

Report On

**“HR Operations of Apex Footwear Limited in their  
Retail Business”**

By  
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ID:17304144

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

BRAC Business School  
Brac University  
June 2022

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## **Declaration**

It is hereby declared that

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

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

**Tanjila Rahman**

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**Student Full Name**

Student ID

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

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**Supervisor Full Name**

Designation, Department

Institution

## Letter of Transmittal

6<sup>th</sup> June,2022

To

Ms.Tanzin khan

Lecturer,BRAC Business School

BRAC University.

Mohakhali, Dhaka-1212.

Subject: Submission of internship "report on HR operations of Apex Footwear for their retail business"

Miss,

With due respect and pleasure I would like to announce that I am submitting my internship report on HR operations of Apex footwear for their retail business, under your supervision for the partial fulfillment of the Internship Course for our BBA Program.

This internship report allowed me to learn about the recruitment process of retail employees, the remuneration package of different level retail employees and the on boarding and training process of retail employees and many more. I have implemented my academic learning as well. With the collaboration of experience and academic learning, this internship report is my future asset for my corporate career.

Lastly, I am very thankful, and blessed to make this internship report under your supervision. I am eagerly waiting for your valuable comment; this will help me to improve this report in quality. Hopefully, I will be able to exceed

your expectations and enhance my knowledge furthermore.

Sincerely yours,

Name : Tanjila Rahman

ID : 17304144

BRAC Business School, BRAC  
University

Date: 6<sup>th</sup> June, 2022

### **Non-Disclosure Agreement**

I am declaring that this report will not contain any harmful content that may lead to a bad impact on the company's reputation and also this will not bring any confidential data to the competitors that may reduce Apex in competitors Advantages.

This non-disclosure agreement is between me and Apex Footwear. I am declaring and promising that this report will not be published in any internet publications or any journal. This report will be saved in only BRAC University's library server. And also declaring that this report is not carrying any harmful data that will negatively impact the company.

## **Acknowledgement :**

I was able to successfully complete my internship thanks to Allah for his blessings. Without Allah's help, I wouldn't have been able to attend a prestigious institution like BRAC University or work for a prominent Bangladeshi footwear brand like Apex Footwear Ltd as an HR intern Ms. Tanzin Khan, Lecturer, BRAC Business School, BRAC University, was my supervisor), and Ms. Rahma Akter, Lecturer, BRAC Business School, BRAC University, was my co-supervisor, they have supervised my internship as a requirement of my undergraduate degree. I owe you a debt of gratitude for the previous internship report where they provided me with sound advice on how to proceed. Their encouragement encouraged me to complete my internship report on time. I owe a debt of gratitude to them, from the bottom of my heart. Finally, I'd like to take this opportunity to thank Apex's supervisors for their aid with my internship report. Throughout my internship, my coworkers were nothing but helpful. Finally, I'd like to thank everyone who helped me finish this report. I am glad for the chance to work with Apex and for the education I received at BRAC University, which has prepared me for the tough employment market.

## **Executive Summary**

The first part of my report will detail my three months of internship at Apex Footwear Ltd., which included learning about myself, my supervisor, and the responsibilities I was assigned with. After that, in the second section, I discussed the corporation and its many divisions, products, entities, and so on. In the third section, I have addressed my study objectives, findings, analysis, survey questionnaires and recommendations based on the findings.

Before and after-covid interview procedures were covered as well as how many Apex employees have been hired in the last several years and what the current prerequisites are to become a retail store employee. The findings also include information on retail employee training, including the three main types of retail employee training programs, as well as data on the rising rate of employee turnover. My recommendations for AFL are based on the findings from this section, and they include things like improving the recruiting and training processes, implementing an excel-based resume bank in place of

their traditional one, and also I think that they need to update some company softwares on a regular basis ,because employees can't work properly because of these software. This section will offer you a general sense of how AFL operates, despite the fact that I was unable to obtain information on several secret matters.

Last but not least, I really hope that this report will satisfy the reader's desire to learn more about Apex footwear's HR practices in the context of their retail operation

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## **Chapter 1**

### **Internship Overview**

#### **1.1**

##### **Student Information**

**Name:** Tanjila Rahman

**ID:** 17304144

**Program:** Bachelor of Business Administration

**School:** BRAC Business School, BRAC University.

**Major/Specialization:** (i) Human Resources Management (ii) Marketing

#### **1.2**

##### **Internship Information:**

**Period:** 3 Months (20<sup>th</sup> February 2022 to 20<sup>th</sup> May 2022)

**Company Name:** Apex Footwear Limited

**Department:** HR

**Address:** Apex Footwear ltd Head  
Office. House-6, Block-SE(D).  
Road-137, Gulshan 1, Dhaka.

### **1.2.1 Internship Company Supervisor's Information:**

**Name:** Md. Enamul Huq Molla  
**Position:** Deputy Manager, Human Resources

## **1.3 Job Scope –**

### **1.3.1 Job Description:**

I had to do HR-related responsibilities for Apex Footwear Ltd's retail operation while working there. For instance, one of the first things I learned here was how to sort cvs of possible retail employees. I sorted Cvs for sales employees at their retail outlets. And my supervisor helped me to do this thing. Following that, I learned how to conduct interview calls and speak with possible employees in order to urge them to attend the interviews. During this procedure, I spoke with possible workers and learned about their present job function, compensation package, and skill set that they utilize to do the tasks. For the retail sales associate role, I mostly inquired about their sales experience, their ability to persuade consumers, and other pertinent questions. Following the first phone screening, I contacted the prospects to invite them to a physical interview at the company's headquarters, as per my supervisor's request. On the same day, two shifts of interviews are held. I assisted my supervisor in coordinating the applicants' interviews during the first round. I sat with my supervisor during the second phase, or final round interview, to conduct interviews with the selected individuals. We chose the top applicants for Apex's retail outlets around the country after the interviews. I needed to link the candidate's home address to the closest retailer so that the worker could go to work without difficulties. 2 to 3 batches of retail sales employees are hired every month. Following the successful recruitment of sales associates, I was taught how to keep track of new retail personnel in a database that was updated monthly. Every month, I created an excel sheet titled "Retail Employee Recruitment Status\_ month Year." I filed the new workers' paperwork using Excel. I arranged the documents in the file in a sequential order. I drafted a letter of appointment and had it signed by the HR manager. Photocopies of the appointment letter, joining acknowledgment, cv, educational certificate, and national identification card were all preserved in the file. And that's how Apex keeps track of information on retail employees. Following that, I had to

travel to the market to conduct interviews with other shops' salespersons' associates to learn about their day-to-day job as salespeople so that I could compare their work to that of our sales associates. I was assigned the responsibility of identifying qualified individuals from different shops in order to hire them here. I spoke with a variety of different salespeople and acquired a handful of their resumes for future recruiting purposes based on their experience and sales attitude. Following their successful recruiting, I was required to contact them for a training session at Head office. I was responsible for coordinating the new hires' training and onboarding sessions. I gathered their paperwork and spoke with them about their work hours. I was required to sit in the training for a period of time to observe the training procedure. Apex has a large number of competent trainers that handled the training flawlessly. Following the training session, I was tasked with communicating with administration in order to coordinate the new hires' clothing. Following that, I began the paperwork process. Each month, I was required to finish the files by the twentieth day of the month. After completion, I was required to turn over the files to the Payroll department so that they could complete the paperwork for these workers' salaries. I was assigned a challenge that required me to assist the marketing team with the introduction of their new product logo. I was assigned by the human resources department to assist them in carrying out their responsibilities. I also worked for the recruitment process of Apex's new brand Galleria. Galleria is a brand under Apex, where Apex will sell high end international products. I was also in charge of additional human resources tasks, such as creating ID cards for new hires. I created the cards and forwarded them to admin for courier delivery to retail store employees located outside of Dhaka. Employees of retail stores located within Dhaka were required to report to Head office to acquire their ID cards. I also had to maintain contact with the store managers of all the countrywide locations to see whether the new hires were adequately trained, if they had any difficulties, or if any of their paperwork was missing. Whenever I became aware of missing papers, I had to personally contact the shop managers and request that they deliver them to me. I was tasked with assisting in the organization of a grooming contest for store personnel. Where I created a PowerPoint presentation outlining the requirements that retail store employees had to meet in order to participate in the event. Following the event, the most well-groomed sales personnel were awarded awards. I had to deliver Payroll the paperwork for the new sales associates I finished by the 20th. Prior to sending, I had to cross-check which files were unfinished and keep the incomplete files separate so that I could re-send them the following month when they were completed. Typically, retail stores add 30-40 new employees each month. As a result, I was required to prepare 30-40 files and IDs by the twentieth of each month. Apart from this primary task, I was assigned several other human resources tasks, which I completed with utmost sincerity and confidentiality.

## **1.4 Internship Outcomes:**

The following sections detail the difficulties and beneficial outcomes I experienced throughout my three months of internship. To begin, I had to complete employee files within the first 20 days of a month and that was challenging, as retail employees located outside of Dhaka frequently failed to provide

paperwork on time, resulting in some employees missing their salaries. Second, I had to persuade many candidates to attend interviews for various departments. I'm referring to this as difficult work since each time I phoned a new applicant, the discussion was completely different. Certain applicants were well-informed, but others were exceedingly difficult to approach, while others were arrogant. I was required to do the initial screening of eligible candidates quietly and without being arrogant or aggressive. Some phone calls were successful, while others were not. Finally, for effective retail employee onboarding, I had to work really hard and collect data on a regular basis, which was a bit stressful.

The good aspect of this experience was that I learnt how to communicate effectively with candidates. I gained experience in negotiating salaries and gained an appreciation for the importance of fulfilling job deadlines. This internship has helped me develop into a punctual individual capable of interacting with a variety of individuals in a corporate setting.

## **1.5 Student's contribution to the company:**

### **1. Maintain Company's Policy:**

As an intern, I needed to maintain the company's policies and standards. For instance, I needed to maintain office entry and exit times, attend meetings, and interact with my supervisor also I needed to provide him with regular work updates as well as I needed to follow work deadlines. Also, I always maintained polite interaction with the supervisor, colleagues, suppliers, and other employees. Etc.

### **2. Job role:** Performing retail employee on-boarding duties and employee documentation:

In Apex I became a multitasker, time management and fulfilling daily job deadlines were challenging. In order to function in a corporate culture, it is advantageous to be able to manage time effectively. Apex's internship framework was very well planned. It was quite useful. The main duty I was responsible for was-

### **Employee on-boarding in retail :**

I was responsible for conducting interviews for various positions inside the store, including junior sales associate, sales trainee, etc. After picking the best applicant based on a set of confidential criteria, I oversaw their onboarding, during which I had to present them with uniforms and collect the relevant paperwork. I then drafted their appointment letters and gave those to them.

### **Employee documentation in retail :**

The documentation of employees was my primary responsibility following onboarding, and I was allowed until the 20th of each month to finish the employee file so that the payroll team could calculate their compensation.

These were my primary responsibilities as an HR intern.

## **1.6 Student benefits include:**

1. Students are able to gain real life job experience :

Internships are seen as an effective way for companies to manage their employee shortages. I now have a comprehensive understanding of how HR operations are conducted in the retail segment of a shoe firm. In addition, I was given the opportunity to sit with the management in important meetings, such as the Healthcare service provider contract signing between Apex Footwear ltd and United Hospital. I also had the chance to speak with important clients and join other official meetings, which provided me with a proper understanding of how company operations are handled and how to establish corporate relationships with clients.

2. Perform a wide range of duties and department:

During my internship, each day I was allocated a set amount of work, and my office required me to engage with other colleagues and clients. I was involved with assisting senior executives, arranging interviews, attending meetings, and monitoring retail employees. I had to provide emergency ID cards to employees who had lost their cards, and I did so after obtaining the GD copy from the police. All of these specific HR expertise will assist me develop my HR career in the future.

## **Chapter 2**

### **Organization Part**



*Figure 1 Apex Logo*

### **2.1 Company Profile**

|                        |   |
|------------------------|---|
| Company Name           | Apex Footwear LTD   |
| Establish Year         | January 04, 1990  |
| Current Address        | Apex Footwear ltd Head Office.<br>House-6, Block-SE(D).<br>Road-137, Gulshan 1, Dhaka |
| No of Retail Employees | 1260  |
| Gross Income           | 4747.39 BDT in Million (2021)   |

Table 1-Company Profile

## 2.2 Introduction :

Apex Footwear Limited was formed on January 4, 1990, by Syed Manzur Elahi, who serves as the company's chairman ( Apex Footwear Ltd, 2021). They began the export of completed leather goods of high quality from Bangladesh. Apex Footwear Ltd. is a leading company in the local retail footwear industry. And it has been recognized as Bangladesh's most beloved shoe retail brand (Daily Star, 2021). Additionally, they have begun to deal with important export markets, including major shoe shops in Japan, North America, and Europe. Recently, they established their first global marketplace in Nepal, and in the near future they hope to create further foreign locations in several Asian nations ( Chakma and Mirdha, 2020). Apex chose to alter its name to Apex Adelchi Footwear Ltd. in 2006, following a collaboration with Adelchi, an Italian footwear company. AFL uses advanced technology and manual procedures to create its products. AFL does not compromise on leather quality and only utilizes premium leather for its footwear. Additionally, Apex has cooperated with other worldwide clothing and brand names. They intend to grow their operation into additional industries in the near future. There are two independent AFL plants for domestic and international manufacture. AFL owns 251 retail outlets, 215 wholesalers, and 380 franchises in Bangladesh. The overall number of personnel is 16 000. ( Apex IFS,2021). The head office is located at Gulshan-1, Dhaka (Apex Footwear limited, 2021).

### 2.2.2 Methodology:

This section is supported by both primary and secondary sources. The key information I've gathered via my supervisor and colleagues. And secondary data is acquired from the organization's website,

publications, and official papers to which I had access as an intern. All of them have been appropriately referenced.

### **2.2.3 Vision of AFL:**

“Honest Growth”

### **2.2.4 Mission**

- Ensuring Sustainable growth
- Creating Value for Stakeholders
- To be a responsible corporate

### **2.2.5 Values :**

The values of Apex are known as ICURES.

- Integrity
- Courage
- Urgency
- Respect
- Empowerment
- Sustainability

## **2.3 Board of Directors**

|                   |                   |
|-------------------|-------------------|
| Syed Manzur Elahi | Chairperson       |
| Syed Nasim Manzur | Managing Director |
| MD. Abul Hossain  | Director          |
| Munize Manzur     | Director          |



|                          |                      |
|--------------------------|----------------------|
| Dr. Mohammad Farashuddin | Independent Director |
| Parveen Mahmood          | Independent Director |

Table 2-Board of Directors

### 2.3.1 Nature of Business:

Apex Footwear Ltd offers consumers with footwear and non-footwear merchandise. Different kinds of footwear for men, women, and children are available. The variety of products offered by AFL is remarkable and well-liked by consumers.

1. Footwear Items: Men’s Shoes and Sandals, Ladies Shoes and Sandals, Sports, Canvas, Children, School, Synthetic (Thong/ PVC/EVA)
2. Non-Footwear Items : Socks, Belts, Accessories and Leather goods.

### 2.3.2 Entities :



Figure 2-Apex Entities



Figure 3-Apex Entities



Figure 4-Apex Entities



APEX TANNERY LIMITED  
Figure 5-Apex Entities



Figure 6-Apex Entities

### 2.3.3 Apex's in-house brands of footwear



Figure 7-Local Brand



Figure 8-Local Brand



Figure 9-Local Brand



Figure 10-Local Brand



Figure 11-Local Brand

### 2.3.3 International Brands (Footwear & Accessories):



Figure 12-international Brand



Figure 13-International Brand



Figure 14-International Brand



Figure 15-International Brand

These international brands include bags, bag packs, women's bags, and wallets, among others.

### 2.4 Apex's Production Capacity:

Apex's production capabilities are beyond outstanding. The manufacture of shoes expanded from 10,000 pairs per day in 2007 to 15,000 pairs per day in 2008. In 2012, the daily production capacity grew by 5,000 pairs. As a result of a rise in demand over time, the current daily quantity is 20,000 pairs.

## **2.5 Product Development Department:**

Apex product development department is an extremely secretive department. Only six persons have direct access to this restricted section in their factory in Gazipur. The product development team creates the shoe's design before deciding which raw materials will be utilized. After that, cutting and sewing specialists are brought in to give it form, and once the product is complete, it is handed over to the product management team.

### **2.5.2 Product Management Department:**

After obtaining the final product from the product development team, the Product management department plays a significant role. The PM group determines the placement of products. They distribute different shoes to various stores around the nation. They assess the requirement for a certain shoe in a specific location. For instance, they put a lovely pair of pricey Venturini shoes at their flagship shop in Gulshan, but not in their outlet in Joydebpur, in accordance with the demand and supply graph. They make placement decisions with great care and after researching market conditions. The PM team plays a significant role in revenue generation. Each product's pricing is determined by the PM team. However, this information is very secretive, and I had limited access to it, so I was unable to learn the unique method they employ to determine the price.

## **2.6 Management Practice:**

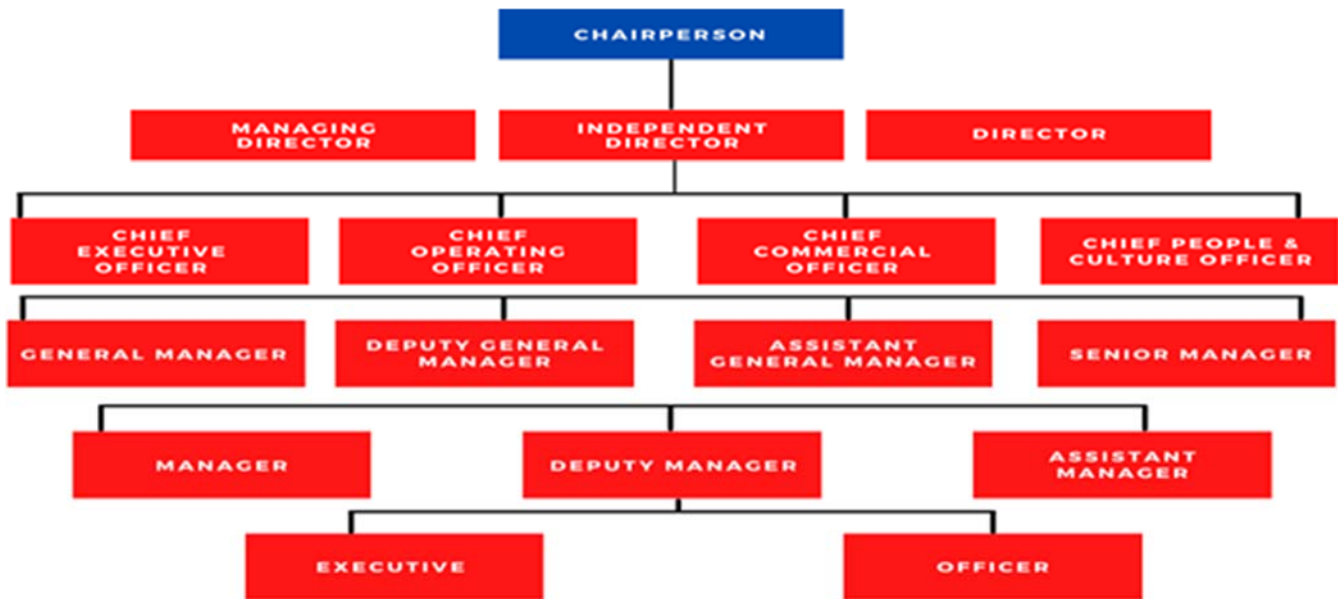


Figure 16-Apex organogram

## Apex’s Leadership System:

Here, leadership in the workplace is taken quite seriously. When making a decision, the team leaders and other senior executives place a premium on employee input. For example, the HR and learning & development teams collaborated to establish a grooming competition for retail employees. As a leader, the chief people and culture officer of the organization received everyone's advice on how to make the event fruitful for the retail employees and considered it. The department leaders in this organization are actively involved with the employees they supervise. Here, the leaders recognize the brilliance and enthusiasm of their employees and provide them with the latitude to develop a particular project according to their own unique thoughts. AFL's leadership system is highly commendable.

## Rules and regulation that employee need to follow :

The employees of the office come by 9 a.m., as the workday begins at 9 a.m. and ends at 6:30 p.m. Employees are obliged to punch their cards at the main door when entering, which also serves as a record of their daily attendance.

The same occurs when store employees arrive at work, and their working hours are dependent on the opening and closing times of the market. Before exiting at 6:30, employees must scan their fingerprints at the gate so that the system can log their admission and leave times, which is used to calculate their monthly attendance, salaries, etc. The HR department often begins the day with a briefing on the day's operations and then follows the plan throughout the day. The Human Resources department is extremely structured.

## **Management operating procedure :**

The employees at the corporate office get performance appraisal twice a year. Where managers and team members gather to discuss job responsibilities, employee strengths and weaknesses, future work plans, salary raises, promotions, and innovative tactics to achieve corporate goals, among other topics. Alternatively, this method is different for retail store employees. A junior sales associate in the AFL, for instance, is given six months to demonstrate his ability. Within six months, a junior sales associate is promoted to a Sales associate job based on performance and fulfilling goals. Similarly, sales associates are promoted to store managers based on their performance. The AFL takes performance evaluations and promotions quite carefully.

## **2.6.1 AFL'S Marketing strategies :**

### **Facebook Page and Website:**

AFL's marketing campaigns are conducted via its Facebook page, where videos of newly announced items and other discounts are posted. For instance, there was recently a Eid promotion offering 25% off all of their items. People may see this offer on their Facebook page, and the company has also created brief OVCs (Online video commercials) that appear when people are viewing random videos on Facebook. This is how they market their products throughout the year. I also observed their breast cancer awareness campaign. The Mkt department gave me the opportunity to attend the campaign as an HR employee and speak with the Sales associate females who were brought to the corporate office for self-check. This entire incident was updated on their Facebook page in order for people to be informed. Additionally, they occasionally contact celebrities to market their products. Gold medalist weightlifter Mabilia sponsored canvas shoes in a campaign, while Bangladeshi player Jamal bhuiyan was recruited for a different advertising campaign. AFL's Facebook page and website are routinely updated with information regarding each of these programs.

## **2.7 Finance and accounting strategies**

As an intern, I had no access to the organization's financial procedures. However, after speaking with certain Finance & Accounts department personnel, I will provide a quick overview of Apex's financial management methods.

Minimal transactions are conducted using cash. These transactions total less than TK50,000. For instance, if an employee is performing office work at lunch, he or she will receive the 300 taka lunch allowance for that day. For company purpose I also went outside to seek for CVs of prospective candidates, and I also got lunch allowance for the day. Employees need fill out a form and obtain a signature from their line manager so that they can get the lunch allowance. Then, the paperwork is forwarded to the CFO for approval, and the money is distributed from the petty cash.

For each major program or event at the AFL, the program's organizing team must provide a PowerPoint presentation outlining the whole event plan and the needed budget. The CFO then attends the presentation and, after receiving confirmation from the MD, moves through with the budget approval. For instance, the AFL HR learning & development team was planning a project called " kamon acho" also there was a program for Bengali new Year and those required budget Therefore, they created an action plan and PowerPoint presentation, and after delivering the presentation, the finance department granted them the requested amount of BDT 5lac.

The accounting department distributes salaries by bank transfer. Typically, all employees are paid on the first of each month. This has been an AFL tradition for decades. AFL has a partnership with Dutch Bangla Bank Ltd, and all workers get their salaries at their official DBBL bank accounts.

This is how all retail shop employees and the corporate office are compensated. And the compensation scheme for interns is slightly different. The supervisors determine the work dates of their interns and transmit a chart to the accounts department. After receiving confirmation from the CFO, the account officer visits the bank to withdraw cash, and interns must sign a paper to get cash in hand from the accounts department. I gathered the following information regarding the Finance and accounting department.

## **2.8 About Operations management and Information System and technology**

### **Practices:**

During my internship period, I had limited access to that part. Furthermore, I was able to learn that AFL uses a software called IFS in which all employee information is saved. The payroll team has access to this software, which is located in a place where everything is highly secret. They use the Andron program, which contains employee attendance, ID card information, and other private information. Here

are some images of the IFS software that is used by AFL to ensure the confidentiality of employee information-

### 1. IFS software :

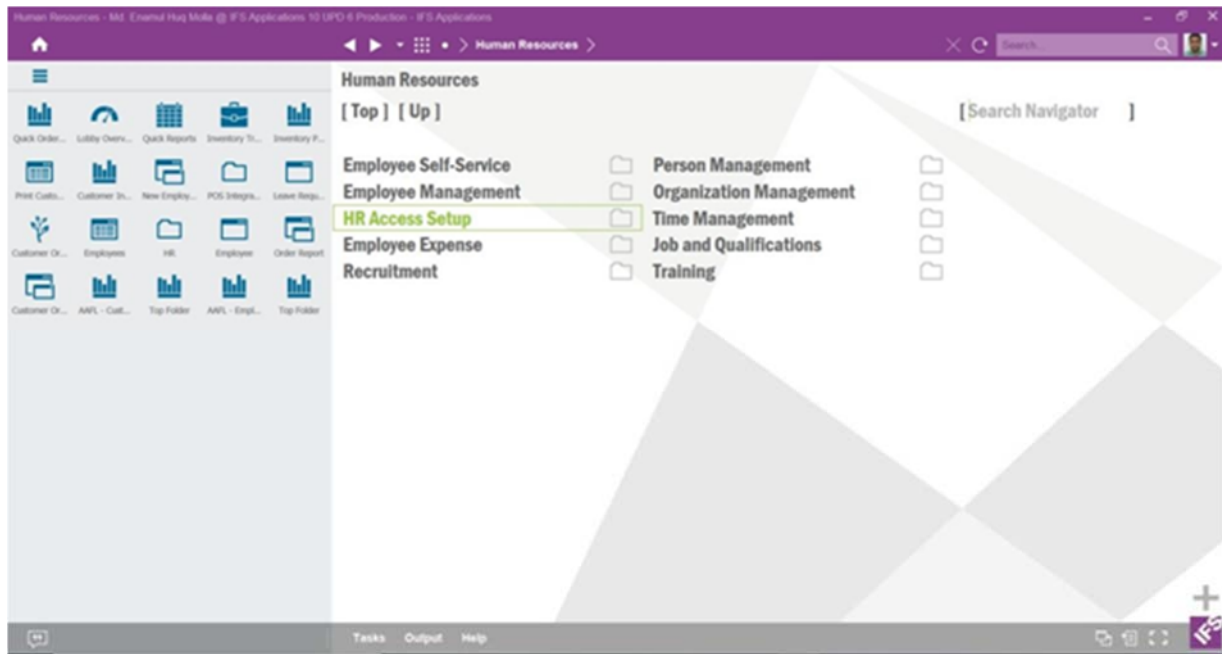


Figure 17-IFS Interface

So there you have it, a sneak peek inside the inner workings of the AFL's information system. AFL's information technology staff, on the other hand, is critical to its management and provision of technological resources. New hires are given laptops by the IT department upon request from the HR department. They also take care of any problems that arise from the employees' computers. A helping hand is never too far away.

### 2.9 Competitive Analysis:

AFL is one of the country's most popular footwear brands. And there are some high-quality rivals out there. To mention a few: Bata, Orion, and more.



### 2.9.1 Porter's five Forces Analysis:

| Force                                      | High/Low | Reason  |
|--|----------|---|
| Competition in the industry                | High     | AFL has many competitors in the food industry. There are many brands who offer the same kind of shoes. For example : Bata,Lotto,Bay etc                         |
| Potential of new entrants into an industry | Low      | The industry has a lot of barriers that make it hard for newcomers to get in, and the environment won't help them.  |
| Power of suppliers                         | Low      | AFL has a strong supply chain and it is a very renowned brand in the market with good market position. That's why suppliers always want them as their customer. |
| Power of customers                         | High     | Here, in this industry customers have many options. And the market is controlled by customers..   |
| Threat of substitutes                      | Low      | There isn't any substitute product for footwear.  |

### 2.9.2 SWOT Analysis:

| Strength         | Weakness  | Opportunity     | Threat          |  |
|------------------|-----------|-----------------|-----------------|--|
| Higher growth in | Need more | Diversification | Keeping up with |  |

|                                    |                              |   |   |  |
|------------------------------------|------------------------------|---|---|--|
| market                             | changes in product design.   | of the workforce                            | constantly shifting regulations and requirements for compliance |  |
| Preferable brand for consumers     | reliance on outside networks | Promoting women's access to the workforce   | Migration of highly skilled individuals to other countries      |  |
| Good work environment              |                              | Increases in production within the industry |   |  |
| Competent Human Resources          |                              |   |   |  |
| Good compensation and benefit plan |                              |   |   |  |

## 2.10 Findings:

Here the finding is that the footwear business is globally competitive. The reputation of Apex Footwear limited is remarkable. In order to preserve this, AFL must continuously improve the quality of its products. They have been recognized as the nation's greatest retail shoe brand more than twice. However, when it comes to their competitors, they are also always developing identical products at lower prices. For example, walker footwear replicated the design of an apex sprint shoe and sold more copies of that shoe than apex since they provided a far lower price ( prothom alo facebook, 2022). Apex should work on their price, which is causing them to lag behind their competitors in some circumstances, as competition increases. Apex's customer base is relatively strong, however their price has cost them some clients compared to competitors.

## **Chapter 3**

### **Report Part**

#### **3.1 Background Information**

Apex Footwear limited is one of the most well-known footwear brands in Bangladesh. They have been successfully operating a footwear business for almost a decade. With a variety of domestic and international shoe brands, apex has won the hearts of their consumers. They operate 256 store outlets around the country as part of a major retail operation. The high number of retail outlets are efficiently managed by 1260 retail personnel. Apex has also launched lifestyle brands by investing in clothing and other products. To ensure the proper functioning of the retail business, the HR activities are executed effectively. Apex has earned the prize for best retail shoe brand three years in a row. According to a research published by BBF Digital in February 2021, the retail business in Bangladesh is still undeveloped compared to other Asian nations. However, the report also indicates that Bangladesh's retail shop experiences are evolving with time. Thus, consumers are now treated well when they visit a retail store they receive a clean, air-conditioned environment and a quality shopping experience. Customers enjoy a luxury shopping experience in Apex's stores. The concord silvi location of Apex in Gulshan is a two-story store that carries all of Apex's international and in-house footwear brands (Apex footwear limited, 2021). The retail outlets are overseen by a big staff of 1260 individuals ( AFL retail budget document, 2022). For the retail sector, HR activities are conducted in a structured way.

#### **3.2 Research Topic**

**Report on HR operations of Apex Footwear in their retail business.**

#### **3.3 Introduction:**

Apex footwear limited operates one of the largest retail business network. They have a large number of retail outlets in Bangladesh. Recently, the retail shop industry in Bangladesh has begun to expand. Today's retail store company has begun to provide clients with a clean, air-conditioned environment when shopping, as opposed to in the past. Apex has been providing their clients with this experience for

quite some time. They have many types of stores, including flagship stores in large shopping malls, discount stores, and stores dedicated specifically to their international brands, among others. Apex provides HR activities for their retail business top importance in order to manage their extensive retail operations. From hiring retail employees to sustaining such a vast workforce, Apex adheres to a strict system. As an intern, I gained a general understanding of how HR operations are conducted.

### **3.3.1 Research Objective:**

**Broad Objective :** Here in this research, the broad objective is to identify Apex Footwear's most important HR processes and activities for their retail chain.

#### **Specific Objectives:**

- To get to know about the recruitment and selection process that apex follows for retail store employees.
- To learn about the varied compensation packages offered to employees at different levels of retail stores.
- Figure out how employees of the retail stores are hired and trained.

### **3.3.2 Research Question:**

What are Apex Footwear's HR activities or processes for their retail operation?

### **3.3.3 Significance of the topic:**

The retail business of Apex footwear is massive. In this report, there will be a thorough examination of the retail company's HR rules and practices to see if they are enough or if there is need for improvement. Having a thorough understanding of the retail industry's HR operations will aid in the development of innovative strategies for the HR department. It's a good idea to be familiar with Apex's HR practices in general.

### **3.4 Methodology:**

I've mostly employed primary methods of research for collecting data. Basically, it was all necessary for my research. For the rest, I relied on past company reports and papers from the organization, as well as my personal observations of HR operations over a lengthy period of time.

The following sources provide the data that is necessary:

- Interaction with recruiters, people in training and leadership roles.

- Participating in HR meetings
- Attending interviews with employees of retail stores

Further data that I have used:

- Documents from the company, for instance their Annual report
- Ape Footwear Ltd's website.

Other than this, I relied on confidential company records that I had access to as an HR intern.

### **3.5 Data Collection :**

In this part, I'll go into how and why I gathered the data I did in order to meet my goals. After that, in the next section, I'll talk about the results of my three months of work at Apex's HR departments, as well as any shortcomings in Apex's retail HR operations.

To complete this report on time and with the necessary data, I had to put in a lot of effort. The data collecting process was a bit difficult because the study relies heavily on primary research. In order to gather information, I mostly spoke with the retail business's deputy manager about hiring and onboarding new employees for retail stores. I attended a couple training sessions in order to learn more about the company's training programs. As a result, the majority of data is gathered through direct engagement and observation.

### **3.6 Findings:**

Apex Footwear's retail business has excellent HR practices. The methods that recruiters use are extremely advantageous to Apex's company growth. In this section, I will briefly outline the discoveries I made while working at Apex. Essentially, the HR operations for their retail firm will be detailed in this section. The findings are addressed in further depth below-

### 3.6.1 Recruitment process of retail store employees:

Apex conducts retail store employee recruiting once a month. Because employee turnover is significant at the store level in Apex, at least 30 to 40 recruitments are conducted each month. There are five types of employees required in retail outlets to manage the business. The following are the retail store employee levels:

| Position                   |
|----------------------------|
| 1. Junior Sales Associate  |
| 2. Trainee Sales Associate |
| 3. Sales Associate         |
| 4. Store manager           |
| 5. Area Manager.           |

**Table 4-Retail store employee list**

To run Apex footwear stores, Apex retail outlets require five categories of employees. To begin, a three-month contract is signed with a junior sales associate. The probationary term for this position is three months, and when that time has passed, he will be promoted to a full-time sales associate. Store managers are promoted from sales associates after one year of service. An first resume screening by the HR team helps to narrow down the pool of candidates for interview. Bangladesh's largest employment portal is the primary source for retail shop employees' CVs. They advertise a job opening in the "Hot Jobs" page and then pick a few applicants for a main interview within a short period of time. And the majority of the interviews are for Junior and Trainee Sales associate positions. For the role of store

manager, a bachelor's degree is required at the very least. Junior sales associate and trainee sales associate roles require at least a high school diploma. Because of this To be considered for an interview, you must have a bachelor's degree or higher and a high school diploma or equivalent. Since it was unable to conduct face-to-face interviews at the Gulshan head office during the Covid era, Apex chose to do the interview online instead. As an instance, if they were looking for a sales representative for their flagship shop in Mymensingh, they would invite the candidate to come in for an interview at their retail location, and the store manager would set up a zoom cloud meeting with the main office. Ahead of their first shift, newly hired employees are greeted by the company's CEO and handed their new uniforms as well as their appointment letters. A week is required to complete the recruitment procedure from start to finish. After a successful search for new employees, the paperwork to begin the onboarding process may begin. This section is critical for all new members. Apex IFS software is used to keep track of the information in the physical files. At Apex, this is how they find store employees.

**3.6.2 The following is a list of the various pay levels available to retail store employees:**

The AFL retail shop employees' remuneration structure is highly sensitive information that cannot be disclosed. I will include the compensation structure to this report as soon as I have been granted the necessary permissions. The following is a breakdown of how retail store employees are compensated for their work:

| Position                   | Salary      |
|----------------------------|-------------|
| 1. Junior Sales Associate  | BDT 6000/-  |
| 2. Trainee Sales Associate | BDT 6500/-  |
| 3. Sales Associate         | BDT 15000/- |

|                  |             |
|------------------|-------------|
| 4. Store Manager | BDT 65000/- |
| 5. Area Manager  | BDT 82000/- |

**Table 5-Retail Salary Structure**

The HR department sets retail shop employee pay based on corporate policies. 750/- food allowance for each store employee. Employees have the option of taking the meal allowance in the form of cash or using the workplace cafeteria. IFS software in Apex is updated at the beginning of each month with the details of new employees and their salaries are dispersed through the dutch-bangla bank pay account. Employees often receive their paychecks on the first of the month. In addition to the wage and meal allowance, employees receive transportation, mobile phone, and housing allowances. In the AFL there is a policy for all leave, and there are four types. Starting with three consecutive days of casual leave, sick leave can only be used for a total of 14 days in a row. Then there's the yearly leave and the leave for visits. ' Executives and above are granted leave for factory visits, which is referred to as "work presence." Finally, there is paid time off. Workers in retail stores are expected to contact their store supervisors to request time off for vacation. In addition, these were the salaries and benefits offered to retail store employees.

**3.6.3 Below I will portray how the employees who work in retail stores are trained :**

New employees who work in retail stores have to go through training. After going to a few training sessions with the trainers in charge of training and development, I understood why new employees have to go to these sessions. There are three main types of training programs for employee who are new to in retail. Here are some pictures from the three training sessions so you can get a better idea of how training works at Apex- Source : Author



*Figure 18-Product Knowledge Training*





Figure 19-Product Knowledge Training



Figure 20-Orientation Training



Figure 21-Norms Training

Training for new employees includes the following:

1. **Orientation Training** : After a new employee is hired, they are given this training. New hires are introduced to the firm by the trainer, who follows that up with a lesson on the organization's policies and procedures. As a follow-up, they are informed of their compensation and benefits. There will be a review of Apex footwear, as well as information on the pension and bonus plans. Employees new to Apex have an opportunity to ask questions about the company and their preferred retail location during this orientation session. Afterwards, they are provided with a thorough explanation of the stores, the working process, their responsibilities, and so on. Throughout this training program, they get their letter of appointment and uniform. This is essentially the first training session that a new employee attends once he or she has been onboarded.

- 2. Product Knowledge Training :** This is their second training session. This is the best course for retail staff to take. An Apex footwear specialist trainer and one from HR learning and development are on hand for this session, and they provide a quick overview of each of the company's footwear offerings. Product knowledge training is necessary because customers want the sales employees to provide them product descriptions when they visit a retail store, and this training helps them better comprehend the things they are selling. This training session has a significant impact on the performance of the sales associates. The more you know about the products, the more likely you are to rise up the ranks. The amount of goods sold is directly proportional to the level of dedication and expertise of the sales staff, therefore educating all of the company's sales representatives is critical to its expansion.
- 3. Norms and etiquette training:** Employees will learn about Apex's culture throughout this training session. While working at Apex, there are certain rules and regulations that must be adhered to. Sales associates benefit personally and professionally from this training.

This is the training procedure that retail store employees are required to go through in the HR department.

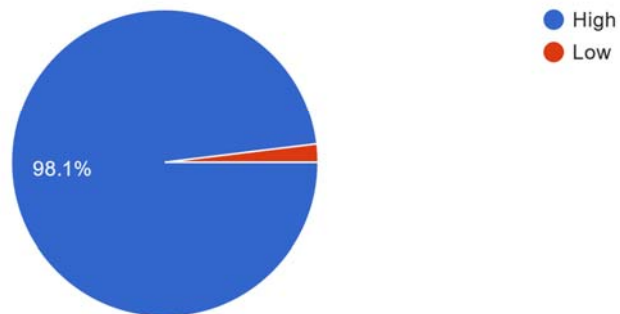
### **3.7 Analysis :**

Apex footwear has a systematic approach to human resources management for its retail operations. Apex's retail shop employee turnover is substantial, despite their modern methods of recruiting and training. Every month, 15 to 20 staff quit their jobs at the business. Employee turnover is expected to be higher in the year 2021 than it was in the previous year.

For getting a clear picture , I have prepared some questionnaires for my survey. Below I have attached both survey questionnaires and the result of my survey. I have also shown some pie charts. I have collected 52 responses. I had collected data from head office employees and with the help of my AFL's supervisor I managed to collect data from store managers.

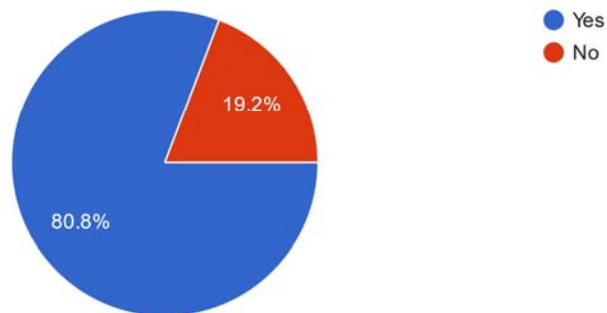
what do you think about Apex's retail shop employee turnover?

52 responses



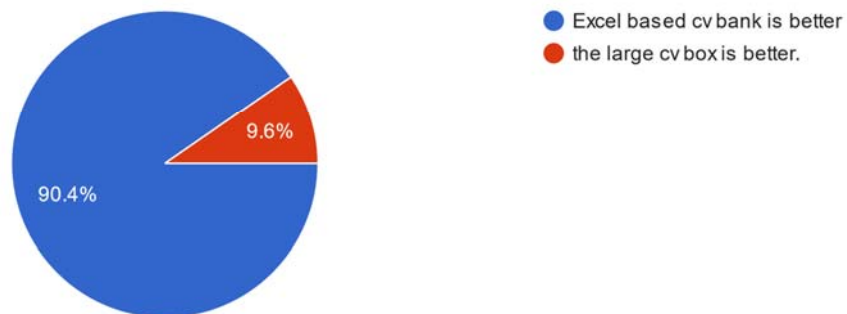
Does AFL need more improvement in their recruitment process?

52 responses



What do you think about CV bank?

52 responses



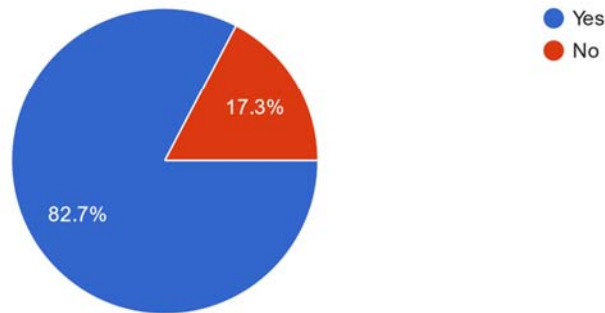
What do you think about the service of Andorn and IFS software?

52 responses



Does AFL need to increase the number of employee in HR to hire their sales employees for their retail business?

52 responses



### 3.7.1 Statements :

- According to the pie chart 98.1% employees think that AFL’s retail shop employee turnover is high.
- About 80.8% of employees think that AFL needs more improvement in their recruitment process.
- Then about 90.4% of employees think that excel based cv bank is better rather than collecting cv in a large box.
- Furthermore,94.2% of employees think that the service of Andorn and IFS software is not that good.

- Lastly,82.7% of employees think that AFL needs to hire more employees in their HR team.

At Apex footwear, the rate is 17%. (IFS APEX, 2021). A month or two after starting their jobs, most retail personnel decide to leave their jobs despite having gone through a formal recruiting and selection procedure before being hired. On the surface, it appears that long work hours are to blame for the lack of customer service. Aside from that, the sales people criticize the difficult work schedules they were subjected to. Because Apex is a footwear store with clients who need to be catered to while on standby, they wanted the duty at stores to be as comfortable as possible, and they wanted to do it sitting down. This was against corporate policy. We can see the impact of staff changes in their stores. Because of the high incidence of employee turnover, new hires are needed on a monthly basis. In certain circumstances, new workers' minds are changed by the training they get following their on-boarding. Some Apex employees choose to remain in the company for a longer period of time, while others elect to leave after obtaining their training. These difficulties were brought up by the hiring managers, who said that in most cases, sales employees aren't all that committed to their jobs. This suggests that the recruitment process is in need of improvement.

### **3.7.2 Major Findings :**

- AFL's retail store employee turnover is high. At Apex footwear, the percentage is 17%. (IFS APEX, 2021). The majority of retail employees opt to leave their employment within a month or two of starting, despite having undergone a formalized hiring and selection process.
- AFL organizes the cv in a large box which is very difficult to sort, also it is a waste of money and time. The HR employees should work with an excel based cv bank.
- There is an employee shortage in the HR team. Sometimes it becomes very hard for them to organize the overall activities.
- The service of their official software is not satisfactory. Employees can't work properly when they need to use those software.

### **3.8 Recommendation :**

The following are some ideas I have for improving Apex-HR Retail's operations.

1. Increase the number of employees in their retail business: First and foremost, Apex needs to hire additional team members for the retail store employee recruitment since it is extremely difficult for a single person to acquire large batches of new employees in retail shops alone. Every month, they have a single executive in charge of recruiting a big number of new sales colleagues. One or two files are left unfinished each month at file handover since HR has fewer employees to accomplish tasks within the allotted time frame..
2. CV Banks that are based on Excel: Instead of storing resumes in large boxes in the basement, they should establish an excel-based resume bank, as going through the resumes each month would entail a significant amount of manual effort. The company spends a significant amount of money each month on a contract team of temporary office associates who come to sort the cvs from massive boxes in the basement. The HR team will save time and effort by using an Excel-based CV bank to store all of the resumes they've collected from various sources. A resume on paper is a waste of time and money.
3. Employees at retail stores are required to sign a work bond contract : Apex's retail business should implement a work bond agreement with a minimum term of six months to decrease employee turnover. It is imperative that a written contract be in place between Apex and new retail employees because of the high rate of employee turnover and the frequent departures of sales associates from the organization. So that only the most committed and worthy people may join Apex retail business, turnover rate will also be reduced.
4. Andron and IFS software must be updated on a regular basis : The andron and IFS software containing retail employee information should be updated on a regular basis since these programs frequently fail to function. Apex's HR team relies heavily on the software, and when it malfunctions, the company's productivity suffers as a result. Technical faults might cause problems for the HR staff, thus it's critical that these products be properly maintained.

### **3.9 Limitations :**

This report's limitations are summarized in the following sections:

- When it came to limiting factors, time was the biggest one,
- The compensation policy's reward policy.
- Not all of the information can be made public.
- Confidentiality prevented the payroll department of HR from being thoroughly investigated.
- It was not possible to provide the method used to evaluate shop employees.

### **3.10 Conclusion:**

To sum up, it can be argued that AFL's retail business is doing well, and its HR operations are conducted fairly systematically, but there are a few flaws that contribute to the high retail turnover rate that I highlighted before. Apex footwear's retail company needs to strengthen its HR operations in order to decrease employee turnover and to manage its HR operations more efficiently. The organization will be better off if HR choices are reevaluated. Working as an intern at Apex Footwear has been a rewarding experience that will benefit my professional development in human resources in the future. My internship at Apex footwear limited has allowed me to put my academic HR skills into practice in a real-world setting. Finally, I'd like to mention that my internship in Apex footwear limited's HR department has improved my theoretical understanding.