

Future Leaders: Succession Management for Skilled Pipeline Innovation at
Kuehne+Nagel Limited

By

Resalat Bin Khair

20104033

A thesis submitted to the BRAC Business School in partial fulfilment of the requirements for the
degree of
Bachelor in Business Administration

BRAC Business School

BRAC University

September 2024

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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:

Resalat Bin Khair

20104033

Supervisor's Full Name & Signature:

Tanzin Khan

Senior Lecturer, BRAC Business School

BRAC University

Letter of Transmittal

Tanzin Khan

Senior Lecturer,

BRAC Business School

BRAC University

66 Mohakhali, Dhaka-1212

Subject: Submission of Internship Report on “Future Leaders: Succession Management for Skilled Pipeline Innovation at Kuehne+Nagel Limited”.

Dear Madam,

The internship report on “Future Leaders: Succession Management for Skilled Pipeline Innovation at Kuehne+Nagel Limited” that I was required to write as part of my BBA degree at BRAC University has been finished and I wanted to let you know about it. Thankfully, the organization I work for employs an entire group of highly competent and experienced professionals. I have the chance to collaborate alongside them in various areas, which will allow me to understand their procedures better.

I made all possible attempts to incorporate all of the information I acquired here. Lastly, I want to make it clear that I will be available at all times to answer questions and provide more information if needed. In advance, I appreciate your helpfulness. Despite my many errors, I loved putting together the report as well as would appreciate it if you would give me a satisfactory score.

Sincerely yours,

Resalat Bin Khair

ID-20104033

BRAC Business School

BRAC University

Date: 11 September, 2024

Non-Disclosure Agreement

I hereby pledge to maintain strict confidentiality regarding any knowledge or details pertaining to Kuehne+Nagel's software data, policies, or any additional confidential data which I may come across during my internship tenure at Kuehne+Nagel Limited.

Name: Resalat Bin Khair

Joining date: 16 January, 2024

Department: Sea logistics operational care

Acknowledgement

I would like to begin by conveying my sincerest gratitude to Tanzin Khan, Senior Lecturer at BRAC University's business school and my internship supervisor, for her valuable advice and insightful criticism while I prepared this final report. Her kind assistance gave me faith in the success of my internship report, for which I am extremely grateful.

The entire Kuehne+Nagel Limited team deserves my deepest appreciation for all the help they gave me while I was working on this paper; they gave me a wealth of insight, enough data, and ultimately worked alongside me to get the job done. I should be very grateful to **Mr. Masud Karim**, the manager of Sea Logistics, and my co-workers for giving me all the direction and encouragement I needed to finish my internship report.

Kuehne+Nagel Limited, and the whole Department of Sea Logistics staff in particular, has my deepest gratitude for all of the helpful assistance they gave me while I worked on assembling the data and details required for this challenging study. Thanks to their help, guidance, and direction, I was able to successfully complete this tough project.

Executive Summary

The report titled “Future Leaders: Succession Management for Skilled Pipeline Innovation at Kuehne+Nagel Limited” explain the relation between Succession management and retention skilled employee and demonstrate the way succession management create future leaders.

My internship duties and other relevant details will be described in the report's first chapter. The challenges I encountered while working as an intern are addressed as well here. The next part of the paper will focus on the internship I had with Kuehne+Nagel Limited, a global leader in freight forwarding. As a last section of the project, I will be discussing the connection between the retention of skilled workers and succession management. In addition, I will explain the process of succession planning here. This paper will also go through how succession planning might help an employee become a future leader. Succession management and its required elements are also described here. To make the project more credible, I used primary as well as secondary sources of information. This study mainly focusses on showing the procedure by which an employee becomes a leader along with the relationship between the retention of skilled workers and succession planning. Nowadays, succession planning is a crucial component of workforce planning, and it is crucial that all procedures are followed to the letter.

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List of Acronyms

3PL- 3rd Party Logistics

B/L- Bill of Lading

CFS- Cargo Freight Station

CBM- Cubic Metre

VGM- Verified Gross Mass

ETA- Estimated Time of Arrival

ETD- Estimated Time of Departure

FCL- Full Container Load

FOB- Free on Board

Incoterms- International Commercial Terms

KN BD- Kuehne+Nagel Limited Bangladesh

Chapter 1: Overview of the Internship

1.1 Student Information

Name: Resalat Bin Khair

ID:20104033

Program: BRAC Business School

Major/Specialization: Finance & Human Resources Management.

1.2 Internship Information

Beginning date: 16th January 2024

Ending date: 16th July 2024

Company Name: Kuehne+ Nagel Limited

Department: Sea freight Logistics (Operation)

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

Email: 123@kuehne-nagel.com

Supervisor Name: Md. Masud Karim

Instructor Name: Mahabubul Hoque

1.2.1 Tenure, Organization, Department and Location

Internship Tenure: The duration of my internship is six months. Beginning on the 16th of January in 2024, it will continue until the 16th of July in the same year.

Organization Name: The organization where I completed my internship is Kuehne+Nagel Limited. Logistics and freight forwarding are the specialties of this German global business. Kuehne+Nagel Ltd. is the leading company in the global freight forwarding industry. In Bangladesh, their work setting is exceptional, which allowed myself to fully engage with my internship while improving my professional growth.

Department: I am currently working in the Sea Freight department, which is part of the operational care unit. More precisely, my responsibility entails overseeing the shipment operations within the operational care unit. Given my academic background in Finance and HRM, I found that the aspect of international finance was particularly relevant to my field of study and professional experience.

Being involved in sea freight shipping, I gained first-hand experience in understanding the impact of international finance on the export process. I successfully established a connection among my conceptual expertise along with my hands-on experience.

Location: Kuehne+Nagel Ltd. has three locations in Bangladesh, one located in Chittagong, another one in Khulna and the main branch in Mohakhali, Dhaka. The precise location is provided as follows: SKS Tower, 7 VIP Road, Mohakhali, Dhaka-1206, Bangladesh.

1.2.2 Internship Company Supervisors: Name, Position

Supervisor Name: Md. Masud Karim.

Designation: Manager, Sea Logistics.

Email: masud.karim@kuehne-nagel.com

Instructor Name: Mahabubul Hoque

Designation: Manager, Sea Logistics.

Email: mahabubul.hoque @kuehne-nagel.com

1.2.3 Job Scope & Job Responsibilities

Having begun my internship with Kuehne+Nagel Ltd. in January 2024, I have been working underneath the direction of the operational care (OCL) unit of sea logistics ever since. In the beginning as an intern, my initial assignment entailed familiarizing myself with the complexities of the goods shipping industry, the organization's rules, code of actions, potential clients, and buyers. Subsequently, I attended a comprehensive thirty days instruction program that covered all aspects of the operational procedures within my division. This encompasses visits to warehouses along with training sessions with different divisions such as finance and HR. Following the mandatory training period, I received a responsibility to collaborate with the sea logistics unit. There were two teams, namely the operational team and the other one was customer care team, that were functioning. My primary duties involved providing assistance to clients for sea freight including overseeing the operations of the export care team. The duties and objectives I had been given included –

- Handling shipping operations by making reservations and bookings, placing invoices along with producing all necessary export paperwork.

- Creating and distributing a draft Bill of Lading (BL) in accordance with the financial regulations and operational directions.
- Providing the vessels leaving updates, evaluating carriers service quality, and overseeing information using multiple applications such as KNESP, SALOG, OPS, ASICUDA etc.
- Reporting rising issues, management complaints, or inconsistencies to higher-level positions as appropriate.
- Coordinating the preparation of shipping paperwork and supervising the routing schedule as well as delivery of supplies.
- Collecting claim records and accumulating specific details if there are any sort of claims concerned.
- Providing innovative solutions to any service-associated problems.
- Maintaining accurate and reliable input and maintaining high standards of quality of data.

1.3 Internship Outcome

1.3.1 Contributions toward the organization

My operational care manager has provided guidance and oversight while I served as an intern at Kuehne+Nagel Bangladesh Ltd. Kuehne+Nagel Ltd is an organization that provides logistic services and places a strong emphasis on timely execution of tasks and effective communication. During my time as an intern at Kuehne+Nagel Ltd, I acquired a wealth of knowledge and provided significant contributions to the operation. My efforts have facilitated my growth as well as career progression within the corporate arena. I've made numerous contributions throughout my time as an intern. Here are a few examples:

Carrying out additional effort to ensure the proper delivery of my services to the business. As an illustration, just prior to the Eid breaks, I found myself underneath tremendous pressure as a result of the closure of our customers' workplaces in observance of the festival of Eid. Prior to the beginning of the Eid holiday, it was essential for me to ensure the accurate delivery of the necessary paperwork to my clients. Failure to accomplish this could result in our customers being unable to send the necessary paperwork to the bank on time, which could in turn prohibit them from providing wages to their workers. This would hinder the overall provision of services that we intend to provide through this organization. Consequently, I successfully managed to perform under stressful conditions and exerted additional commitment in ensuring the timely as well as accurate delivery of the documents to the customers.

Engaging in efficient interaction with customers and clients is a vital duty in this role. I engaged in continuous interaction with approximately 100 customers of the business. As per my manager's assessment, I successfully addressed and resolved challenges that exceeded my skill level within a brief timeframe. Each day, several customers presented various concerns, which meant it was necessary for me to efficiently interact with these individuals in order to understand what they were looking for prior to finalizing any piece of paperwork.

I assisted Kuehne+Nagel Ltd. in coordinating multiple activities, which enhanced my sense of involvement with the company.

Established strong relationships with other interested parties. Although my involvement may have been limited during the little amount of time, I am confident that Kuehne+Nagel Ltd. has contributed to helping me develop essential business abilities which will benefit me in later career aspirations.

1.3.2 Benefits to the student

Internships help students get ready for the workforce. This platform enables graduates to integrate the understanding they have acquired during their four academic years of undergraduate studies to real-world work experiences. This program is highly significant as it provides students with an applied knowledge of real-life situations in various work environments. In the time of my internship at Kuehne+Nagel Bangladesh Ltd., I acquired the ability to adapt to a novel work setting and collaborate with individuals from diverse backgrounds. I gained expertise in the field of goods shipping and supply-chain leadership, as well as understanding the interconnectedness of this industry with financial markets worldwide. With my background in Finance and HRM, I am able to establish connections between various aspects of the export industry and the process of goods freight forwarding. I acquired significant professional experience and cultivated new abilities. For instance, I acquired proficiency in various software applications such as CIEL and SALOG, thereby enhancing my professional aptitude. I have enhanced my proficiency in utilizing Microsoft office. Communicating effectively is crucial for the successful execution of any kind of operation. The training programme enhanced my ability to effectively communicate and be professional simultaneously. I developed a greater sense of responsibility and dedication towards the tasks at hand. In addition, I successfully handled high-pressure situations while maintaining a high level of precision in my work. Furthermore, I was given the chance to attend seminars and conferences

that were arranged by industry professionals, as well as to create relationships with those who are very knowledgeable in this field. In addition, there were regular weekly standing meetings and monthly townhall meetings held to address emerging issues and devise solutions. These meetings greatly facilitated the development of my teamwork skills throughout the organization. Not only did this assist me in improving myself for the years to come, but it also enhanced my trust in myself as a human being.

Overall, my time as an intern at Kuehne+Nagel Ltd. has strengthened my skills, boosted my interpersonal self-assurance, reinforced punctuality, and sharpened my capability to operate professionally in challenging circumstances.

1.3.3 Difficulties/ problems faced during internship tenure

During my time as an intern, I encountered numerous difficulties in the company I worked for. Here are a few examples:

The main focus of my duties was to handle B/L documents and interact with over around 50-100 customers on a regular basis. I was responsible for monitoring various daily issues and finding ways to solve them. In the past, I had never engaged in multitasking or handling several problems simultaneously. Initially, I encountered significant difficulties in finding resolutions to ongoing issues. However, over time, I acquired the skills to effectively handle such circumstances.

In addition, throughout the entire month of Ramadan, the work load continued exceedingly high. The duration of working hours was decreased from eight hours to six hours. We expected to complete the task that originally required a minimum of eight hours in a reduced timeframe of six hours. This task was extremely exhausting.

Moreover, just prior to the Eid holidays, the workload intensified significantly as it was crucial for me to complete the processing of paperwork and deliver it to our consumers promptly. Failure to do so might have prevented them from submitting the required paperwork to the bank and disbursing wages or Eid bonuses to their workers. Throughout the holy month of Ramadan, my colleagues along with me faced a challenging situation.

Occasionally, my internship presented challenges due to limited availability of essential data that could have been beneficial for the job at hand. However, it is important to note that interns are not granted unlimited entry to all areas.

Initially, comprehending all aspects of the supply chain in the cargo shipping industry was challenging during the early stages of my time as an intern. The process involved numerous stages and levels of comprehension. To gain a comprehensive understanding of the whole procedure, I had to engage in instructional videos along with training modules.

1.3.4 Recommendations

In regards to the experience I got, I have found Kuehne+Nagel Bangladesh Ltd. to be highly efficient and well-structured in relation to their operational processes. Furthermore, I received invaluable instructions from my manager during the whole duration of the apprenticeship. However, I have identified specific areas for development which could benefit the internship itself in the years to come. The following items are listed below:

Structured Guideline for Interns

Implementing a rotational system for interns inside the division in order to expand their knowledge beyond just producing B/L, allowing them to gain exposure to various additional responsibilities. Other tasks include the management of information in ILS (Integrated Library Systems), ESP and OPS (Order Processing Systems). These programmes are crucial for understanding and ensuring the efficient functioning of this company.

Organizing training sessions

Typically, interns are given a limited duration to familiarize themselves with the complexities of the freight forwarding industry. The organization provides a thirty days training program for trainees, that begins with an overview to the company's operations procedure as well as is followed by an extensive training on system utilization. It could have had a greater effect if a thorough understanding of the corporation and the terminology it uses were discussed frequently, including more time allocated before switching attention on acquiring the software that it uses.

Focus on peak-hour operations

The organization may strengthen peak-hour operations. For instance, if the tasks are provided in a sequential manner from the start, interns will arrange them based on necessity and strive to complete them inside the time limit specified. However, if a substantial workload is assigned at the last moments of the working day, a trainee is likely to succeed or not finish it or produce wrong documents as a result of the time constraints and pressure. Consequently, this results in reduced efficiency. Therefore, it is crucial to refrain from engaging in tasks during afternoon and evening rush hour.

Chapter 2: Organization Part

2.1 Introduction

One of the main goals of the internship programme is to get students ready for the workforce. This programme improves the proficiency and aptitude of an apprentice, preparing them for future pursuits. I have successfully finished my time as an intern at KUEHNE+NAGEL Limited, a German multinational corporation that offers worldwide shipping services as well as solutions. The study is derived from a six-month internship at KUEHNE+NAGEL Limited.

During my internship in the department of operation (OCC) of the sea freight, I acquired valuable skills in effective communication along with collaborative teamwork. I primarily focused on the record keeping of bill of lading, where precision and timely interaction were essential.

The following section will exclusively concentrate on the examination of Kuehne+Nagel's operations. Applying the knowledge, I gained while employed here, I will give careful consideration to the evaluation of company processes.

Furthermore, I will conduct a comprehensive SWOT analysis of Kuehne+Nagel Bangladesh Ltd., clarifying Kuehne+Nagel's strengths, weaknesses, opportunities, and threats. In addition, I am going to analyse the Porter's Five Forces approach in relation to Kuehne+Nagel Bangladesh Ltd.

2.2 Overview of the freight forwarding and company

2.2.1 KUEHNE+NAGEL & its history

With over a century of experience, KUEHNE+NAGEL Limited is the top global forwarder and supplier of logistical services. Over the course of a few decades, Kuehne+Nagel Ltd has transformed beyond a traditional shipping firm into a multinational logistics business that offers very specialized logistical assistance to businesses throughout the entire globe. Currently, the business has a significant presence with an existing clientele of over 40000, serving clients in over 100 nations. It is supported by a team of 78000 dedicated employees that strive to provide the best logistical solutions worldwide. KUEHNE+NAGEL Limited has the top position in marine freight. Additionally, it ranks second globally as an air shipping company. KUEHNE+NAGEL Limited was set up in the German city of Bremen by August Kuehne with Friedrich Nagel. KUEHNE+NAGEL held the top position as the dominant worldwide freight forwarder,

commanding approximately 15 percent of the international air and sea freight industry's income. This surpassed the performance of competitors such as DHL worldwide Shipping, as well as Panalpina. The business is headquartered in Schindellegi, Switzerland. KUEHNE+NAGEL offers assistance with ocean along with air cargo forwarding purposes, contractual relationships logistics, and transcontinental trade. Their main emphasis is on delivering IT-based logistics management solutions to the clients they serve. KUEHNE+NAGEL was founded in the 1890s in Bremen, Germany. Their initial enterprise mostly concentrated on cotton as well as mixed cargo. Around the year 1902, they ultimately extended their operation across the German sea port. In the year 1907, Friedrich Nagel, one of the founders, was removed from his position and August Kuehne acquired ownership of his shares in the company. The ongoing influence of Nagel persists in the brand name of the organization, KUEHNE+NAGEL (KN).

2.2.2 Company History and Origin

Name: KUEHNE+NAGEL Ltd.

Founders: August Kuehne & Friedrich Nagel.

Year of origin: 1890

Business Type: Service oriented (Logistics support provider)

Country of origin: Germany, Bremen.

Website: www.Kuehne+Nagel.com

Operational Areas: Asia Pacific, Middle East, Europe, North America, South America, Africa

2.2.3 KUEHNE+NAGEL Ltd. Operating Segments and Mediums:

1. Sea Freight: Offers Less than Container Load (LCL) and Full Container Load (FCL) shipping, as well as logistics services for refrigerated containers along with specialized logistics for projects Tasnim, B. (2022). Offers adaptable options for transporting goods in containers.
2. Air Freight: Offers leased goods and services, time-sensitive strategies, the aircraft assistance etc. The deliveries are shipped very quickly as well as securely.

3. Highway Logistics: Offers solutions for shipping products by roadway. North America mainly offers highway transportation options. It provides a particularly suitable logistical service for shipping truck requirements.

4. Contractual Logistics: Includes services such as aftermarket and manufacturing logistics, wrapping, procedures as well as suggestions, Distribution of goods, along with Innovative thinking. Provides precise and effective delivery and storage facilities tailored to individual requirements.

5. Railway Logistics: Offers a stable and effective cargo train operation which links China to European nations as well as the country of Russia.



Figure 1: Segments of Kühne+Nagel LTD's operation

2.2.4 History of KUEHNE+NAGEL Bangladesh Limited

Established in 1997, KUEHNE+NAGEL Bangladesh Ltd. has been serving the Bangladeshi market ever since. Since that time, it has regularly maintained the top spot in the freight forwarding market. Dhaka as well as Chittagong are the locations of its two corporate locations in this country. KUEHNE+NAGEL also operates in Uttara, Dhaka, specifically for the storage and distribution of

air cargo. The organization is a dominant force in the marketplace, excelling in managerial tasks, warehouses, user authorization, and also a high-value surveillance system that greatly benefits its numerous stockholders. 4 distribution centers are operational in Bangladesh: Summit Alliance Port, Esack Brothers, Shafi Motors Ltd. (SML), and Vertex Off-Dock Logistic Services Limited Tasnim, B. (2022). The Summit Alliance ports (SAPL) handle nearly eighty percent of the cargo load. Kuehne+Nagel Bangladesh operates in Dhaka, Chittagong, and Mongla. It is important to note that the majority of their shipments are FOB, which stands for free on board. This means that Kuehne+Nagel's accountability finishes as the cargo vessel leaves. In Bangladesh, Kuehne Nagel doesn't have any kind of vessel in its ownership. In order to facilitate the entire procedure, it is necessary for them to collaborate with a shipping company. Maersk Bangladesh serves as one of the main shipping companies that handles shipments produced via Kuehne+Nagel. Another shipping company that Kuehne+Nagel Bangladesh works with is CMA. The company operates across three locations: Dhaka, Chittagong, along with Mongla.

2.2.5 Tagline & Logo

The slogan for Kuehne+Nagel is "We strive to create a legacy in the present for the benefit of future."



Figure 2: Logo of Kuehne+Nagel LTD

2.2.6 Vision of KUEHNE+NAGEL Limited

KUEHNE+NAGEL sees a future where they continue to set the standard for the industry by providing solutions that are both financially and ecologically sound.

2.2.7 Mission of KUEHNE+NAGEL Limited

Our most valuable resource is the worldwide logistics connection. Our corporate concept is centred around passion, integration, as well as creativity. With a strong emphasis on meeting our client's requirements, we offer high-quality and operationally excellent comprehensive logistics services.

2.2.8 Objectives of KUEHNE+NAGEL Limited

The organization adheres to three primary objectives to ensure the sustained strength of the business. The following items are:

- 1. Attain exceptional service to customers:** The regular objective includes the seamless integration of outstanding service in order to ensure client satisfaction. In addition to its many endeavours, Kuehne+Nagel prioritizes the provision of high-quality service as well as consistently seeks to enhance its operational processes.
- 2. Expand company operations on an international basis to boost profitability:** Kuehne+Nagel aims to expand its operations worldwide by increasing their revenue. By doing so, businesses not just enhance their profits at their initial business location yet also across a worldwide context.
- 3. Make sure adherence to the shipping schedule:** The organization has to make sure that shipments are delivered promptly and correctly. Kuehne+Nagel, Inc. is responsible for establishing and maintaining the shipment schedule.

2.2.9 KUEHNE+NAGEL Limited's Goal

1. Thoroughly enhance the efficiency as well as effectiveness of processes, data, along with quality of service throughout every aspect of the organization.
2. Enhance professional abilities as well as establish abilities to lead to meet individual ambitions alongside the criteria of KUEHNE+NAGEL.
3. Safeguard the surroundings and ensure its long-term viability.
4. To make sure that items are shipped promptly and without any complications.
5. Maintain a competitive edge by working efficiently and staying informed about market trends.
6. Minimize the potential hazards to staff wellbeing.

2.2.10 KUEHNE+NAGEL Limited's Value

There are four guiding concepts that KUEHNE+NAGEL Ltd. uses to run the business. These ideas are integrated throughout their day-to-day business operations while they serve their customers. This includes the following:

- 1. Encourage creativity:** Kuehne+Nagel Ltd. prioritizes the development of exceptional services. The staff operate within a multicultural setting, as the organization recognizes that diversity in the workforce fosters greater innovation. It focuses on developing alternatives that are customized for the needs of its customers as well as strives to constantly enhance its operations.
- 2. Foster Collaboration:** Kuehne+Nagel Ltd. places great emphasis on the importance of teamwork. Their primary objective is to establish and keep up favourable connections among stakeholders throughout the organization, as well as to build an extensive network spanning multiple nations. Workers enhance their knowledge and develop professionally by taking advantage of the individual career options available to them.
- 3. Encourage being an entrepreneur:** Kuehne+Nagel Ltd. consistently promotes staff independence in driving their individual professional growth, as well as in developing innovative processes and services. They motivate individuals to fully optimize their capabilities.
- 4. Ensure Quality and Exceptionalism:** Pursuing novel approaches to enhance the consumer experience is a major principle firmly established in their fundamental principles. Kuehne+Nagel consistently enhances their service, delivering high-quality along with effective solutions for their customers.



Figure 3:Kuehne+Nagel LTD's Value

2.3 Management Practices:

Kuehne+Nagel Ltd. has a central management style for its business operations. Decisions on any and all things are ultimately made by the headquarters of the corporation. No independent decisions can be made by the administration of the KUEHNE+NAGEL offices in Bangladesh. They need to inform the regional headquarters to obtain their Approval prior to doing anything else. This is a really serious issue for the international corporation. For instance, in the event that the Operational Care Division of the sea logistics require new recruits, the heads of both the division along with human resources will initially share the news internally before alerting the regional headquarters. Management takes action to post the recruiting notice once they receive approval to hire from the regional headquarters. This organization's leadership is authoritarian since they practice centralized management. The subordinates have no say in the matter as the parent firm establishes rules and processes, sets objectives, as well as supervises and guides all operations. Recruitment, operation, training, advancement, remuneration, and benefits are all responsibilities of KUEHNE+NAGEL Bangladesh Limited's HR division. Approval from headquarters is required before any hiring may take place. They will be unable to hire anyone if they do not.

The HR department at KUEHNE+NAGEL LTD uses 4 different methods for deployment. The procedures that ensue are outlined below:

2.3.1 Recruiting and Selecting

Kuehne+Nagel utilizes an organized recruitment process. Although local offices, such as those in Bangladesh, may see a need for additional recruits, especially in areas like the Operational Care Division (e.g., sea logistics), the ultimate hiring power remains with the local or corporate headquarters.

Internal Recruitment: The HR department frequently puts internal announcements over recruiting from outside, allowing current employees to apply for open positions or recommend people.

Authorization Hierarchy: Recruiting can't start without permission from upper management. Upon initiation of the procedure by local HR and operational leaders, the matter must be delivered to the regional office for assessment of its alignment with the business's overall goals and financial

limitations. This process guarantees that all single employees conform with the company's global standards.

Candidate Selection: After authorization, candidates are selected due to the established standards set by the company's leadership. The criteria include technical expertise, commitment to company rules, and compatibility with worldwide working needs.

2.3.2 Staffing

Staffing at Kuehne+Nagel includes both strategic planning and operational operation, but it remains completely centralized. Regional offices, like the one in Bangladesh, are heavily reliant on decisions made by the parent company.

Centralized Staffing Strategy: The global headquarters of the business manages staffing, calculating the necessary number of employees in each local branch based on the economy, customer demand, and operational demands. Local branches want additional employees but they have to prove their need to business leadership.

Global Resource Allocation: Staff choices additionally take into account the company's global reach. Employees can be transferred throughout regions to optimize effectiveness of resources. A competent worker from another Kuehne+Nagel office might be transferred to Bangladesh due to demand or regional requirements.

Flexibility and Compliance: Kuehne+Nagel retains agility in changing to local regulations despite its hierarchical makeup. The human resources division in Bangladesh has to comply with local labor laws while maintaining the business's global hiring procedures.

2.3.3 Training and growth

Starting with an initial training session, the Human Resources team gradually introduces the fresh hire to each division. A general understanding of how every unit operates is passed on to the newly hired employee. The fresh hires will get an overview of the company's operations, go on a tour of the Gazipur warehouse, train on desk tasks, receive information technology conferences, and more as part of a predetermined training program. The training session concludes by an introduction to the application that the worker is going to use on the job. The employee gains knowledge of the

job and begins to put in effort after a while has passed along with practicing. Typically, this instruction lasts between 15 days to one month. Conversely, when an entirely new software application is implemented within the organization, phased training is delivered to all staff members.

2.3.4 The compensation management

Kuehne+Nagel's compensation system is carefully controlled by corporate headquarters, ensuring that staff in all locations, particularly Bangladesh, get compensation based with global standards.

Standardized Salary Structure: Salary packages are determined by headquarters, with adjustments depending on market conditions in the region. The fundamental pay elements (base salary, incentives, etc.) are identical across all locations to ensure equal treatment throughout the company.

Incentive Compensation Linked to Performance: Employee salary, especially bonuses and variable wages, correlates with individual, group, and company achievement. Evaluations of performance are carried out systematically, with regional offices providing feedback.

Benefits and Incentives: Employee benefits and incentives, including health insurance, pensions, and additional perks, are centrally managed but may be changed to adhere to local legislation. The corporate headquarters defines benefits relevant to different divisions while maintaining alignment with Kuehne+Nagel's globally employee value provide.

2.3.5 Evaluating Employee Performance

The Kuehne+Nagel performance evaluation system is comprehensive and coordinated. Local human resources and leadership participate in the review process, but global or regional headquarters set the criteria, regulations, and decisions.

Global Evaluation Standards: All performance evaluations use uniform instruments and standards to assess workers' contribution against in line standards. These evaluations align with business management's KPIs and objectives.

Periodic Performance Evaluations: Performance reviews, usually biannually or annually, assess employees' productivity, efficiency, and compliance with the company's requirements. Direct

supervisor provide input, while regional or headquarters management make the ultimate decision on promotion & compensation.

Evaluation: Workers receive comments and individual plans for growth (PDPs) are often created to improve areas. Headquarters manages worker progress and pushes workers to match their performance with global strategic goals.

Promotion and Achievement: Kuehne+Nagel promotions have a central location and need regional authorization. Offices around the country can recommend promotion candidates, however headquarters leadership takes the final choice. This centralized method guarantees rewards correspond with the business's objectives for the future.

2.4 Marketing Practices

It takes effort to market a service or goods. In order to a goods or services to be sold, it must possess sufficient attractiveness to capture interest. The objective of marketing is to ensure that consumers are aware of and comprehend the goods and offerings, enabling them to choose to independently align and eventually purchase them. KUEHNE+NAGEL Ltd is a multinational business that offers services for the transportation of goods. Their primary offering is the service they provide. Thus, KUEHNE+NAGEL distinguishes itself as well as achieves its standing as the top global air and ocean freight forwarder by implementing a unique marketing approach, a positioning plan, creative product development, along with specific targeting of the appropriate customer base.

2.4.1 Marketing strategy



Figure 4 Marketing Posters



Figure 5 Marketing Tools

Kuehne+Nagel's primary strategy is conducting comprehensive research on its roots and scope of operations. They discover that the way they performed previously was inadequate while discovering new opportunities for mitigating such inadequacy. This enhances the level of service in a constant manner. Thus, through thorough research, they possess knowledge of where to allocate greater significance when operating the business. At KUEHNE+NAGEL Bangladesh Ltd., marketing potential is restricted because of legal issues along with restricted possibilities. As an illustration: The majority of Bangladeshi customers don't stick to credit conditions or make timely payments. The company primarily conducts Over ninety percent of its deliveries on a Free on Board (FOB) basis, while only between 2 and 5 percent of its shipments are done domestically. Given the nature of the company's procedure, it is not highly lucrative due to the emergence of several regulatory difficulties. KUEHNE+NAGEL Bangladesh Ltd engages in marketing via word-of-mouth. The local purchasing agents and suppliers provide details regarding their FOB trade operations, and a marketing representative from the company's destination office handles all communications on behalf of them. The sales department communicates with existing consumers as well as new ones, both locally and globally.

2.4.2 Target customers

Customers in this market segment include purchasing houses, direct purchasers, especially regional suppliers. Among the significant customers of Kuehne+Nagel include Next Retail, Best Seller, Shop Direct, Galleria, KiK Textilien, Sainsbury's Supermarket, Regatta Great Outdoors etc.

These customers are especially significant and prominent, as they have a regular cargo volume on a huge amount. Kuehne+Nagel Bangladesh Ltd lacks the authority to interact personally with clients. As a result, they focus their efforts on local vendors and buying houses, whom they've subsequently contacted via the local branch.

2.4.3 Brand Positioning and target market strategy

KUEHNE+NAGEL Bangladesh Ltd. established its reputation as the largest sea freight shipper in the country. In addition to providing IT services as well as ocean freight assistance, the business is able to maintain its leading position. By maintaining this concentration, they contend alongside various other major companies in the marketplace and are currently in the driving seat. By sea, Kuehne+Nagel possesses an exceptionally robust network. It is utilized to their advantage in the marketplace. The company established their dominance in sea cargo forwarding by positioning themselves to offer the highest quality shipping services.

2.4.4 Marketing Platforms

The digital website that KUEHNE+NAGEL possesses is one of the avenues for marketing. More specifically, KN shipping net enables immediate reservation of products other than LCL. In addition, virtual media, in-person interactions, and telemarketing are additional methods of advertising utilized by Kuehne+Nagel.

2.4.5 New products creation

The process of creating and introducing new products, as well as the strategies used to gain a competitive advantage.

Typically, regional headquarters hold responsibility for the process of developing new products. OPS as well as KN ESP are recent additions to Kuehne+Nagel's product line-up, designed for organizing information.

2.4.6 Marketing gap

There is zero advertising by Kuehne+Nagel Bangladesh. Not being present on a single of the digital platforms is Kuehne+Nagel Bangladesh's worst marketing shortcoming. Today, branding is more crucial than ever. However, compared to other logistics companies, Kuehne+Nagel Bangladesh is extremely expensive in terms of advertising. Individuals learn plenty about Maersk and DHL because of the huge advertising efforts they run. However, due to a lack of advertising, not many individuals in the country are familiar with this company.

2.4.7 Methods for advertising and promoting

Typically, corporate headquarters often use LinkedIn for promotion and marketing purposes. No commercial programs or events are organized by Kuehne+Nagel Bangladesh. They don't participate in any online communities. Their connections with purchasing houses allow them to handle the majority of shipments through them. You can only get details about Kuehne+Nagel on their official website. Word of mouth is the primary method of advertisement for Kuehne+Nagel Bangladesh. They deal directly with the purchasing firm and get orders from them. This is the sole method by which they promote their business.

2.5 Financial and Accounting Practices

The revenue records and personnel payroll book are both handled by the financial management and accounts section of Kuehne+Nagel Ltd. This division is accountable for all of Kuehne+Nagel's domestic and foreign transactional activities. The following are the primary responsibilities of the Division of Accounting and Finance:

- It is responsible for recording and maintaining all of KUEHNE+NAGEL's monetary transactions.
- Ensure that all reimbursements that are due are made along with all claimable amounts are received.
- The yearly preparation of the accounting records takes place.

- Make preparations in order to settle the monthly revenue as well as losses report along with any additional outstanding documents.
- Get the employees' pay checks ready.
- Keeps track of the periodic settlement of transactions between companies with KUEHNE+NAGEL businesses located in other countries.
- Any necessary maintenance and updates to financial transaction will be carried out.
- Write the findings of the Report on Clients Returns.

Due to a lack of financial data provided by the firm, I was unable to assess Kuehne+Nagel Ltd.'s performances. The organization won't release the financial statistics because of confidentiality concerns. Yearly financial information for Kuehne+Nagel Ltd. as a conglomerate is available, but not the business in Bangladesh particularly. I was unable to demonstrate the financial results of the business due to this circumstance.

2.6 Methods for Managing Operations and Information Systems

Operation-based shipping solutions are available from KUEHNE+NAGEL Bangladesh Ltd. Having a well-structured database as well as operations administration framework is crucial for every organization to run seamlessly. The whole procedure of freight forwarding is massive and demands precise paperwork. In order to run and maintain cargo shipping companies in the country as well as around the globe, like KN's Sea Freight, this documentation process requires specific actions, processes, and workflows.

Kuehne+Nagel Bangladesh has 2 operating teams: one that specializes in air operations another one in sea operations. The business uses its own computer programs SALOG Bangladesh, for daily operations. There are actually two programs in SALOG: SeaLOG and AirLOG. In addition, there's also operating software known as ESP and OPS. 'SALOG' is a worldwide platform for operations and documentation that is cohesive, organized, and effective as well. The application is useful for everyday tasks like data collection, storage, processing, and documentation structuring.

2.6.1 SALOG and its activities

The impact of SALOG Bangladesh on Kuehne+Nagel is substantial. It is primarily responsible for carrying out the operational tasks. For the purpose of arranging shipment, the customer care

department employs SALOG Bangladesh after collecting the client's order. The staff working on operations then generates BIL (Bill of Lading) in preparation for shipment. For BIL calculations, they rely on buyer and warehouse data. After that, they revise the ship's timetable. Next, they input the cost, verify the total gross weight, and finally, everyone was kept informed. They used SALOG to carry out the whole procedure. Because of its singularity, it serves as Kuehne+Nagel Bangladesh's main resource. An explanation of SALOG's operations is provided down below:

- ✓ Updates to SI (shipping information) gathered from invoices or BL drafts sent by suppliers.
- ✓ Refer to the shipper for assistance on the scheduling of vessel sailing and arrival.
- ✓ Build a link between all of the house BLs and the master BLs.
- ✓ Put verified gross mass (VGM) and costs of charges.
- ✓ Notify the shipper of any changes and provide them updated dummy BIL.
- ✓ Set to Print the original Bill of Lading (BIL) to handover to the suppliers.

2.6.2 Key terms used in Kuehne+ Nagel Ltd.'s operation

B/L (Bill of Lading): s the contractual agreement among the shipping company or carrier and the supplier of products is known as a bill of lading. The term used to describe the specific type, quantity, and destination of the things that are being transported. The Bill of Lading (B/L) also serves as a proof of delivery when the items reach the specified destination. Regardless of the method of delivery, the recipient must get the Bill of Lading documentation for the purpose to gain access to the shipped items. Approval of this Bill of Lading (B/L) documentation is required from the legal entity of the carriers, the suppliers, as well as any additional parties that are relevant. The two main classifications of Bill of ladings are:

The Ocean Bill of Lading (B/L) is handed out by the carrier.

A house bill of lading(B/L) produced by the freight forwarding company; in this particular situation, the house bill of lading is produced by Kuehne+Nagel (Subah, N. 2022).

S/O (Shipping Order): Following the establishment of the schedule, the carrier and the delivery dates are determined. KN provides the list of packing materials, trade invoice, along with VGM to the agent. The C&F representative then picks up the delivery instruction from KN to transport the shipment to CFS for storage and loading. A shipment notice grants CFS authorization to accept the merchandise.

VGM (Verified Gross Mass): It indicates to the whole load of the goods, which includes any additional materials used for packing and securing, as well as the total weight of the shipping container itself.

Cubic metre (abbreviated as CBM): A cubic metre is an indicator of volume determination. One cubic metre has dimensions of one metre in width, one metre in length and one metre in height. Shippers utilize CBM to calculate the weight that will be charged for their shipments. To get the entire cubic metre of a delivery, just multiply the dimensions of width, width, and heights.

2.6.3 Overview of the sea logistics operational activity

To begin, the CCL's client service division interacts with both shippers (those planning to send their products abroad) as well as purchasers (those planning on buying products from abroad). Following the execution of the agreement, the Operational Care Section (OCC) of the Sea logistics Division has full responsibility for the recording process. SALOG provides help with the whole procedure as well as the paperwork, and the information is regularly checked through the System Integration group alongside the division of IT. The whole thing runs well and shipping are accomplished as each of these divisions work together. The software program, SALOG, handles the entire documentation, that consists of several stages. The procedure is outlined below:

1st Step: The client service team handles interaction with organizations which export their products as well as those who receive them in foreign locations. Arrangements are made according to the specified needs and the predetermined price set by the business. In this case, the contract document is the initial paperwork. The booking is considered invalid without the contract document. KUEHNE+NAGEL Ltd. typically releases this document.

2nd Step: Following that, the CCL staff gets in touch directly with the carrier and beneficiary which is bank. The group reserves the carrier and shares all the details with the final location office abroad and the company that ships.

3rd Step: Involves the Shippers submitting multiple paperwork, such as an invoice for business use, wrapping list of items, shipment information etc. Once these documents are provided, Kuehne+Nagel issues the shipment order.

4th Step: Upon receipt of the shipment order, the recipient's cargo is transported in Chittagong to the cargo freight station which is called CFS, where it remains until it is loaded onto the vessel.

A new paperwork is created by the freight forwarder to advise the intended recipient of the expected arrival of the cargo. The delivery note has to include certain details. This information is as follows:

- Bill of Lading number - Information of the shipper/consignee.
- Provide the names and pertinent details of the vessels.
- Fees for unloading cargo from a sea shipper.
- The estimates for the date of arrival as well as departure are referred to as the ETA and ETD, respectively.
- The place where the cargo is located, as well as the contact details of the concerned party.

5th Step: During this stage, the process of stuffing begins. Stuffing refers to the process of loading cargo into a shipping container prior to the vessel's departure. Once the shipping containers have been filled, they are placed onto the ship and the ship departs.

6th Step: Once the vessel has departed, KUEHNE+NAGEL issues a Bill of the Lading. The documents contain complete details regarding the shipper, the recipient, product data, as well as vessel's specifications. The shippers visit the location to retrieve the Bill of Lading (B/L) documents and deliver those documents to the bank that is consignee. The Bank subsequently provides them with the funds for the products they have shipped to foreign countries. The employee OCC team of the sea logistics division is responsible for completing all of the necessary documents for the B/L in SALOG.

Shipper BONNY ENTERPRISE BONNY OFFICE NOBLE HOUSE FL-17 JAKARTA 123456 INDONESIA		 Bill of Lading <small>for Multimodal Transport And Port to Port Transport</small>		
Consignee <small>(This bill is non-negotiable unless marked "To order" or "To the order of" - Here, See Clause 4)</small> DANIELA CORP B-505 NEW FRIENDS COLONY NEW DELHI 110065 DL INDIA		Notify Party 2 <small>(No liability shall attach to the Carrier or to his Agent for failure to notify. See Clause 14)</small> BAMBANG ENTERPRISES SEMARANG		
Notify Party <small>(No liability shall attach to the Carrier or to his Agent for failure to notify. See Clause 14)</small> CV. ABC GREEN OFFICE TOWER JAKARTA 123456		Delivery Agent Kuehne + Nagel (AG & Co.) KG Beim Schroederschen Hof 7 21109 Hamburg Germany 0049-40-30333-8000		
Place of Receipt (Multimodal Transport only)	Pre-carriage by	Port of Loading	B/L-No.	
		JAKARTA		
Vessel	Voyage No.	Port of Transshipment	1046084466	
BAI CHAY BRIDGE	156N			
Port of Discharge	Place of Delivery (Multimodal Transport only)	Movement	Freight Payable at	
HAMBURG		CY/CY	DESTINATION	
PARTICULARS FURNISHED BY SHIPPER - CARRIER NOT RESPONSIBLE (See Clause 7.3)				
Marks and Numbers	Qty	Description of Goods	Gross Weight kgs	Measurement
TOTAL	1	AS PER ATTACHED FREIGHT COLLECT	200.000	35.000

Figure 6 Bill of Lading (B/L) Draft

The IT staff assistance in:

Surveillance of information technology devices, assistance for the SALOG framework, server management and administration of operations, maintain and oversee the fax assistance, contact book, along with associated functions, provide assistance to all customers in the event of issues regarding IT.

2.7 Industry and Competitive Analysis

Maintaining a position among competitors requires an organization to be competitive in its field of business. A corporation can't be in business for very long if it doesn't increase its share of the marketplace. As a result, businesses should invest heavily in industry as well as market analysis. The Porter Five Forces approach is a method that may be applied to determine the key competitive forces that are imposed on an organization. Having look at KUEHNE+NAGEL Ltd., the following factors are described in greater detail:

2.7.1 Porter's Five Forces:

1. Competitive Rivalry (High):

Competitive landscape analysis is done on this part. The company gets contrasted to its competitors according to its products or services, performance, etc. Competitors in Bangladesh's logistics industry are formidable. Kuehne+Nagel Bangladesh competes against domestic as well as foreign businesses like Maersk, DHL, DSV, DB Schenker, FedEx, etc (Subah, N. 2022). Bangladesh's top sea freight logistics business is Kuehne+Nagel Ltd. Maersk, a logistical solutions provider, is their most significant competitor. Kuehne+Nagel Ltd. dominates in marine freight services because of its outstanding workmanship and customer service. They know marine freight better than anyone else. Shipping is growing; hence freight forwarders will increase.

2. Threats to new Entrants (Low):

Determines the market's entry ability. Is it easy to enter the industry? As the shipping industry develops, new freight forwarders will be threatening existing ones. Freight forwarding is hazardous and requirement's ability. For an example: A company must be ready manage or withstand the harm if a ship transporting million-dollar goods sinks on the ocean due to a tornado.

Therefore, new entrants had a medium chance of entering the industry since businesses are less ready to take risks like freight forwarding. However, replacing Kuehne & Nagel Bangladesh, which has kept the top rank for 25 years, with a new rival would be difficult.

3. Threat of Substitute (Moderate):

Assesses provider substitution potential. If products, services, or technologies are easily replicated, an organization may lose its market alongside its uniqueness from others. KUEHNE+NAGEL developed OPS and ESP for better data management (Subah, N. 2022). These are made specifically especially KUEHNE+NAGEL and hard to duplicate. Kuehne+Nagel Bangladesh must remain patient for another ship since they do not have a cargo vehicle at their disposal. Competitors to Kuehne+Nagel Bangladesh include Maersk, with its own vessel.

4. Bargaining power of supplier (Low):

This source affects suppliers' capacity to raise prices. A service-oriented company, KUEHNE+NAGEL Limited partners have numerous depositions. Those are SAPL, Vertex, and Shafi motors. Each has an established rate. This rate is essentially constant. Manufacturers have little power to raise costs since KUEHNE+NAGEL Bangladesh Limited offers other options.

5. Bargaining power of buyer (Moderate):

Taking into account the business's consumer base, the amount of its expenditures, along with the costs associated with switching from the business's products to competitors', buyers have moderate bargaining power. KUEHNE+NAGEL Ltd. have a large customer base. They show brand loyalty and deem KUEHNE+NAGEL Bangladesh Limited to be a trustworthy partner for delivering their products. KUEHNE+NAGEL Bangladesh Limited provides excellent logistic solutions and services in marine freight, differentiating oneself among rivals. Therefore, KUEHNE+NAGEL have certain capabilities to handle their buyers' power.

2.7.2 SWOT Analysis

SWOT analysis is an approach which is applied to the purpose of evaluating the competitive landscape of a business as well as creating a business strategy. This process involves the

combination of two internal components, namely strengths and weaknesses, as well as two external variables, namely opportunities and threats. All of four are described below:

Strength

1. KUEHNE+NAGEL runs around 1200 offices worldwide, linked across 106 different nations and employs over 70,000 people and supports around 40,000 companies globally.
2. In Bangladesh, it is the top freight forwarding solid for the oceans freight logistics and second largest for air freight logistics that also offers an eclectic operating and income structure.
3. KUEHNE+NAGEL provides relentless support and has restricted software such as OPS and ESP that shows stability in their work.
4. This company sticks to rigorous and comprehensive processes for solving any issues.

Weakness

1. KUEHNE+NAGEL Limited, Bangladesh needs marketing efforts. If they got clearance for marketing, company may have drawn more local customers. Due to lack of marketing, it is not recognised all over Bangladesh.
2. No event bonus is awarded like Eid or other bonuses. At the end of the year, only a single month's reimbursement is paid. As a result, it might bring lack of motivation to their employees.
3. Employment announcements are circulated on LinkedIn without any advertising campaigns. Recruitments are carried out internally. This limits their ability to hire superior and competitive workers who are not within the business.

Opportunity

1. The industry of freight forwarding makes available a significant number of possibilities. Bangladesh is witnessing growth in its maritime sector. So, there is going to be a boost in both exports and imports, resulting to the development of more opportunities.
2. Developing new applications for effective information management and reporting.
3. Start shipment activities in partnership with freight forwarding companies.
4. Additionally, new storage facilities should be established in various port locations, such as Mongla Port.

Threat

1. Merging with the marine industry, the cargo forwarding firm keeps growing. As a result, more potential competitors might enter the marketplace. Top competitors additionally make investments in R&D to advance their products and services.
2. Trade rates may rise, thereby adversely affecting the firm.
3. Any illness or pandemic, such as the coronavirus, could happen, causing damage to the business. For example, the Russia Ukraine war has put a tremendous impact on this business which results lack of shipment amount, shipment rate, time etc. Therefore, any dispute could end in the demise of the business.

Chapter 3.0: Project Part

3.1 Introduction

The goal of this research is to provide insight on how a freight forwarding business handles talent pipeline innovation as well as succession planning. Here Kuehne+Nagel Limited's succession management are described to understand the topics. Moreover, the problem and solution of those are also mentioned in this qualitative report. For the purpose of gaining more insight, this article makes use of primary as well as secondary information. For primary data several interview sessions were conducted with many employees. Succession Management is one of the most crucial part of workforce planning process. This is very effective as well as cost efficient (oduwusi, 2018). In this competitive era skilled employee is the key to success for any organization (Pritchard et al 2009). And to find and retain employee succession management is the best method. So, this report will find out the relation between succession management and skilled employee, how it works, challenges, problems and solutions.

3.2 Background/Literature Review

An employee with a high level of expertise is one amongst the most valuable resources that any company can possess. Usually, Human Resource Department have to do lots of task to build a competent and skilled workforce that will help the company to achieve its goal. In all over the world workforce planning is the most significant tasks that an HR does to build a skilled workforce (Deshwal, 2015). After establishing a skilled workforce, the company can easily move towards its goals (Ugoani, 2020). A company operates its business through many departments like Operations, Finance, Marketing etc. while the HR department manages the recruitment process for employees working in those departments. All companies set a goal for themselves and all departments of that company works to meet that goal (Vestal, 2004). According to research without a proper workforce planning an organization never met its goal as the employee cannot deliver their best services for the company due to miscommunication, lack of skills, unorganized team etc (okwakpam, 2019). With only a proper workforce planning can fix those problem. The concept of workforce planning is comprehensive. Succession management is one of the most crucial aspects of workforce planning (Munro, 2017). With the help of Succession management organization create future leaders who will lead the company in near future (Toliver, 2017). During succession management

HR selected most promising new hire employee and nurser them for future (Leibman et al 1996). Moreover, HR find key employees of the organization from existing employee and works for their development. So that they became more skillful and stay in the organization for long period of time (Komora, 2015).

3.3 Problem statement

Job satisfaction among the employees is one of the most important condition for succession management planning. Employees turnover ratio goes high if organization cannot ensure job satisfaction. Besides when organization want to retain their skilled employee, they have to ensure the job satisfaction all over the organization. Succession management is very complex as well as challenging for any organization as the HR team have to make a very good plan to execute succession management. Retaining skilled employee in this competitive era is the one of the biggest challenges. As they have lots of option to switch the job.

On the other hand, due to technological advancement the important skills of a job changing often. Many jobs position which is very important can be replaced with technology anytime. Which can create measurable impact in succession planning. As the main task of succession management is to identify the most important position of the organization.

3.4 Objective(s)

The main objectives of this research are as follows:

- 1) To understand the relation of succession management and retention of skilled employees and planning of Succession management
- 2) Evaluate Succession management strategy and its challenges at Kuehne+Nagel.
- 3) Analyzing the steps which help Kuehne+Nagel to successfully implement succession management in the company.

3.5 Significance

Now a days workforce management became very complex. Every organization tried their level best to hire and retain most skilled employee. Previously it was not so hard but due to industrial revolution and technological advancement HR activities become very challenging. In perspective of Kuehne+Nagel skilled employee is the key successor of their business as it is service business. They have to done all the operational activities perfectly. Without skilled employee this complex

operational activity will not run smoothly. And the most fruitful way to hire and retain skilled employee is to apply succession management. With perfectly applying succession management a company can create future leaders. That's why succession management is essential in corporate world.

Succession management is the most important part of workforce planning. A company run with hundreds or thousands of employees. They are the workforce for the organization. They all are important for the organization. Handling them properly is known as workforce planning. But these all employee are not creating similar kind of impact for the organization. For example, an executive of finance department and head of finance department both work for the organization. But it is possible their working is not creating same kinds of value for the organization. Here by succession management organization can find out which role and which employee is most important for the organization. Depending on than they make their plan. To conclude in this competitive business environment skilled employee is the primary needs for the organization and this skilled employee can be managed better with succession management. That's why succession management is very important for an HR in today's business environment.

3.6 Research Question

The most important objectives of this paper is to acquire an understanding of Kuehne+Nagel's succession management system for talented pipeline development. In addition, it will show the relation between succession management and skilled employees. This report will also try to explore the steps which are necessary to established succession management. This report is based on following questions:

RQ1: What is the relation between succession management and skilled pipeline employee and how it works?

RQ2: How Kuehne+Nagel perform in applying succession management and its challenges?

RQ3: What are the initial steps should be taken to successfully implement succession management?

3.7 Methodology

This report discusses succession management for skilled pipeline innovation. For maintaining skilled pipeline, retention of skillful employee is the prime task.

This paper will explain the relation of succession management and retention of skill employee. Besides the current scenario of succession management implication will be portrait here. Depending on that what should an organization have to do to implement succession management successfully will be discussed here. All of the information that is going to be addressed in this article is going to be based on secondary as well as primary data that was obtained by interviews and online sources.

This is qualitative research and to do that interviewed are taken at first. Interview of the permanent employee and intern are used here as primary source of data. Here the sample size is 5 as I am interviewing total five persons of Kuehne+Nagel. From them Two are interns who have been working in Kuehne+Nagel from more than 1 years and they are yet not permanent. Their interview will add significant value to identify problem related with human resource management at Kuehne+Nagel. And other three interviewees are from 3 different departments who are the potential candidates for the position of country head at Kuehne+Nagel.

As an alternative, many internet sources such as Google Scholar, Research Gate, Google Bookshop, and Academic research and books are used in order to collect secondary data. This are used to discussed what an organization have to do to successfully implement the succession management plan.

3.8 Finding and Analysis

3.8.1 Relation between succession management and retention of skilled employee

In perspective of Kuehne+Nagel qualified or potential candidate and succession management are interconnected with each other. The operation of this organization is quite complex as top personnel have to have the full knowledge about the organization. Therefore, they always try to fill their vacant position with existing employee as they have previous knowledge about the operation and workings of the organization. Even the company hires their intern to executive level job who have the knowledge about the organization. In this way in every department and every position they prefer internal recruitment. Every time the organization has ready to replace their vacant position with skilled employee. This benefit of succession management Kuehne+Nagel is getting from long time. After few months an executive level (sea freight forwarding) job will come up in Kuehne+Nagel and there already 4 to 5 experienced interns who have been working for more than 1 year are ready to take that position. In similar way Kuehne+Nagel hired its employee who are working in the key role. From here we find a positive relation between succession management and skilled employee.



Figure 7 Steps of succession management

Assessment and Identification:

Kuehne+Nagel operates its business through four main divisions. They are sea, air, rail and road transportation service. During succession management the first task is to assess and identify the volume of business from each division. Depending on that HR team analyses the job responsibility of employees and find the key employee who played most valuable impact for the organization.

Development Programs:

Once potential leaders are identified, they are enrolled in development programs that are aligned with the company's strategic goals. These programs might include leadership training, exposure to different areas of the business, and mentorship from senior leaders.

For Kuehne+Nagel, development programs could include hands-on experience in managing large-scale distribution centers, coordinating international shipments, or leading cross-functional teams to solve complex supply chain challenges.

Performance Monitoring:

In third stage potential employees are always monitored by the authority. This monitoring ensure that the employees are developing the necessary skills and are ready to take leadership role when organization needed them.

Succession Planning with Execution:

When a leadership position becomes vacant, the company is able to seamlessly transition a skilled pipeline employee into the role. This minimizes disruption and ensures continuity in the company's operations.

3.8.2 Evaluate Succession management strategy and its challenges in Kuehne+Nagel

To evaluate the succession management strategy here used few factors and these factors related question was asked to the authority during the interview. The evaluation was described below:

Succession Management Evaluation

Is there is any dissatisfaction among employees?

Yes

Is training and development session arranged regularly to improve the skill of the employees

No

Is there is any performance measurement technique?

Yes

How to identify High potential employee?

No specific benchmark

Figure 8 Evaluation form

Details discussion on evaluation result:

Dissatisfaction among employee

This question was asked to all the interviewee during interview. All of them express some dissatisfaction. Firstly, the inters who are working for more than 1 years has no idea when they will be permanent. The organization do not give any fixed date when the opening will be opened and they will be hired. Other interviewees are dissatisfied regarding the payroll structure of the organization. This dissatisfaction may harm the succession management process. So, in this section organization have to work carefully.

No training and development program

One employee become skillful by giving proper training. Without proper training employees are not be able to change them with new business tactic and technology. But in Kuehne+Nagel they do not arrange any kind of training sessions. Employee learn everything from their line manager. By this way making skillful employee or future leaders is very challenging.

Performance measurement technique

The authority fixed few key performance indicators (KPI) to measure the performance of the employee. KPIs include the number of internal applicants for executive positions, the period of time it takes to find applicants for leadership positions, the accomplishment rate of executives promoted through the succession plan, and the rates at which high-potential workers are retained. It is a fruitful practice of the organization.

No benchmark of skilful employee

Primarily permanent employee hired in Kuehne+Nagel only based on their experience. No other benchmark is set for recruitment process. It can be a major setback of succession planning.

Challenges in Succession Management in Kuehne+Nagel

- High Turnover Rates due to employee dissatisfaction due to company policy and payroll structure
- Rapid changes in logistic company due to technological advancement
- Lacking of skill HR in the organization who can be able to make a proper workforce planning system
- Problem to forecast future leaders as economic downtown and shifts in global trade policies

3.8.3 Initiatives for implementing succession management properly

Succession management is one of the most crucial part of Workforce planning. But while conducting interviews we realized that there are many obstacles in implementing succession management in Kuehne+Nagel. That's why in this part of report will discusses those activity which

should be done by the management before implementing succession management. These are found from the secondary data. The initiatives are discussed below:

Re-Arranging HR Team

Kuehne+Nagel's HR team is very small with only three employees. At first, they have to recruit few skilled and experienced HR associates who have broad knowledge about the HR activity. As succession management is planned and executed by this department. According to head of HR the team size is very small in the organization. So that this problem has to be solved as quick as possible.

Identifying Key role

This is the primary task before planning succession management. Organization has more than 150 employees. They all are not equally important for the company. So that HR team has to find out the most important role in the organization. In logistics company new roles become important due to technological advancement. This should be always followed by the HR team.

Assessing talent

After identifying important roles HR department has to identify the best employee as well. To do that they have to set an evaluation criterion. After that they have to prepare their best employee for the key positions.

Training program

There are many employees who are hardworking, honest and dedicated but their technical skills are not so good. These kinds of employees can be an asset for the organization. By giving proper training organization can use these types of employees very well. Not only this training is very useful for new employees. It gives them confidence to work properly in the workplace. Moreover, they can quickly adapt the organizational culture by training sessions.

Mentoring and knowledge transfer

Organization should create a culture where seniors and juniors' relations are very fraternal. So that juniors can easily ask questions and learn from their senior employees. This knowledge transfer practice will be very fruitful for the organization.

Retaining High potential employee

There are many high potential employees are present in the company. But they have many dissatisfactions. Because of dissatisfaction the employee turnover ratio is very high in Kuehne+Nagel. The management have to work had in this section. Because without retention of high potential employee succession management will not work properly.

Prioritizing Skilled employee and External Recruitment

At entry level job Kuehne+Nagel focus on the experience candidate rather than skilled. This practice should be changed for better succession management system. Moreover, every employee has to do intern there and they highly discouraged external hiring. This is blocked for skilled employee.

The above-mentioned implications will help Kuehne+Nagel for practicing succession management better and create a high skilled employee for the organization.

3.8.4 Major Findings of the Research

- ✓ Missing a proper plan of Succession Management
- ✓ Dissatisfaction among the employees
- ✓ No training program for existing employee
- ✓ Absence of key Employee identification strategy

3.9 Conclusions

It is mentioned previously Succession management is primary part of workforce planning. It will help organization to find and retain best employee. And skilled employee can operate the business smoothly and they become future leaders. Because of succession management organization have always skilled employee in their pipeline. In succession management authority select the best candidates and most important role of the company. Then prepare the best employee for the most important work. By this way the organization can make sure the best use of human resources and future leaders are created within the organization. In this way succession management create a strong pipeline of employee for future.

3.10 Recommendations

Here recommendations are given based on 4 major findings.

First Finding: Missing a proper plan of Succession Management in Kuehne+Nagel

Recommendation:

- ✓ **Develop a clear succession plan:** Assess essential positions and possible successors early. This plan has to outline those skills and experiences needed for every position and the processes through which prospective successors are to gain those skills.
- ✓ **Performance and Potential Assessment:** Continuously assess people's performance and abilities as leaders to determine their capacity for greater duties.
- ✓ **Mentorship and Coaching:** Allocate feasible successors to mentorship to provide learning and provide chances for actual leadership experiences.

Second Finding: Dissatisfaction among employees can lead to reduced productivity and higher turnover rates.

Recommendation:

- ✓ **Improve Work-Life Balance:** Make that staff members understand that their health is taken seriously by implementing flexible working hours or options which enable them to perform their duties from home.
- ✓ **Recognition and Rewards:** Reward workers for their diligence through providing employees promotions, monetary rewards, or different kinds of recognition. Engagement is supported by an appreciating the community.

Third Finding: No training program for existing employees leads to stagnation in skills development, which can result in low morale and lack of innovation

Recommendation:

- ✓ **Develop Continuous Learning Opportunities:** Establish an organized development and training program for staff at all stages to promote improvement in abilities and advancement in their careers.
- ✓ **Career Development Plans:** Create explicit growth plans for staff members with progress evaluations, constructive feedback, and chances for advancement.

Fourth Finding: Not having a strategy to identify key employees may result in the organization underutilizing talent or failing to retain high-potential individuals.

Recommendation:

- ✓ **Implement Talent Review Sessions:** Regularly arrange capacity review sessions to find high-potential people showing leadership abilities, creative thinking, and commitment to the companies.
- ✓ **Use Data Analytics:** Leverage data analytics to track performance, engagement, and potential, identifying key employees based on measurable metrics.
- ✓ **Key Competency Mapping:** Identify Skills and qualities that are crucial for success in key roles and assess employees accordingly.
- ✓ **Career Development for Key Employees:** Once key employees are identified, offer them growth opportunities, personalized career paths, and regular feedback to ensure they are engaged and retained.

3.11 References

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3.12 Appendix

Visiting Cards of interviewee

KUEHNE+NAGEL 

Masud Karim
National Sea Logistics
Operational Care Manager

Kuehne + Nagel Limited

masud.karim@kuehne-nagel.com
Phone +880 9612 884882, Ext-112
Mobile +880 1714 015 981

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

KUEHNE+NAGEL 

Milton Makbath Peris
National Human Resources Manager

Kuehne + Nagel Limited

milton.peris@kuehne-nagel.com
Phone + 880 9612 884882, Ext-421
+ 880 9612 884896 (Direct)
Mobile + 880 1729 072049

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

KUEHNE+NAGEL



Ezaz Hasan

Manager, Process + Systems

Kuehne + Nagel Limited

ezaz.hasan@Kuehne-Nagel.com

Phone +880 9612 884882, Ext-223

Mobile +880 1713 014 902

SKS Tower (Level -7)

7, VIP Road, Mohakhali

Dhaka-1206, Bangladesh

Question during the interview:

- 1) Does Kuehne+Nagel use succession management in workforce development?
- 2) How do you think succession management affects the organization?
- 3) Is there any other way to retain and hire skilled employee without succession management?
- 4) Does succession management have a positive or negative effect on employees?
- 5) What are the challenges of workforce management?
- 6) Why interns could not become permanent even after more than one year?
- 7) Are you satisfied with working in this company and do you want to work in this organization in future?

List of interviewees:

Person's Name	Position
Milton Makbath Peris	National Human Resources Manager, Kuehne+Nagel Limited
Ezaz Hasan	Manager, Process+Systems, Kuehne+Nagel Limited
Masud Karim	National Sea Logistics and operational care Manager, Kuehne+Nagel Limited
Hasibul Islam	Intern, Sea operation, Kuehne+Nagel Limited
Somrat Hossain	Intern, Air Operation, Kuehne+Nagel Limited