gained firsthand job life experience. While writing this report, I faced many challenges but I was able to overcome all of those challenges due to the assist I had from my internship supervisor, on site job supervisor and other colleagues during my internship at learning and development of Daraz.

EXECUTIVE SUMMARY

The objective of this report is to give idea and description on how Learning & Development contributes to the operations sector of Daraz BD. Operations is an essential part for any e-commerce organization as it allows the organization to send an item from one place to another within a limited timeframe without damaging the product. This study focuses on how these operations are being more effective and efficient on a regular basis due to the contributions from learning and development team. I have created this report on the basis of the first-hand experience of working at the learning development team of Daraz. I talked and interviewed many of my colleges who informed me the learning and development team cooperates with other departments such as first mile, last mile, product, transport in order to make the operation more effective and efficient. My interviewers also added the learning development team is solely responsible to train the workforce of Daraz who are related with operations. Training is important part for any e-commerce organization in order to have a well-mannered workforce who interact with customers regularly many times. Learning development team is now finding new training programs every day in order to furthermore make training program more effective and efficient. Moreover, working on employee motivation, customer dissatisfaction, maintain communication with inside-Dhaka and outside-Dhaka hubs are some of the other responsibilities undergone by Learning and Development team.

Table of Contents

STUDENT'S DECLARATION	3
LETTER OF TRANSMITTAL	4
LETTER OF ACKNOWLEDGEMENT	5
EXECUTIVE SUMMARY	6
CHAPTER 1: OVERVIEW OF INTERNSHIP.....	9
1.1 STUDENT INFORMATION:	10
1.2 INTERNSHIP INFORMATION	10
1.2.1 Organizational Information.....	10
1.2.2 Name and position of the supervisor during internship	11
1.2.3 Job Responsibilities.....	11
1.3 INTERNSHIP OUTCOME	12
1.3.1 Contribution	12
1.3.2 Benefits	13
1.3.3 Difficulties	14
1.3.4 recommendations	15
CHAPTER 2: ORGANISATION PART	16
2.1 INTRODUCTION	16
2.1.1 Objective.....	16
2.1.2 Methodology	16
2.1.3 Scope and Significance	17
2.1.4 Limitations	17
2.2 OVERVIEW	18
2.2.1 History.....	18
2.2.2 Vision and Mission	19
2.3 ORGANISATIONAL STRUCTURE (ORGANOGRAM)	19
2.4 STRATEGIC BUSINESS UNITS	21
2.5 CULTURE OF ORGANIZATION.....	23
2.6 OPERATIONS PRACTICES	24
2.6.1 Overview of operation activities	24
2.6.2 Responsibilities of First Mile team	24
2.6.3 Process of Inbound, sorting and outbound under the First Mile team	25

2.6.4 Process of Inbound, sorting and outbound under the Last Mile team.....	26
2.6.5 Learning & Development Practices	26
2.7 MARKETING PRACTICES	28
2.7.1 Marketing strategy of Daraz	28
2.8 MANAGEMENT PRACTICES	31
2.8.1 Human Resource Department	31
2.8.2 Recruitment and selection.....	31
2.8.3 Compensation program.....	32
2.8.4 Safety and Security	32
2.8.5 Training program	32
2.9 INDUSTRY & COMPETITIVE ANALYSIS	33
2.9.1 Porter's Five Forces Analysis.....	33
2.9.2 Swot analysis	35
CHAPTER 3: PROJECT PART	37
3.1 INTRODUCTION	37
3.1.1 Background.....	37
3.1.2 Objectives	38
3.1.3 Significance.....	39
3.2 METHODOLOGY	39
3.3 FINDINGS & ANALYSIS	40
List of the questions asked to colleagues and supervisor in order to find areas where Learning and Development can improve it's contribution.....	40
3.3.1 How regular inability to hold hub supervisors accountable if they are unable to conduct training and quiz of employees within time limit leads to untrained employees on the field?	41
3.3.2 How current insufficient number of programs to reward best performers results in reduced effectiveness of the whole employee motivation program?.....	42
3.3.3 What are issue of unbalanced workload during the 11.11 campaign?	42
3.4 SUMMARY & CONCLUSIONS	43
3.5 RECOMMENDATIONS	43
3.6 References.....	44
3.7 Appendix.....	45

OVERVIEW OF INTERNSHIP

Internship at Daraz Bangladesh

CHAPTER 1: OVERVIEW OF INTERNSHIP

1.1 STUDENT INFORMATION:

Name: Syed Ucchash

ID: 18104084

Major: Human Resource Management and Marketing

Department: BRAC Business School

1.2 INTERNSHIP INFORMATION

1.2.1 Organizational Information

Period of Internship: 90 days

Name of Company: Daraz Bangladesh Limited

Name of Department: Learning and Development

Address of workplace: Daraz Sort Center, Tejgaon, 269-272, Dhaka 1212, Bangladesh

1.2.2 Name and position of the supervisor during internship

Name: Muksud Chowdhury

Designation: Head of L&D and Compliance-Operations

Department: Learning and development, Operations

Company: Daraz Bangladesh Limited

1.2.3 Job Responsibilities

The job responsibilities provided to me during my internship in the learning and development department is given below:

- ❖ Maintaining daily communication with 80+ hub supervisors through call or message.
- ❖ Conducting authenticity checks of training programs to find out the effectiveness of training provided to employees.
- ❖ Working on localization of content provided by the global headquarters of Daraz.
- ❖ working on customer dissatisfaction.
- ❖ Creating files to track and maintain daily quiz information of employees.
- ❖ Regular interaction with a large number of customers during the 11.11 campaign to identify numerous customer difficulties connected to delivery, location, product, payment, delivery person, and other issues.

- ❖ Assisting executives in the creation process of training content for Riders and delivery boys.
- ❖ Inputting the regular data of quizzes held during training.
- ❖ Maintaining proper communication with other teams of the operations department.
- ❖ Creating summaries of onsite training.

1.3 INTERNSHIP OUTCOME

1.3.1 Contribution

Working at Daraz as an intern of the learning and development team was a great and valuable experience for me. Our learning and development team consisted of 8 members among whom 3 were interns.

In my opinion, the key contribution by me in the learning and development team was me conducting tests which had the objective to find out the effectiveness of our training programs. As we regularly maintained communication with 80+ hub supervisors who are responsible for the training of riders and delivery men, our goal was to ensure that the supervisors were using the contents provided by the organization to train the employees.

We did that by taking 3 random employees from every hub of Daraz furthermore asking them questions about the content and process of the training program to create statistical surveys in order

to find out if our training was effective in teaching our employees all the necessary information needed to work and excel in their positions.

In addition, I also contributed by working on the Last mile department during the pressure time of the 11.11 campaign and conducted 200 daily customer-calls for one month to reduce pressure on other members of that department.

Lastly, I had the chance to contribute by working on customer dissatisfaction where my objective was to identify the negative reviews from all the reviews left by the customers and specify the problems they faced. After all the problems of specific customers had been specified, I had to send those data to the HR department for further proceedings.

1.3.2 Benefits

All the benefits received by me during my internship in the learning & development team at Daraz are given below:

- ❖ Gained first hand practical experience of operations and learning- development activities of an e-commerce organization.

- ❖ Enhanced communication skills by conducting daily communication with different levels of employees.
- ❖ Advanced my PowerPoint and Microsoft excel skills.
- ❖ Better understanding of Daraz Bangladesh's interactions with the global headquarters.
- ❖ Superior comprehension of learning and development teams' contribution in the operation process of Daraz.

1.3.3 Difficulties

Difficulties faced by me during my internship are:

- ❖ The daily number of calls I had to make on a regular basis during the 11.11 campaign was way too much and it created a high level of workload.
- ❖ Sometimes, even after instructing and reminding hub supervisors to conduct the quizzes of their employees more than two times, they did not follow up properly which as a result reduced both effectiveness and efficiency.

1.3.4 recommendations

The recommendations which I would like to make are:

Reduced workload of interns during the 11.11 campaign would be my first recommendation. Even though the workload is normal most of the time, during the 11.11 campaign, tasks from other departments such as last mile are provided to the L&D interns which makes it hard for the interns to conduct tasks of both departments together.

Finding out ways to increase efficiency in the process of conducting training of employees by hub supervisors. Sometimes even after instructing hub supervisors several times to conduct training programs of the employees by taking quizzes, they fail to ensure regular training of new and old recruits. This leads to us needing to call the supervisors over and over for one task which is really frustrating and also wastes interns time to conduct other activities.

CHAPTER 2: ORGANISATION PART

2.1 INTRODUCTION

2.1.1 Objective

The objective of this study is to provide information about how The Learning & development team contributes in the operations sector of Daraz. Furthermore, this report also focuses on giving insight about operation of the sort center and hubs. Moreover, other sectors like organizational mission, vision, culture, marketing, human resource have also been discussed in this study. The last additions were the determination of strengths, weaknesses, opportunities & threats of Daraz by applying Porter's five forces and SWOT analysis.

2.1.2 Methodology

To prepare this report I have relied on first hand job experience where I got to gain valuable experience of working with different teams within the operations department. Furthermore, I have both observed & interviewed various levels of employees who are both contractual and non-contractual during my visits to different hubs, fulfilment centers and also during working periods in the sort center. Lastly, getting to study & learn about relevant materials created by Daraz to

explain their operation process to new employees has certainly helped me a lot to understand the operations process and using this knowledge along with the previous factors of experience helped me to create this report.

2.1.3 Scope and Significance

Many students and people who seek to research about the operations process of an E-commerce organization can use this report to take assistance in their own research, studies or creation of reports. Even though this report consists of the overall operations process of Daraz starting from a person ordering a product on Daraz to the product being delivered to the customer, it also provides specific detailed information about how the Learning and Development team always works on improving the efficiency and effectiveness of the operation process.

2.1.4 Limitations

The only limitation was the challenge to gain insight on a very big operations program of Daraz within a short period of time as the whole operation consisted of many sectors which are -Learning and Development, first mile, packaging, sort center, transportation centers, hubs, fulfillments and the last mile. Even though I have discussed all these operational sectors, with more time there were more possibilities to learn. Lastly, to ensure the privacy of confidential information was another limitation.

2.2 OVERVIEW

2.2.1 History

The journey of Daraz started first in Pakistan in 2012. Within the end of 2014, Daraz had evolved into an online store from a commercial retailer and sold various items. After that Daraz expanded their business into furthermore countries in 2015 and 2016. The countries they expanded into were Bangladesh, Nepal and Sri Lanka. All of a sudden Chinese based giant e-commerce organization Ali Baba in 2018, acquired Daraz. After the acquisition of Daraz by Ali baba its operations changed drastically.

Now the new goal and objective set by Ali Baba is to focus more where the market size is bigger as it gives more possibilities for business. As a result, Bangladesh started getting more priority as it had more customers and a bigger market. Keeping all these factors in mind new changes have been brought in the budget and investment plan.

In terms of market share and user base, Daraz had already become the largest E-commerce platform within 2021 in Bangladesh. The growth is still ongoing and in a total of 4 countries Daraz has a user base of 450 million people. Daraz also has a significant portion of its customer base as a young demographic customer base who are more tech savvy.

As our Bangladeshi economy is growing along with the size of market and number of customers, the technological side has also upgraded in Bangladesh in terms of connectivity and internet. Due to the high number of internet users who are continuously increasing, Daraz has immense opportunity in the market of Bangladesh as an internet-based business. Almost 12 crore people use the internet today in Bangladesh and among them a sizable portion also enjoy various online based services. The majority of the people use social media which has also worked positively to encourage people to use other online services.

2.2.2 Vision and Mission

Daraz's vision is inspired by Alibaba and being aligned with Ali Baba, Daraz wants to shape the future of e-commerce and create a personalized, inspiring, unique and memorable experience. Mission of Daraz is to become the largest ecommerce platform outside the USA and China.

2.3 ORGANISATIONAL STRUCTURE (ORGANOGRAM)

Managing Director



Head of Business Development

Head of Commercial

Chief Financial Officer

Chief Human Resource and Admin officer

Head of Legal

Head of Marketing

Chief Operating Officer



Head of DEX



Head of Learning & Development and compliance, Head of First mile, Head of Last mile

Head of vendor operation

Head of Strategic Planning

Head of Traffic Operation

Head of Supply Chain
Head of CSR and Sustainable development

2.4 STRATEGIC BUSINESS UNITS

At present, Daraz has 3 businesses which have separate goals and objectives. Mercari Asia Limited is under Daraz. They provide marketing consultancy services and operate independently. Their target client base are vendors from different businesses.



Furthermore, a subsidiary of Daraz named Source Co works as an online grocery mart. They provide the service of letting people buy groceries and FMCG products online.



Finally, as we have seen the increase of people ordering food from their home, to capitalize Daraz has started Hungry Naki which is an online food delivery application. Using Hungry Naki, Daraz plans to be a competitor to brands like Foodpanda

The logo for HungryNaki, featuring the word "HungryNaki" in a large, orange, rounded, sans-serif font.

2.5 CULTURE OF ORGANIZATION

Since the first day I went to Daraz till the last day of my internship period, I found the organizational culture to be very welcoming and there is a friendliness among everyone. Everyone was really welcoming in terms of work and non-work-related interactions. Furthermore, the culture at Daraz also does not have the traditional sir- madam culture like many other organizations and rely on Vaia to call others which decreases the power distance among low level and high-level employees. Moreover, the tasks provided can be undergone by independent approaches by the employees' likings which provides encouragement to the employees to be creative with their solutions.

In addition, Daraz holds many events where employees participate or enjoy as a celebration which also gives motivation to employees and unites them too as they have the opportunity to interact with each other enabling them to know more people, make more friends. Lastly, the seniors are really helpful and encourage juniors to share difficulties with them along with suggestions about what can be done for improvement.

2.6 OPERATIONS PRACTICES

2.6.1 Overview of operation activities

Daraz operations are growing everyday even though already having more than 90 hubs all around Bangladesh in order to ensure smooth operation. The responsibility of the Daraz operation department is to ensure the right ordered product is safely reaching the hands of customers. Furthermore, other key primary responsibilities of the operations department are to maintain the product quality during transportation and being able to deliver products to customers within time.

The teams which work together in order to run the whole operation department are The First mile team, the last mile team and the Learning & development team. These teams cooperate with each other for running daily operations and without communication and co-operation between all these teams, the operation cannot run.

2.6.2 Responsibilities of First Mile team

After a customer has ordered something from Daraz, the job of the First mile team starts. Firstly, they go to the different shops from where customers have ordered their products through Daraz to collect the ordered item. After that those products are brought to the packaging station of Daraz

where all the packages get packaged along with barcodes on the packaging to identify the product easily. Fully packaged products are then inbounded into the sort center. From there on, the products get sorted according to their location on the barcode and then outbound to their designated locations. The first mile teams' responsibility ends after out bounding product from the sort center.

2.6.3 Process of Inbound, sorting and outbound under the First Mile team

All the packaged products come from the packaging station to the sort center and wait in line with other transports in order to offload the packages. Following that, all the products are gently offloaded from the transport keeping the safety of the product in mind so that product does not get damaged before reaching customers hands. Thenceforth, the barcode on the packaging of the offloaded products are then scanned to get information about their designated location. Using that information of location of different districts, all products are sent into specific sections of the sort center which are fixed only for keeping packages from specific districts according to the destination of the packages. Every day, transports fixed for different districts leave for the hubs carrying products from the sort center to the hubs of different parts of Bangladesh. For example, all the packages sorted under Faridpur are loaded into the transport going to Faridpur and same case for other districts. When the packages leave from the sort center for the hubs situated in the districts the outbound process and the responsibilities of first mile teams are accomplished.

2.6.4 Process of Inbound, sorting and outbound under the Last Mile team

After all the packages from the sort center have arrived at the hubs of their designated areas, the responsibility of the last mile team starts. As I have mentioned previously, different districts have their own hubs from where the packages go through the final process before being assigned to a delivery person. The packages are first unloaded and go through the inbound process where the packages are scanned for detailed information of their designated destination. Thenceforth, according to the information of location, the packages are again sorted in the hubs. Furthermore, when the packages have been sorted according to their areas, delivery people are assigned for each area. Moreover, the outbound process is finished when the delivery person leaves for their respective areas of the district to deliver packages. Lastly, the last mile team ensures the hubs are able to maintain the daily operations of their inbounding, sorting and out bounding process.

2.6.5 Learning & Development Practices

I worked with the Learning & Development team and saw firsthand how crucial the team is for both short term and long-term operations. To explain the team's significance firstly i would like to

mention the team's responsibility in training employees and ensuring the training programs are effective and efficient. Furthermore, there are a big number of delivery employees and drivers employed at Daraz. Every day new employees are joining the organization. Before starting their jobs, they must know basic necessary etiquettes about how to treat customers in different situations, how to understand the application better to find addresses or customers while delivering a product, what to do if a customer misbehaves or refuses money for a product. The learning & development team ensures the drivers and delivery employees are well trained to face such scenarios in a professional manner which provides customers with the best level of satisfaction.

Furthermore, the mentioned training programs are not the only responsibilities of the learning & development team. The team also works on customer dissatisfaction. This task involves the customer's bad review not on the product they ordered but on the delivery person who delivered the product to the customer. Customers can be dissatisfied with different things which they let us know by reviews on the Daraz application. Our team's responsibility is to identify these employees with lower review and inform Human Resources to take action.

Moreover, learning and development works on employee motivation. The best performing employees under the operations department are rewarded occasionally in order to motivate employees and encourage other employees also.

What's more, the team also finds areas of improvements in sort centers, hubs, warehouse and fulfilment facilities. Additionally, the team is also responsible for creating a structure which is followed to smoothly inbound and outbound thousands of packages everyday very efficiently.

Finally, the learning and development team has contributed in making the operations process a lot more efficient and effective which is really valuable in a business where ensuring timely deliveries of packages is the key to success.

2.7 MARKETING PRACTICES

2.7.1 Marketing strategy of Daraz

Daraz marketing department priorities strategies which will help Daraz to consistently increase market share and keep the legacy of being the leading e-commerce platform in Bangladesh intact. Below I have used the 4 Ps in order to explain the marketing strategies of Daraz.

Product Strategy

Daraz's huge range of products is a strategy itself in order to bring more people to the platform. Furthermore, Daraz offers its users technological products, dresses, sunglasses, tv, fridge, toys, kitchen tools, makeup, clothes, gym instruments and many more things. These huge ranges of products from different brands lure in customers of different age, gender and occupations which strengthens Customer base of Daraz. The customers from different demography provide the

organization with more chances to sell different types of products. Because of these reasons, Daraz plans to continue its product strategy of beginning with newer products and brands under their platform so that more customers can order their favorite brands from Daraz.

Pricing Strategy

In Bangladesh, to sustain a long-term business pricing is an important factor for Daraz as we saw people losing trust on e-commerce platforms after scandals and scams by some organizations where they fled the country to run from accountability. Daraz pricing strategy, unlike other organizations, is safer for Daraz's long term growth as their main goal is to make sure the customer gets what he or she has paid for.

Furthermore, Daraz uses 11.11 sales offer in November of every year which is one of the best examples of pricing strategies implemented by Daraz. During the one month of the campaign Daraz gives customers up to 60% discount for which the number of orders increases so much throughout the month that the organization has to work overtime to cope up with pressure. I have firsthand seen the rush of orders only because of this pricing strategy. In my opinion the pricing strategy is completely worth it as the sales amount throughout the month remains really high.

Place and distribution Strategy

As I have previously mentioned with complete details of how the 90+ hubs throughout the 64 districts of Bangladesh are working as a distribution channel of Daraz. These hubs ensure the customers are able to get their deliveries in front of their doors without any delay. 12000 employees work in these hubs and sorting facilities in different positions. All these hubs have their own local and long route transportation which are also an important part of the distribution strategy of Daraz.

Promotional Strategy

Daraz uses different platforms to promote their brand. They promote their brand on YouTube advertisements, Facebook advertisements, online affiliate marketing, Facebook posts, YouTube videos, endorsing celebrities and making posters with them, billboards. In order to capture an audience of different demography, local content creators of Facebook and YouTube are also being sponsored by Daraz. These content creators and influencers have a very loyal following base which increases the chances of successful promotion of the brand to long term young customers who use online platforms a lot.

2.8 MANAGEMENT PRACTICES

2.8.1 Human Resource Department

Daraz has a huge workforce as it has operations all over the country. Furthermore, Daraz has different levels of employees and every day more are joining Daraz. Human resources are responsible for taking care of this huge workforce and ensuring their wellbeing. This department is also responsible for branding of Daraz, HR operations, organizational development and talent acquisition.

2.8.2 Recruitment and selection

Daraz recruitment process starts by giving job offer posts online from where candidates get the information and send their CV to Daraz. After that Daraz screens those CVs and calls the best candidates for the interview. They are then interviewed about different subjects in order to understand their long-term vision and goals. If the vision and goals are aligned with Daraz expectation they inform you within some days and task you to start the recruitment process where specific files have to be provided to Daraz in order to finish the recruitment process.

2.8.3 Compensation program

Daraz understands the importance of benefit and compensation in order to increase loyalty and satisfaction of employees. Keeping that in mind Daraz provides its employees compensation packages keeping the industry standards in mind. Facilities like festival bonus, leave facilities, incentive bonus are some examples.

2.8.4 Safety and Security

A huge number of workers are working under Daraz. All of them can't work properly if they don't feel safe and secure. That is why, Daraz has security guards in all of its facilities starting from sort centers, hubs and warehouses. Furthermore, fire extinguishers are also placed in every location in order to primarily fight against fire. There are also fire exits which can be used in times of emergency.

2.8.5 Training program

Daraz is dependent on the customer's opinion about their brand. That's why training of all their delivery boys and transporters are taken very seriously as one employee behaving badly with customers can have a negative effect on the brand image of Daraz. That's why Daraz ensures regular training of new and old employees on etiquette with customers and many other things.

Daraz also has training programs for higher level employees where the focus is the personal development of those employees so that they can take on more responsibilities.

2.9 INDUSTRY & COMPETITIVE ANALYSIS

2.9.1 Porter's Five Forces Analysis

Threat of new Entrants

Since the last scandal of an e-commerce brand, the trust is really low among people on any new e-commerce brands. Though daraz has built its reputation with time and has a good market presence in bangladesh online market, it's not impossible for new brands to enter in the market in this era of technology. But it sure will be hard to capture a sizable portion of the market so it can be said that, even though it's not impossible for new brands to enter the threat form it is low.

Power of buyers

As currently in the Bangladesh market there are no other e-commerce platforms as big as Daraz and also due to Daraz having a huge number of sellers already selling their products in the Daraz platform, the customers of Daraz enjoy a low level of bargaining power. Moreover, the buyers

have no other options other than Daraz that's why they cannot go to other platforms which increases the bargaining power of Daraz and decreases the bargaining power of the buyers.

Power of sellers

The sellers, just like the buyers, have low bargaining power against Daraz. This is because Daraz already has a customer base which is really big and if the sellers want access to that customer base of Daraz they have to accept the compromise of low level of bargaining power. That is why the bargaining power of sellers is also low.

Threat of new substitutes

Currently Daraz faces no such threat even though such threats are good for the market as it provides healthy competition. Even though a year ago Daraz faced stiff competition from a competitor but as the competitor was not ethical, it couldn't survive in the market for which currently Daraz faces no such threat of new substitutes.

Competitive Rivalry

Currently there is no other platform as big and expanded as Daraz. Due to there not having any similar sized operations against Daraz, it has no feasible competition currently in the e-commerce platform market.

2.9.2 Swot analysis

Strengths of Daraz

- ❖ Biggest share in Bangladesh E-commerce industry
- ❖ Foreign financing from parent company Ali Baba
- ❖ Popularity of brand
- ❖ Good brand image
- ❖ Effective and efficient operation
- ❖ Strong system to control all departments from management, marketing, & operations

Weakness of Daraz

- ❖ Bad quality of product from some vendors

- ❖ Inefficiency of product quality verification before delivery
- ❖ Logistical support outside Dhaka takes more time.
- ❖ inability to verify false vendors who provide faulty product.

Opportunities of Daraz

- ❖ Providing better service and products to customers to ensure establishment of a strong brand image before any major competitor arrives.
- ❖ Becoming the leading e-commerce brand outside China and USA.
- ❖ increasing market share in Bangladesh by capturing more than currently possessed.
- ❖ upgrading the logistical assistance in other districts other than Dhaka

Threat of Daraz

- ❖ Economic turmoil can affect Daraz business as a bad economy means lower purchase power from buyers which results in lower revenue. Even though the economy is currently stable, inflation is growing which is a threat for Daraz.
- ❖ Due to more access to technology than ever, it's not impossible for some new brands to enter the market which also remains a threat for Daraz.

CHAPTER 3: PROJECT PART

Contribution of Learning & Development Team in the operation sector of E-Commerce platform
DARAZ

3.1 INTRODUCTION

3.1.1 Background

The learning and development department is an essential part of the whole operation of Daraz because their responsibilities consist of training different level of employees. Most of these employees are connected directly with the operations process and their training is essential if Daraz wants to run their operations swiftly. Furthermore, the training program focuses on technical training, behavioral training and operational trainings for the hub supervisors, drivers and delivery person.

In addition of the training program, the learning and development department is also responsible for maintaining customer satisfaction and identify employees with whom customers are unsatisfied for reasons like their behavior or other delivery related issues. Moreover, almost every day we

have to conduct hundreds of online examinations for the employees and evaluate their result in order to find out if they are being trained well or not. Lastly, maintain safety, discipline and security along with the workplan in more than 80 hubs of Daraz is another major responsibly undertaken by Learning and development department.

3.1.2 Objectives

3.1.2.1 Fundamental Objective

Understanding the contribution of Learning & Development Team in the operation sector of E-Commerce platform DARAZ

3.1.2.2 Specific Objective

- Understanding the process of learning & development departments activities in the operations sector.
- Finding new areas of development and improvement in the learning & development department.
- Evaluating effectiveness and efficiency of the leaning & development activities.

3.1.3 Significance

This research on learning and development department will help to understand their various activities and responsibilities along with how they help to contribute in the whole operation process. Furthermore, this report also discusses the areas where the team can improve its efficiency and effectiveness.

3.2 METHODOLOGY

This report has been created by using the personal experience of me gained directly from working in the Learning & Development team. Furthermore, observation and interaction with other departments in order to understand how they process, interviewing different levels of employees and secondary research was used to create this report. Additionally, *convenience and random sampling has been used as the methodology* of research for this report as the information has been collected by asking question to my Learning & Development colleagues and also people from other departments throughout my whole internship.

3.3 FINDINGS & ANALYSIS

List of the questions asked to colleagues and supervisor in order to find areas where Learning and Development can improve its contribution.

Conducting deep research and observing various departments of operation sector, I found these issues by consulting with my colleagues and supervisor where the Learning and Development team can improve its contribution to the whole operations process.

- Asking my colleague who is Executive in the Learning and Development department about areas of improvement, he suggested regular inability to hold hub supervisors accountable if they are unable to conduct training and quiz of employees within time limit leads to untrained employees on the field.
- After asking the senior executive she recommended, current insufficient number of programs to reward best performers results in reduced effectiveness of the whole employee motivation program.
- From my own personal experience and also from the experience of other colleagues, from working during the 11.11 campaign, I recommend workload during the 11.11 campaign is not balanced due to other departments also shifting their tasks to Learning and development department.

3.3.1 How regular inability to hold hub supervisors accountable if they are unable to conduct training and quiz of employees within time limit leads to untrained employees on the field?

At Daraz, the huge number of hubs are mostly maintained by hub supervisors. *The executive of Learning and Development department explained to me that*, all hub supervisors are responsible to provide training and take quiz of the drivers, sort center workers and delivery boys on a regular basis. The learning and development team then has to find out if the candidates giving the test are failing or passing. If they fail it indicates they have not been trained well by their hub supervisors. As learning and development team, we then inform these hub supervisors to train their employees better and conduct exams again. Sometimes, even after notifying these hub supervisors they forget to conduct quizzes of these employees which indicates their lack of responsibility. That is why when the untrained delivery boys go out on the field, they do not have the proper training on how to properly find out locations or how to properly behave with customer which causes reputation loss for Daraz if these delivery boys are unable to perform. Their training relies on their hub supervisors. Moreover, there is no effective way to hold the hub supervisors accountable if they do not properly conduct training and quiz of their employees. That is why *my executive colleague thinks*, in this area the learning and development department can find new ways to hold the hub supervisors accountable.

3.3.2 How current insufficient number of programs to reward best performers results in reduced effectiveness of the whole employee motivation program?

Consultation with senior executive of learning and development led me to information such as, the learning and development team rewarding the best performer in different months from different hubs in order to motivate employees. Furthermore, my senior executive encourages this program but if the gifts or rewards are not provided to best performers on a regular basis, they will not know about the existence of the opportunity to win rewards if one performs well for the organization. Furthermore, currently there is no set timeline which indicates when the best performers will win rewards, this leads to reduced effectiveness of the program as they the employees think of this program as a one of thing rather than an opportunity to win regularly if they can contribute greatly for the organization.

3.3.3 What are issue of unbalanced workload during the 11.11 campaign?

During the 11.11 campaign the workload is huge for the operations department but work from other departments are also shifted on the learning and development interns where it becomes hard to maintain balance between work from two sectors. *According to me and several of my colleagues,* this leads to huge work load and pressure. Here employee motivation also suffers that is why the work distribution should be more balanced in order to keep the employees motivated while they work.

3.4 SUMMARY & CONCLUSIONS

The learning and development team works every day to improve the operations efficiency and effectiveness. In addition, they train, motivate and take all necessary steps to provide the operations department with best trained employees. Daraz provides heavy significance on customer satisfaction and ensuring customer satisfaction through behavior of our delivery people cannot be possible without the training and quiz program of Daraz. Furthermore, ensuring actions against those who misbehave with customers or prevention of Daraz's reputation getting damaged are the significant responsibilities undergone by learning and development team.

Nevertheless, there are of course areas where improvement can take place. The issues occur due to the present existence of systems which needs new updates at few places. Finally, acknowledging the existing problem can open door to creating a more effective learning development department which will be beneficial for whole Daraz operation.

3.5 RECOMMENDATIONS

After working as a Learning & Development intern and being able to see the whole operation process from so close, the recommendations I have are given below:

- To ensure better response from hub supervisors while conducting training or quiz programs, accountability has to be increased if the hub supervisors are unable to meet their timelines. It can

be done by listing information of these supervisors who are unable to meet the expected level of performance and sending the list to the Human Resources department in order to warn them for their bad performance. We have a program similar to this for the Riders and delivery boys but not for hub supervisors. Using this method can increase response and performance from the hub supervisors.

- The workload must be balanced and the pressure on the interns should also be taken into consideration during the 11.11 campaign. If work from other department has been given to the Learning & Development interns, I think the interns feel pressurized as the workload becomes a lot more. So, if work from other department is given then total responsibilities of the day should be reduced.

- More regular employee reward program to maintain interest for the program itself between the employees who will be competing to win the reward. The reward program must be known to all the employees so that they can compete for the rewards. If they do not know about them at the first place, then it is like winning lottery rather than motivation of employees. That is why a timeline of reward program for the employees from operation should be set so that everyone can knowingly compete for reward which increases the total number of motivated employees.

3.6 Reference

- *Download Daraz Logo PNG and Vector (PDF, SVG, Ai, EPS) Free.* (n.d.). Free Brand Logos by Branditechure. <https://branditechure.agency/brand-logos/download/daraz/>
- HungryNaki.com. (n.d.). *HungryNaki | Best Online Food Delivery Service in Bangladesh.* <https://hungrynaki.com/>
- *SourceCo LTD (Gazipur) | BD.* (n.d.). <https://www.daraz.com.bd/shop/sourceco-ltd-gazipur/>
- *Mercari Asia Limited.* (n.d.). <https://mercariasia.com/>

3.7 Appendix

I am attaching my appointment letter down below as a picture

