



Inspiring Excellence

Internship Report

Submitted To

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Submitted By

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**Internship report on
Kaymu Bangladesh as an E-commerce site and the
activities of its key account management**

Letter of Transmittal

7 December, 2015

BRAC University

Mohakhali, Dhaka

Subject: Prayer of submission for the term paper on Kaymu.com

This letter is regarding the submission of my term paper, entitled “Kaymu Bangladesh as an E-commerce site and the activities of its key account management”. The purpose of this report is to learn about the key account management and marketing related activities, and the business model of Kaymu Bangladesh.

I would like to thank you for supervising and helping me throughout my submission for the completion of my internship program. The coursework has given me the opportunity to explore some of the latest and unexplored areas of business in context of Bangladesh and expand my knowledge thereby.

I have found the experience of working towards the completion of this report to be both challenging and interesting I feel that the skills I gained in working on this project in an organizational context will be helpful to me in my career and in further education, and I am grateful to you for granting me permission to work on this project.

Please feel free to contact me if you have any inquiries. I would be very happy to provide you with any clarification regarding the project.

Sincerely,

Jubair Hossain

Acknowledgement

It was a challenging work to complete the internship report. First of all, I would like to present my due regards to the Almighty. I would like to give my deepest thanks to my honorable sir, Mr. Tahsan Rahman Khan, for his continuous support and valuable time to complete my internship report on Kaymu Bangladesh. Without his proper help and support it would have been impossible for me to complete my internship report in due time. At the end, I would also like to thank my colleagues and senior executives who also helped me in many ways to complete the internship report.

Executive Summery

This is the era of Internet and E-Commerce. Our lives and livings rely heavily on the internet. In this report I have tried to expose the overall e-commerce industry of Bangladesh and the impact of Key Account Management in this sort of business. Kaymu Bangladesh started its journey in Bangladesh in September 2013, within a short period of time it became very popular among the people of Bangladesh. Kaymu is a venture of world's largest internet incubator Rocket Internet GmbH. It follows the E-bay model, where the website works a bridge between the buyers and sellers. It is actually an online marketplace where there are different online shops. People visit the website just like an actual marketplace to choose their desired product. Kaymu works in exchange of the commission model on each and every sell. People from all over Bangladesh can enjoy the facility of payment via cash on delivery. All they have to do is place an order on the website, the delivery service man would bring the product to their home/office. In its early days, there were some issues regarding the delivery service/system. Now it is resolved as they have their own delivery system which is known as AIGX. It is another venture of Rocket Internet. Now the delivery system is really smooth and customer complaint has decreased in good numbers. Kaymu also provide the sellers with the facility of free advertisement of their products through social media, newsletter and Google search engine optimization (SEO).Kaymu Bangladesh is now collecting a good amount of commissions from their sellers and by 2016 the idea is to reach its breakeven point. Though it is a pretty new company in Bangladesh and E-commerce industry also very new Kaymu managed to earn a place in peoples mind within a very short period of time. It was possible because Kaymu spends a huge amount of money on online marketing. They have acquired a huge amount of seller as well. As the buyer can find almost anything on Kaymu, It has a large customer base. A huge number of people visits the site every day. Another interesting strategy of Kaymu is that, they do not want to give the sell to only to the selected sellers, they want all their sellers to get the sell. That is why there is no option of direct promotion through money, all the sellers have to climb up the stairs to get the desired promotion, and they just cannot get it right away. In Kaymu Bangladesh, they work with weekly plans, in every week they come up with different ideas to present the customers something new.

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Chapter 1: INTRODUCTION

Background of the report

This report has been written as a degree requirement for ‘Bachelor in Business Administration’ at BRAC University. A minimum 12 week internship is part of the university curriculum for the above degree and is worth 4 weeks. Having selected by Kaymu.com.bd for my internship, I have written this report based on strategies that Kaymu applied for its Key Account Management. This report entails a detailed summary of all the strategies that have taken place so far in the organization as well as an intensive analysis of market competitors.

Objective of the Report:

The objective of this report was to give a detailed insight of the Key Account Management function or activities starting from its inception till today in Bangladesh. There are two basic objectives of the report.

- a. Primary Objective: The primary objective of this report is to use the theoretical concepts of Marketing in practice which I have achieved through my studies from all courses as it is a requirement of BBA program of BRAC Business School.
- b. Secondary Objective:
 - I. To learn about the current operations and business model of Kaymu Bangladesh.
 - II. To have an insight about how the Key Account Management department works and how it is related to marketing.
 - III. To study the market prospects of Kaymu in Bangladesh and evaluate in terms of its competitors.

Methodology:

This report has been prepared on the basis of the experience gathered during the period of internship. As I have worked in several departments, I have collected data from different sources.

Sources of data: Sources of data were collected through two segments.

1. Primary Data: Primary sources of data were :
 - Practical Desk Work
 - Conversation with the Key Account Managers
 - Conversation with the Analyst

- Personal experience gathering by working in several departments.

2. Secondary Sources of Data:

- Rocket Internet Website
- Kaymu.com.bd

- Internal software's like BOB, Sales Force, Seller Center, KAM Cockpit, Sourcing Guidelines etc.
- Publications from different libraries and Internet.

Limitation

Since the E-commerce industry itself is relatively new in Bangladesh, there were difficulties in collecting data regarding the E-Commerce industry. There are quite a few E-commerce sites in Bangladesh now, but their business model is different from Kaymu. Most of the E-commerce site classifieds, or they directly collect products from the sellers and sell directly from their offices. In Kaymu Bangladesh office, everything is very transparent; I managed to get a brief idea about how it works throughout my internship period. Still, there were some problems.

During preparing the report I faced some problems and those problems were:

- Short duration of internship program. Three months is not enough to know everything of a department.
- I had access to their internal software's but I cannot explain those for their company policy.
- I did not have any power of decision making, all the decisions were taken by the key account managers.
- As it is a very competitive industry the company does not want to disclose any financial factors for obvious reasons.
- Sometimes there are difficulties regarding the communication with the central team which is located in Paris, France.

Chapter 2: About the organization

Introduction:

E-commerce is a tool by which products or services can be bought through internet and other computer networks. It can dramatically improve the efficiency of a business. Online transactions could help to save an organization a lot of time and money. The main purpose of E-commerce is to make life easier for consumers. People these days are very busy with their lives, they do not have enough time to shop, at this point E-commerce comes into play. Kaymu is the leading online marketplace in the emerging countries like Bangladesh. It operates in 33 developing countries and follows the e-bay model, where no products are stored or purchased by the organization, it just works as a bridge between the seller and the buyer, and for each and every sale they charge commission, which is collected from the sellers. This commission is the main source of their earning. Kaymu is a venture of Rocket Internet which is the world's largest internet incubator. Their idea is to find out the potential internet based organization, they invest on those emerging organizations.

Kaymu is totally focused on their buyers and sellers. Kaymu's clients who sell their product through the Kaymu website are known as sellers in the organization and the customers who buy the products by logging in to Kaymu website are known as buyers. Kaymu tries to acquire quality sellers who can deliver quality products to the buyers, if the buyers do not get quality products that ultimately decrease company's brand value. So the idea is to ensure that the sales team acquires quality sellers. This report looks into the overall operations of Kaymu Bangladesh and the activities of Key Account Management. In the later parts a vast description would be disclosed.

History

Kaymu's parent company Rocket Internet is the world's largest Internet incubator. It was found in Berlin, Germany in 2007 by the Samwer Brothers (it is headquartered in Berlin). The Rocket team has been building online companies since 1999 and has created over 100 market leading

companies in 50+ countries. The founders gained visibility through successful investments in Groupon, eBay, Facebook, LinkedIn, Zynga, etc (either through early direct investment or through taken over target companies). The company's business model is to identify successful internet ventures from other countries (often the United States) and replicate them in predominantly emerging markets. In 2013, Rocket Internet raised close to \$2 billion from investors including Russian billionaire Leonard Blavatnik, Swedish investment firm Kinnevik, and J.P. Morgan. This is in addition to nearly \$2 billion that Rocket raised in 2012. The firm, tightly controlled by its founders, is known for its aggressive approach in managing its invested ventures. It prides itself for the speed of execution and ability to hire exceptional talent.

Rocket Internet operates in more than 50 countries and has more than 75 ventures in their portfolio such as the e-commerce retail companies Zalando in Germany, Jabong.com in India, Lamoda.ru in Russia, ZALORA in South East Asia, The Iconic and Zanui in Australia, the global food delivery platform foodpanda/hellofood, the global property listings site Lamudi, Carmudi, etc. Rocket Internet's various companies created more than 20.000 jobs worldwide. Previous ventures include, for example, Citydeal, which was purchased by Groupon for US\$126M, which profited by US\$90M.

Rocket Internet launched 7 companies in Bangladesh so far- Carmudi, Lamudi, Foodpanda, Daraz, Everjobs, AIGX and Kaymu. Kaymu as mentioned before replicates the eBay model in emerging markets and since Bangladesh is an emerging market where eBay has not been introduced yet, Kaymu decided to come in!

FEW KEY FACTS ABOUT ROCKET INTERNET

- Started in 2004¹ by serial entrepreneurs **Alexander, Marc & Oliver Samwer**
- Incubated **more than 100 fast growing online companies** all over the world since inception
- Currently **30+ international branch offices** on **all 5 continents** from Africa to South East Asia
- Operated by a **highly talented team** of Business Development, Operations, IT and Online experts
- Currently **20,000+ employee** in more than **60+ start-ups** around the world



FIGURE : SUCCESSFUL BUSINESS MODELS OF ROCKET INTERNET AROUND THE WORLD

SELECTED EXITS

Sold to eBay	Sold to Verisign/NewsCorp	Sold to ProSieben/SAT1*	Sold to ProSieben/SAT1*	Sold to Holtzbrinck*	Sold to NBC*	Sold to Holtzbrinck*
Sold to OTTO*	Sold to Groupon**	Sold to Rakuten*	Sold to Axel Springer	Sold to Holtzbrinck Digital**	Sold to care.com	Sold to wonga.com

FIGURE: SUCCESSFUL EXITS THROUGH ROCKET INTERNET

KAYMU.COM: THE LEADING ONLINE MARKETPLACE FOR EMERGING MARKETS

Kaymu Bangladesh Ltd started its journey in Bangladesh around October 2013 launching on November 2013. Kaymu is the leading online marketplace for emerging markets. It sells everything from books, to mobiles & tablets, fashion wear and accessories, electronics, jewelry, home and living products, kid’s products and many more. It is the one stop solution for customers to find their products online. It is the fastest growing online shopping platform in the emerging markets, with over million customers. Kaymu operates an online marketplace enabling end customers to buy and sell basically anything online.

Products are usually sold at fixed prices. The option of selling at auctioned prices is also available, but so far no seller has chosen to sell their products by auctioning. So when a customer's sees what s/he likes, they place an online order, they buy it, pay for it and wait for it to arrive at their doors! If they reside in Dhaka, they usually get home deliveries and many sellers provide cash on delivery even outside Dhaka (meaning customers can pay after receiving the product).

Customers can pay for an item on Kaymu using a variety of methods, including cash on delivery (this is available only in few cities at the seller's discretion), bank deposit, bKash or other mobile banking methods, etc. Unfortunately, online payment gateway has not yet been installed and customers can not yet make online payments to buy products from Kaymu thereby making it difficult for people outside Bangladesh to purchase products.

Just as one can buy almost anything on eBay, one can sell almost anything, too. Using a simple listing process, one can put all of the junk in their basement up for sale. People can sell old laptops, clothing, furniture, etc. But if one wants to sell as a business, they need to enlist in Kaymu as a Kaymu seller via which they get a Kaymu e-store. When one sells an item on Kaymu, they pay a certain percentage of the final sale price to Kaymu. There is no listing fee except this commission on sales and for people selling personal products, there is no commission either.

Once anybody registers (for free) with Kaymu, he/she can access all of their Kaymu buying and selling activities in a single location called "My Accounts"

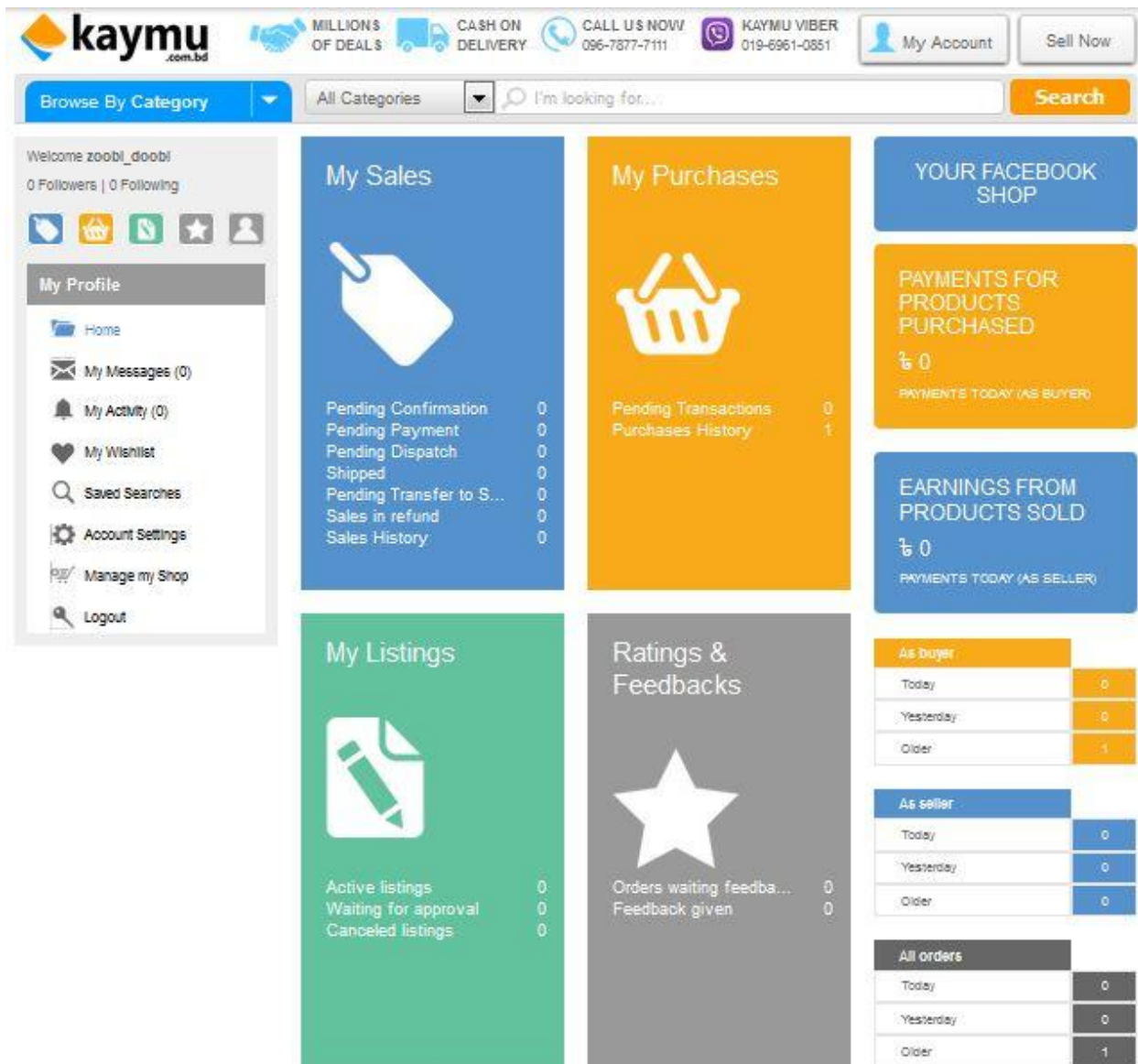


FIGURE : 'MY ACCOUNT' IN KAYMU

The Buying Process:

To purchase something, one must have an account in Kaymu. He/She simply needs to register by providing some basic information (name, address, birth date, phone number etc.). With that account they can place orders on Kaymu. Once a buyer likes something, he/she places an order online by clicking on 'buy now'. After this, a text message/email is sent with a code to validate the purchase.

Browse By Category

All Categories

I'm looking for...

Watches > Men's Wrist Watches > Designer Watches > Casio Edifice Ef 541 Silver Color Men's Watch



Casio Edifice Ef 541 Silver Color Men's Watch

Shipping Charges May Apply. Advanced Payment Required For Outside Dhaka.

Item Condition: **New**

Quantity: (3 items left)

Price: **₹ 5,500**

Buy Now

Shipping

Your location:

Payment CBTIntbidExtendedEscrowPayment

Create new customer account

User name *
User name must start with a alphabetic character

Gender *

E-Mail *

First name *

Last name *

Password *

Retype password *

Phone Number

Newsletter I want to receive offers by e-mail

Terms of Service * I read & accept the Terms of Service

* Required fields

If the buyer validates it, the seller can see it when they log in to their account and then the seller is responsible for calling up the buyer, confirming the order, answering to any necessary queries, and deliver the product. If the buyer is unable to validate the order, a customer service agent from Kaymu calls the buyer up and validates the order. And then the seller process starts as mentioned above. This process generally takes about 3-5 working days and the buyer usually gets it by then unless there are other issues. Often, pre-payment is necessary and then the delivery time becomes higher as the seller would not dispatch the product without the buyer paying first. Most sellers provide cash on delivery to buyers residing in Dhaka, meaning the buyers can pay after the product reaches their home. Some sellers provide cash on delivery facility outside Dhaka as well, but not most sellers. Therefore, most customers outside Dhaka need to prepay via bank account or mobile banking.

The Selling Process:

To sell through Kaymu, one needs to have an account as well. Once an order is placed it is showed in the account where details of the buyer is given with the product details (the one that the buyer chose).

kaymu.com.bd

MILLIONS OF DEALS CASH ON DELIVERY CALL US NOW 096-7877-7111 KAYMU VIBER 019-6961-0851 My Account Sell Now

Browse By Category All Categories I'm looking for... Search

1 General Information 2 Product Details 3 Price 4 Shipping and payment details ? Need help for your first listing?

Create a descriptive title ?

Title*
Beauty & The Beast

Subtitle
The shopping experience you never had!

Description*
A world class collection of unisex watches!

The job of the seller is to contact the buyer, confirm the order, answer queries of the buyer (if any) and deliver the product. The seller pays Kaymu a percentage commission on the final sale amount. The commission payment is made twice a month. The advantages sellers get are the fact that the products stay with them so they are not stuck with stock that hasn't sold. Also, they get free marketing via Kaymu.

To get started with Kaymu as a seller, one needs to sign a simple contract paper that enlists them as a Kaymu seller. Afterwards, they need to send their product listings along with product details and images so that it can be uploaded in their e-store. Sellers can upload from the front end as well by logging into their accounts.

Vision of Kaymu:

The vision is to satisfy a diversified customer base of Bangladesh. The idea is to provide the best quality product in a competitive price. Kaymu wants to bring in the latest products by analyzing the current trend. Another important aspect is to give equal opportunity to all the sellers; unlike the other competitors their focus is not concentrated. It is rather diversified; they want to give each and every seller equal opportunity. They want to acquire sellers in every corners of Bangladesh.

ORGANIZATIONAL STRUCTURE

Organizational Chart of Kaymu Bangladesh Ltd

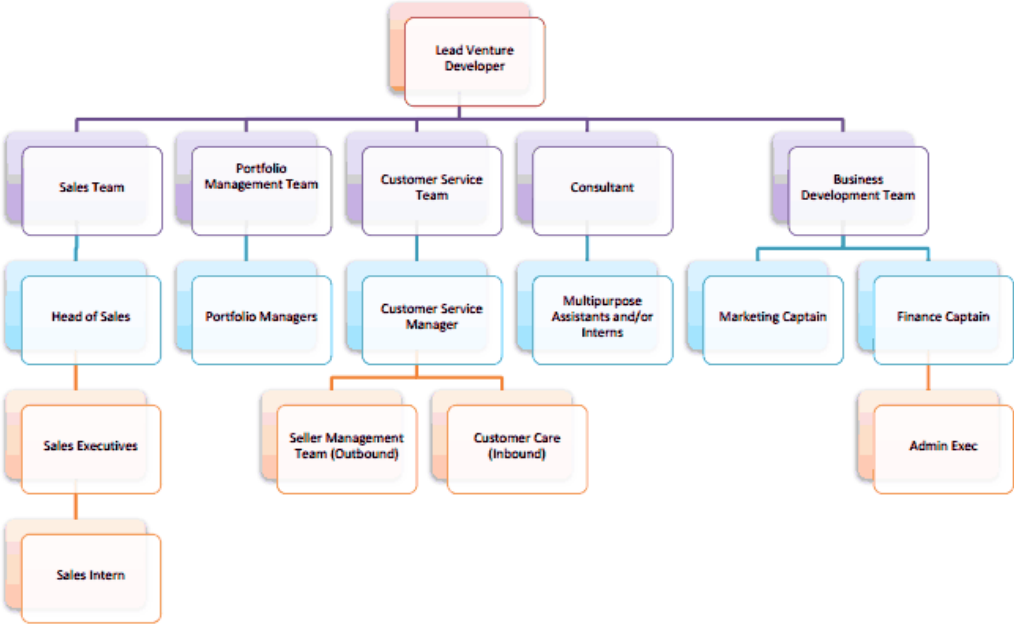


FIGURE: ORGANOGRAM OF KAYMU

Chapter 3: My Internship

Description/Nature of the job:

Kaymu Bangladesh offered me a job of Key Account Management intern. Key Account Management Intern is a post created for assisting the Key Account Management department. I was the first ever Intern to be appointed in this particular department. As this is the most important department of Kaymu they did not appoint any interns in this department. I was quite lucky to be working in this department as an Intern. It is mostly an indoor job but sometimes I had to go out to meet with the sellers. By reporting to the Country Manager, Hendrick Chasse and Head of Key Account Management, Phani Kiran, I started my internship there. Though I was initially appointed as a KAM intern but later I worked around with the Marketing Department and Acquisition Department. The best part is, every department in Kaymu is connected or dependent to other departments, so basically I had the opportunity to work with all the departments.

Specific Responsibilities:

I was assigned in the Key Account Management department of Kaymu. My Supervisor was Mr. Phani Kiran, Head of Key Account Management. I had some specific daily activities to perform. They are described below:

Daily Responsibilities

20 Key Accounts were assigned to me. The top sellers of the company are known as Key Accounts. They are the main source of earning of the company. I had to manage those specific accounts. These were the accounts that had some issues regarding their order processing, their VTN (Valid to net) was very low. I was assigned to help them to increase their VTN.

$$\text{VTN} = \text{No. of net orders} / \text{no. of valid orders} * 100$$

For increasing their VTN, I had to perform certain activities:

- ✓ Provide them with VAS (value added service)
- ✓ Get daily updates about their stocks
- ✓ Ask them to source new products by following the sourcing guideline which is provided by the central team from Paris.
- ✓ Order Processing
- ✓ Fix meeting with the sellers and conduct meeting.
- ✓ Suggest products for promotion and boosting to the Key Account Managers.
- ✓ Ask the sellers to increase or decrease the price of their products for better sale.
- ✓ Creating Combo Plans for the sellers.

- ✓ Solving the buyer complaints regarding product or service of the seller.
- ✓ Educating the new key account sellers how to perform as a Key Account.

Different Aspect of the Job Performance

All the key account managers have to manage a lot of seller accounts. They have a lot of important tasks to perform on a daily basis. As a Key Account Management Intern my job was to help them in every possible way. Though I was assigned with 20 key accounts, I had to take care of other activities like attending seller meeting, getting stock updates from the sellers and taking updates from the logistics as well. To maintain the workflow properly and to reduce some stress of the key account managers, this position is very vital.

Critical Observation and Recommendation

As an Intern, I had a wonderful experience at Kaymu Bangladesh. All the team members never made me realize that I was an intern; they treated me as one of them. This attitude helped me to get a real working experience. I had access to almost every tool, software's and other important data's which really helped me to understand the workflow better. I was impressed with the transparency of Kaymu, even though I was working with the seller management team I could get a clear idea about the whole organization and workflow. I came up with some recommendation which I would like to include. Here they are:

- They could introduce some more training programs for the employees so that they can get more efficient.
- Account managers have to manage a huge number of accounts; they should appoint more account managers for better customer service.
- Scope of promotion is pretty low in this organization, they have to make it better to keep their employees motivated and reduce turnover.
- They have to spend more on advertising and promotion, right now they are only focusing on online marketing, and they have to go beyond that to get the maximum exposure.
- There is no allocated place for recreation in this office; they should consider this issue as the work is sometimes very stressful.
- There is no reception or receptionist in the office, they should allocate a place for it and appoint a receptionist.

Assignments:

Apart from the daily activities, I had to perform some other activities as well. Specific assignments were given to me. I learned a lot through this process, it really helped me to get a better idea about their activities.

VAS: The meaning of VAS is Value Added Service. Initially, Kaymu wanted to test run this idea of VAS. So, I was given the tasks to find out why the orders are being canceled. For solving this issue, I was provided with a list of buyers who purchase frequently through Kaymu. They had some cancelled order as well. So, I prepared a survey questionnaire to run a telephone survey on those buyers. The main idea was to find out why the orders were being canceled. In the process, I also asked the buyers opinion about Kaymu's service and how they can do even better. The questionnaire is given on the later part of the report.

I interviewed 54 buyers over phone and was able to find out that, the main reason behind order cancellation is delayed response from the sellers. If a buyer places an order, generally they want the product to be delivered within 1 day. In most of the cases, the seller responded late, in the meantime the buyer changed his mind about purchasing the product. So what I found out is that if the buyer can be contacted immediately after placing the order, there is a high probability that we can close the order. So at this point, value added service comes into play. We sorted out some sellers who had high cancellation rate, we offered them value added service for free initially, to find out whether it works or not. Generally, the order processing is done by the sellers. But under the value added service, we offered them to maintain and process their orders. The outcomes were amazing. Our Customer Service contacted the buyer immediately after order placement, and that reduced the cancellation dramatically. So this test run of VAS was a successful assignment which was conducted by me.

Wholesale Buyer Acquisition: Recently, Kaymu Bangladesh introduced a new category which wholesale. This idea is completely new in Bangladesh. Now people can buy products in bulk amounts by using Kaymu. It can help the wholesale buyer to save a lot of time. The buyer also does not have to face any hassle if they use this method.







Buy Wholesale Online in Bangladesh - (397 products found)

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[All Products](#)
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Sort by

>
 >>

 <p>100 pcs Brazuka Socc... ₹ 52,000</p> <p>Seller: Russell.s ★★★★★ (110) </p> <p>📍 39.7 Km from you</p>	 <p>50 Pcs AO Black Sun... ₹ 47,499</p> <p>Seller: Aparar Fashion... ★★★★★ (121) </p> <p>📍 39.7 Km from you</p>	 <p>30 Pcs AO Green Sun... ₹ 30,599</p> <p>Seller: Aparar Fashion... ★★★★★ (121) </p> <p>📍 39.7 Km from you</p>	 <p>20 Pcs Ray-Ban Black... ₹ 12,999</p> <p>Seller: Aparar Fashion... ★★★★★ (121) </p> <p>📍 39.7 Km from you</p>
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In the later part of my internship period I was sent to Comilla with another very important assignment. My assignment was to check the feasibility whether it is possible to acquire some wholesale buyers outside Dhaka. Wholesale category was a recent addition of Kaymu. Here the wholesale buyers can buy bulk amount of products through Kaymu. It is a great opportunity for the buyers from outside Dhaka to purchase unique products through Kaymu, because these products are not very easy to source. All they have to do is, place the order, all the products would be delivered to their addresses. Another advantage is, they can return the product if they do not like the product. I went to Comilla to find out whether the wholesale buyers are interested to purchase the products online. It was a great learning experience for me, as this is the first time in Bangladesh, where one can purchase wholesale products through internet. But unfortunately, the buyers from Comilla are not ready yet to purchase their products through internet. They are not very familiar with this process, so if Kaymu wants to acquire buyers from the places like Comilla they have to push more on Marketing. I think for building up the trust, they have to spend more on promotional activities.

Seller/Client Acquisition: I had the opportunity to work with the Sales team as well. Basically, there are two sorts of activities from the sales team. One is online and the other one is offline.

- a. Online: Sales executives are assigned to acquire sellers through phone. They get some leads from Facebook and other sources and then make the calls. They actually give them a business proposal to do business with Kaymu, where they can have the exposure to a large customer base. A sales speech is given to all the members of the sales team. I had the opportunity to acquire sellers in this process.
- b. Offline: Offline sales are more like conventional sales. Here the sales person goes to the shopping malls in person to acquire sellers. A photographer is also goes along with the sales person to have the pictures of the products. I had the opportunity to work with the offline sales team as well. I had the exposure to how the sales team works.

Marketing Campaigns:

- a. University Campaigns: Kaymu Bangladesh frequently organizes marketing campaigns in Dhaka. I had the opportunity to attend two marketing campaigns of Kaymu Bangladesh. One of them was held in BRAC University. I was in the one the member of the organizing team. It was a day long program. The program was named “Kaymu Campus Connect” .In the first phase there was an online test for internship program, then there was a Seminar on e-commerce. Where our DMD and Marketing Captain gave speeches. After that our marketing campaigns started. We arranged a stall and decorated the stall with cool and trendy products. Organized game shows. The main idea was to promote the mobile application of Kaymu Bangladesh. Whoever took part in the game show or wanted to buy something from the stall, we requested them to download the mobile app first. The response was pretty good. I was also a part of the Marketing Campaign at Independent University Bangladesh. There we organized a similar event.
- b. Sci-fi con: I was held on September 3-5 in Emmanuel’s Banquet Hall which is situated in Gulshan-1. It was three day program. Here, we decorated our stall with some exclusive products which are somehow related to Science or Scientific characters. Here, every buyer had to download the app, and then place the order. It was another campaign to promote the mobile application.

Weekly Sourcing Guidelines: A sourcing guidelines for the products are sent every week from the Central Team of Kaymu. By analyzing the international trend, the central team gives the local team a guideline what sort of products they need to source from the sellers in the upcoming weeks. The seller management team has to follow this sourcing guidelines. I had the responsibility to get the updates from all the seller managers, how much they could source. This sourcing guideline is a very important tool because it gives the account managers a clear idea about the upcoming and current trends.

Chapter 4: My Internship Project

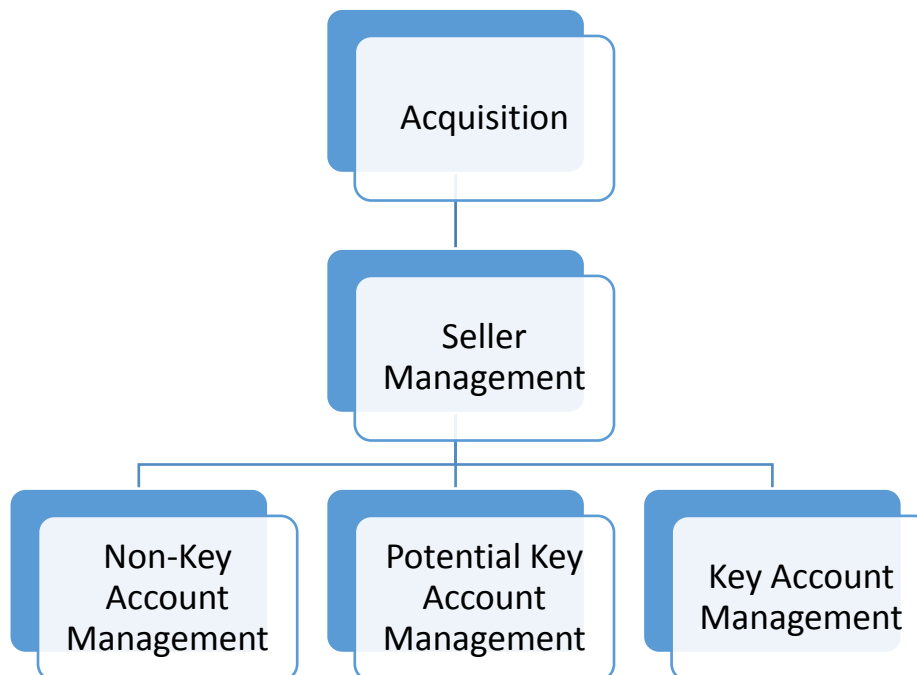
Summary

Kaymu started its journey in Bangladesh at the end of 2013 and now its presenting the most diversified product lines for the customers of this country. The idea is to establish an ultimate online shopping experience. In this short period, Kaymu could manage to establish itself as the number one online marketplace of Bangladesh. It has about 4000 active sellers. Subscribed seller amount is also ridiculously high. Here, I have tried to go through the Key Account Management activities of Kaymu, which is playing a vital role behind its success. I have to describe the whole process of Kaymu to describe the activities of KAM, otherwise it will not be very easy to understand. All the departments had to work really hard to take Kaymu to this level. Team spirit is very much present in Kaymu, every member complement each other in a very good way. A department is somehow dependent on the other department, so they have to perform as a team to get the desired success. Kaymu is also a leading marketplace in the emerging countries and has over million customers. It operates an online marketplace which enables a person or a business to buy or sell anything online. Online business is growing rapidly in Bangladesh, now a huge number of people use smartphones, so it is very easy for them to get access to internet. So, the potential of e-commerce is very high in Bangladesh.

Description of Kaymu's Workflow

Every day at least 50 new sellers added to Kaymu Bangladesh. This activity of acquisition starts with lead generation, where potential sellers are sorted out. Then the sales executives call those potential sellers or meet them in person to offer them a business proposal to sell on Kaymu. They have to convince the potential sellers to do business with Kaymu, where they mention what sort of facilities they might get by registering on Kaymu. It is not a very easy job to acquire sellers, as Kaymu works on commission based model. People are very eager to sell online but not ready to pay commission, the sales executives have to make them understand why they should pay the commission and what good can it cause them. Kaymu charges commission on every closed order, which means if a seller gets an order and delivers it to the customer and receives the money, he has to pay a certain amount to Kaymu. After acquiring the seller it is categorized as a Non-key Account or a Key Account. Most of the new seller accounts are categorized as Non-Key Accounts. This sort of account has less number of product variety and quantity. These accounts are nurtured by Non-Key account managers, these seller managers provide them with appropriate guidance and information to make them more efficient so that they can get more orders. If a seller can sell quality products and provide good customer service, they are going to get good ratings and feedbacks from customers, these good ratings will help their online store make more reliable, the customer satisfaction rate will increase which could lead them to promotion. If they can keep up the good work their seller account would be promoted to

Potential Key Account Management. And then gradually then can promote themselves to Key Account Management, which could give them the maximum exposure as a seller, and bring them a lot of orders. Key accounts are considered to be the most important seller accounts of Kaymu as they are the best sellers, in terms of sales volumes and customer service. About 30 key accounts are assigned to a Key Account Managers portfolio. That particular manager has the responsibility to manage those 30 key accounts.



Role of a Key Account Manager: Key Account Management is a role which is not practiced in every organization. This sort of position or department is generally seen where the business is dependent on their clients. Kaymu is an online marketplace. Basically, the clients of Kaymu are their sellers. There are different kinds of sellers. These sellers are categorized on the basis of their performance and product variety. For example, the sellers who are selling the most are generally termed as Key Accounts and the accounts that have the potential to be a key account in the near future are termed as Potential Key Accounts. Generally, the key account managers are

entitled to manage all the key accounts of the business. As the key accounts are the main source of revenue of Kaymu, key account managers have to play a very vital role for the organization. A key account manager performs different roles, they are described below:

- Managing the key accounts.
- Guide the sellers to perform in to get the maximum exposure.
- Updating their stocks or maintaining their listings.
- Preparing Combo Plans for seller accounts for increasing sale.
- Ask the sellers to source products as per the sourcing guidelines.
- Keep them updated about the latest trends, and what sort of products they need source in the near future.
- Creating Promo Plans for every week.
- Suggest products for boosting
- Select products for ‘Deals of the day’
- Suggest products for Campaign of the week
- Suggest products for best deals.
- Suggest seller names for ‘Kaymu Featured Sellers’
- Collecting commissions from the sellers.
- Getting instant updates from customer service department
- Analyzing buyer complaints and take necessary steps

A brief description of all the activities of Key Account Management is given below:

- 1. Managing Key Accounts:** As I have explained in the earlier part of the report that, Key Accounts are the best seller accounts of Kaymu. They are the main source of revenue of this organization. They collect a huge number of commissions from those seller accounts. They have to manage those specific accounts with extra attention. They are managed with extra bit of attention, with different approach. The managers have to maintain a very good interpersonal relation with all the sellers as collecting commission is a big challenge. The sellers will not cooperate in the best possible way if the key account managers are not up to the mark. Sometimes the managers ask the sellers to reduce the product price or source new products; it is a very hard job to convince them to do accordingly.
- 2. Guiding the sellers:** If the sellers can sell more, it is going to benefit the organization in the long run. The more they can sell, they can collect more commissions. So, the Key Account Managers work really hard to guide the sellers in the best possible way. They ask them upgrade their product quality so that they can get good reviews from the buyers.

If a buyer is not satisfied with a particular product, he would not come back to shop from Kaymu. The idea is to make the buyers come back for repeat purchase. The seller accounts have virtual shops on Kaymu, so if a buyer like a particular product from a seller, he would visit the site again and search for that particular shop by typing their shop name on the search menu.

The screenshot shows the Kaymu website interface. At the top, there is a navigation bar with the Kaymu logo, contact information (Millions of Deals, Cash on Delivery, Call Us Now, Kaymu Viber), and user options (My Account, Sell Now). Below this is a search bar with the text 'Browse By Category' and a search input field containing 'russell.s'. The search results show '6850 products found'. On the left, there is a sidebar with 'All Categories' and a list of categories including Clothing, Footwear, Jewelry, Watches, Mobiles & Tablets, Computers, Electronics, Home & Living, Health & Beauty, Toys, Kids & Babies, Books & Media, Sports & Outdoors, Food & Beverages, Wholesale, and Other Categories. Below the categories is a 'Color' selection area and a 'Price' filter. The main content area displays four product listings for 'Russell's Women's Sun...' and 'YONEX VOLTRIC Sierra...'. Each listing includes a product image, price (₹ 690 or ₹ 990), seller name (Russell.s), a 4-star rating, and a 'Bronze Seller' badge. The location for each product is listed as '39.7 Km from you'.

- 3. Updating stocks:** Once the Key Account Manager selects a particular product for promotion or boosting he has to make sure that the product is available. He contacts the seller and make sure the product is available because generally, when a product is being promoted it gets a lot of orders. So they do not want those orders to be canceled because of insufficient stocks. For example, in the beginning of the English Premiere League season, they ask the sellers to source sufficient sports jerseys and other accessories because the demand is pretty high in that particular time.

Sports & Outdoors > Sports Clothing > Arsenal Home Full Sleeve Jersey 2015-16



Arsenal Home Full Sleeve Jersey 2015-16

Shipping charges are 50 Tk inside Dhaka city and 100 Tk outside Dhaka. Prepayment may be required for outside Dhaka city.

Item Condition: New

Quantity: (3 items left)

Old Price: ~~₳ 890~~

Price: **₳ 690**

Buy Now

- 4. Prepare Combo Plans:** A sourcing guideline is provided to all the key account managers of Kaymu. Top 50 bestselling products combo plans from all around the world are also provided. The managers analyze those stats and make combo plans for the sellers. This is a very good idea to increase sales, as the buyers can have the privilege to experience discount by purchasing a combo. Here, both the sellers and buyers get benefited.

Clothing > Women's clothing > Pants & Tights > Ladies Palazzo Combo Offer



Ladies Palazzo Combo Offer

Shipping charge may apply. Advance payment will require for outside Dhaka.

Item Condition: New

Size:

Quantity: (989 items left)

Price: **₳ 650**

Buy Now

- 5. Following sourcing guidelines:** The central of Kaymu analyze the current trends of the market. By analyzing these trends and buying behavior they prepare a sourcing guideline to give the Account Managers the idea that what sort product would possibly be wanted or demanded by the customers in the near future. A sourcing guideline is provided every

week. The Key Account Managers try to follow the sourcing guideline and ask the sellers to source accordingly, sometimes they use their own experience and judgments too.

- 6. Keep the sellers updated:** Key account managers always maintain a sound communication with the sellers. They keep them updated about their product stocks and everything else. Sometimes they ask the sellers provide better pictures of the products so that the buyers can have a better view. Then again, they keep the sellers updated about the latest fashion trends and upcoming trends. The sellers are asked to source the product before the demand is too high. For example, they started sourcing their winter collection from September.
- 7. Promo plans:** All the key account managers are asked to fill out a form every Tuesday to give products for promotion in the upcoming week. There are certain things that they consider before choosing a product for promotion. These products are seen in the first page of the website so, these products have the maximum exposure. The selected products will be promoted throughout the upcoming week. They chose these products by analyzing the VTN and VCR. Sometimes they have to use their judgments as well. For example, before the Eid-ul-Adha, one of the KAM promoted and boosted meat grinder which managed to generate a lot of orders.

Sponsored Products!



- 8. Deals of the day:** The Key Account Managers can select a single product from a category for 'Deals of the day'. They consider latest trends, top selling products, VTN and VCR in this case as well. Only the key account managers can suggest products for this segment.

Deals of the day!

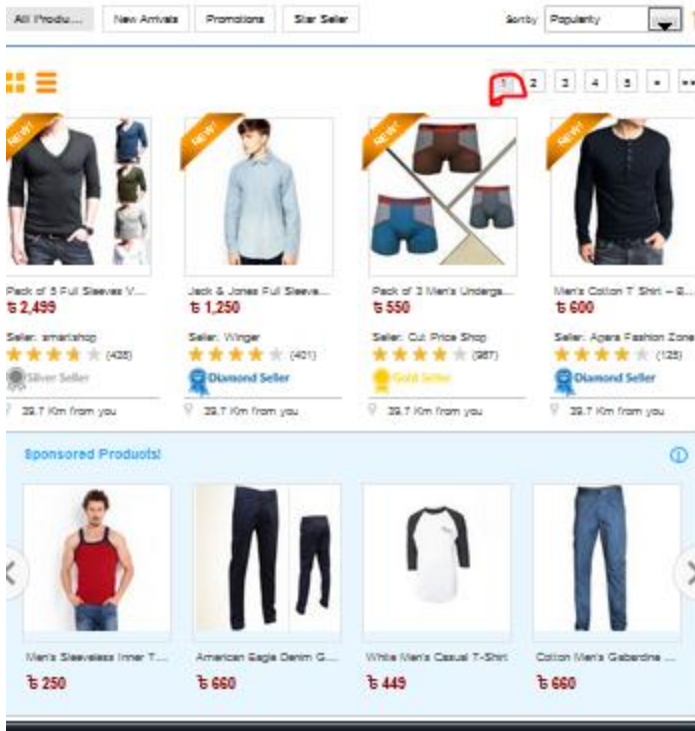


- 9. Campaign of the week:** This sector is selected by the Head of Key account management. Every week, by analyzing the valid conversion rate and valid to net stat and page views he selects a particular category for this section. After selecting the category, he asks the particular Key Account Manager who is in charge of that category to provide him some product listings from that category. Then the head of key account management selects few products from those for promotion. This is a category based promotion.

Campaign of the week!



- 10. Boosting:** In this case, the KAM's select particular products which would be seen in the first page of a particular category. They are asked to give a list of products by the assortment analyst and head of operations, among those products a few would be selected for level 3 promotions. They consider the VTN, VCR and the ratings of the sellers before choosing it for boosting. Some of the products are automatically boosted by the central team because of good VTN and VCR, so the KAM's have to choose those product which would not be promoted by the central team, otherwise that slot will be wasted.



11. Best Deals: In this segment, they suggest products that has discounted price. It is a prerequisite for this section. Only the discounted and affordable products can be boosted in this section.

Mobile Best Deals



12. Kaymu Featured Sellers: In this section, the sellers or seller accounts are promoted. A key account manager can suggest 5 shops for promotion, the central team analyzes the stats of those shops and selects a few of them for promotion.

Kaymu Featured Sellers



13. Commission Collection: Kaymu works on a commission based model. They charge commission for every closed order. Commissions are collected once a month. The Key Account Managers are responsible for collecting the commissions from their assigned sellers. Collecting commissions from the sellers is a challenging task. They have push the sellers to give the commissions within the due date, otherwise the central team automatically deactivates that account which failed to give commission within the time frame.

14. Update from Customer Service Department: The key account managers are responsible for solving any sort customer complaints. If there is any issue regarding that, the CS team informs the particular Key Account Manager, and then the manager analyzes the problem and contacts with the seller to solve the issue. For example, if a buyer complains that the seller has delivered him a faulty product and is refusing to change the product, the manager immediately contacts the seller and takes necessary steps to solve that problem.

Boosting/Promotion Prerequisites: Whenever a key account manager selects or suggests any product/seller for promotion or boosting they consider certain factors. Mostly it's based on stats, but sometimes they have to use their judgments for choosing a particular product or seller. A seller cannot be boosted right away. He has to come up through a process. For that a seller has to have good ratings, which is given by the buyers. So, if their products/ service is good, they are going to get good ratings, if they have poor service they would get low ratings from the buyers, which would ultimately cause their downfall, because if they have poor ratings, no matter how much units they are selling they would not be considered for promotion or boosting.

Key Account Managers also consider the following stats of the sellers which are provided by the central team of Kaymu.

Valid conversion rate = valid order/page views

Valid to net= no.of net orders/no. of valid orders× 100

Cancellation rate=no. of canceled order/valid orders ×100.

Valid conversion rate refers to how many orders they are getting in terms of page views. The more the conversion rate is, the better it is.

Valid to net refers to how many orders they are actually netting. That means if the sellers are converting the valid orders into net orders. If their VTN is low they would not be considered for promotion or boosting. All the key account managers try really hard to keep the sellers VTN high. They guide and nurture those accounts to keep them in the key accounts. If their VTN and VCR and Customer Satisfaction Score are decreasing continuously, those accounts would be demoted to PKAM. No seller wants to get demoted because all the key accounts get the maximum exposure for promotion and boosting, so if they get demoted they would lose the exposure ultimately.

Boosting/ Promotion mediums:

- 1. Kaymu,com.bd homepage**
- 2. Kaymu Bangladesh Facebook Page**
- 3. Facebook posts**
- 4. Facebook advertisements**
- 5. Google Suggestions**
- 6. Gmail Newsletters**
- 7. Youtube Advertisements**
- 8. Pop-up windows**
- 9. Google+**
- 10. Targeted website advertisements**

Marketing Strategy of Kaymu Bangladesh:

Bangladesh is a country where there is ample opportunity of the growth of E-commerce. We can see a lot of young people coming up as entrepreneurs. Kaymu is giving those young entrepreneurs a perfect platform to perform. Kaymu has a large customer base which is enabling the young online sellers to show their products to a huge number of people. Kaymu does not charge anything from the sellers for promotions. They spend a huge amount of money on online promotion; the sellers do not have to a single penny for that. Kaymu spends most of their allocated money for marketing online. The marketing strategies are given below:

- 1. Online Advertisements:** Kaymu spends a huge amount of money on this sector. The mediums are Facebook, Google, Youtube etc.

2. **Blogs and write-ups:** Kaymu uses blogs and write-ups as medium of marketing by posting several blogs on its website and other sources.
3. **Celebrity Endorsements:** Kaymu signed contracts with the 3 players of Bangladesh National Cricket team in the recent past. They are, Tamim Iqbal, Soumya Sarkar and Mominul Haque. According to the agreement they will use Kaymu's sticker on their cricket bats during the international matches.
4. **Corporate Partnerships:** Kaymu Bangladesh managed to build corporate partnerships with some big names in the recent past which really helped them to get a lot of exposure all over the country.
 - a. **Grameenphone:** Kaymu launched a service called 'GPeid' where the GP subscribers could get discounts from Kaymu.



- b. **Bkash:** Now the buyers can order and pay by Bkash. As Bkash is hugely popular in Bangladesh, it could draw some attention.



- c. Ucash: Kaymu is the first online marketplace in Bangladesh which could sell the international ticket. The cricket lovers could buy the tickets of all matches of the last ODI series between Bangladesh vs Zimbabwe from Kaymu. All they had to do is just place an order. It was a great success for Kaymu.



- d. Reckitt-Benckiser: Very recently, Kaymu Bangladesh came into an agreement with Reckitt-Benckiser that, they would sell on Kaymu. The best part is, in all of their TV advertisements, they would expose the name of Kaymu by writing up "Order now at Kaymu.com.bd." which is a great success.

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Dettol HARPIC Mortein Dyle Veet Durex GAVISON Lizol

RB Bangladesh [+ Follow](#)

★ ★ ★ ★ ★ 0 (from 0 votes)

(104 products found) - rb-bangladesh online shop in Bangladesh [+ Save this Search](#)

All Products New Arrivals Promotions Sort by Popularity ↑

1 2 > >>

NEW! **FREE** Mortein PG Vaporizer C...

NEW! **FREE** Airwick English Rose G...

NEW! **FREE** Lizol 500ml (Pine)

NEW! **FREE** Harpic Power Plus 1 Lit...

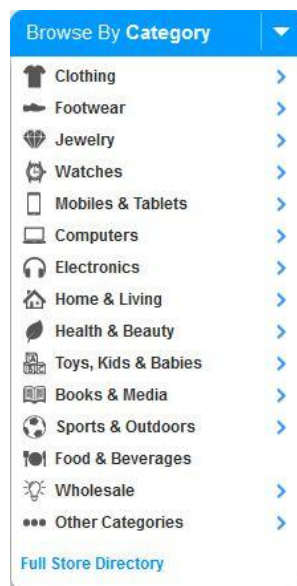
[? Help](#)

5. **Marketing Campaigns:** Kaymu Bangladesh organizes marketing campaigns on a regular basis. They organize and participate in various events.
 - a. **University Campaigns:** Kaymu organizes campaigns in different universities. For example, recently they organized Kaymu Campus Connect program in Brac University and Independent University, where there was an internship recruitment program, seminar on E-commerce and game shows.
 - b. **Festivals:** Kaymu is participating in the Lit Fest which is celebrated in Dhaka University; they are also going to participate in the Hay Festival.
 - c. **Organize and sponsor:** Kaymu frequently organizes and sponsors various events. For example, recently organized a Football tournament with Jaago Foundation which was named as 'Play for Hope'. Kaymu recently also participated in the Sci-fi con with some extraordinary products.

HOW KAYMU FUNCTIONS

Kaymu Basics:

Kaymu is, first and foremost, an online marketplace. One can browse through categories like Clothing, Footwear, Jewelry, Watches, Mobiles & Accessories, & Accessories, Jewelry, Books & Media, Electronics, Footwear, Watches, Mobiles, Computers, Electronics, Home & Living, Health & Beauty, Toys, Kids & Babies, Books & Media, Sports & Outdoors and various other categories. When a customer sees something they like, they click on the product and view the details that include pictures, descriptions, payment options and shipping information.



If the customers have a pretty good idea of what they are looking for, they can search for it using simple keywords, such as "Apple iPod," or using more advanced search criteria that helps narrow the results, such as item location, brand and price range.

The Buying Process:

To purchase something, one must have an account in Kaymu. He/She simply needs to register by providing some basic information (name, address, birth date, phone number etc.). With that account they can place orders on Kaymu. Once a buyer likes something, he/she places an order online by clicking on 'buy now'. After this, a text message/email is sent with a code to validate the purchase.

If the buyer validates it, the seller can see it when they log in to their account and then the seller is responsible for calling up the buyer, confirming the order, answering to any necessary queries, and deliver the product. If the buyer is unable to validate the order, a customer service agent from Kaymu calls the buyer up and validates the order. And then the seller process starts as

mentioned above. This process generally takes about 3-5 working days and the buyer usually gets it by then unless there are other issues. Often, pre-payment is necessary and then the delivery time becomes higher as the seller would not dispatch the product without the buyer paying first. Most sellers provide cash on delivery to buyers residing in Dhaka, meaning the buyers can pay after the product reaches their home. Some sellers provide cash on delivery facility outside Dhaka as well, but not most sellers. Therefore, most customers outside Dhaka need to prepay via bank account or mobile banking.

The Selling Process:

To sell through Kaymu, one needs to have an account as well. Once an order is placed it is showed in the account where details of the buyer is given with the product details (the one that the buyer chose). The job of the seller is to contact the buyer, confirm the order, answer queries of the buyer (if any) and deliver the product. The seller pays Kaymu a percentage commission on the final sale amount. The commission payment is made twice a month. The advantages sellers get are the fact that the products stay with them so they are not stuck with stock that hasn't sold. Also, they get free marketing via Kaymu. To get started with Kaymu as a seller, one needs to sign a simple contract paper that enlists them as a Kaymu seller. Afterwards, they need to send their product listings along with product details and images so that it can be uploaded in their e-store. Sellers can upload from the front end as well by logging into their accounts.

Chapter 5: Analysis

In this part, my intention was to analyze Kaymu Bangladesh's opportunity and competitors in terms of competition and other challenges. Financial analysis is not entirely given in this sector because of confidentiality issues.

E-commerce industry in Bangladesh:

After the emergence of smartphones, there has been a revolutionary change in this sector. Now people can easily buy a smartphone as the price is very affordable. More and more people are using internet now. Though most of our internet users confine themselves only into Facebook, still it can be a very good medium. Through Facebook, the small entrepreneurs can get a huge exposure. They are spending huge amount of money on online marketing now as people are spending more time on internet. Specially, the new generation doesn't spend much time by watching TV. So, the entrepreneurs are not getting the desired exposure by only making TV advertisements. By grabbing this opportunity, the idea of e-commerce emerged, and till now it has been very successful. Over the past 2/3 years a lot of new e-commerce sites came into the scene and they are getting a lot of success as well. So, we can say that this industry has now become a very competitive industry in Bangladesh and it is getting more and more competitive day by day.

Big Guns of E-commerce:

Kaymu is just like a physical marketplace where there would be different sellers displaying their products to the customers to attract them. The only difference is that the buyers do not have to go to an actual marketplace; they can just browse the site from a device with the help of internet and order the products, as simple as that. Kaymu does not store any sort of product, it only provide the sellers with their space in the website. Kaymu has a lot of competitor now as the online market is growing like anything. Ekhanei, Bikroy, Akhoni, Ajkerdeal, OLX, Esho, Rokomari, Biponee these are some of the competitors of Kaymu.

Kaymu is an online marketplace where sellers sell their products to buyers through Kaymu website. Kaymu can be compared to physical marketplace, only difference is, in a physical marketplace, you have to visit different shops located at different floors for different products and in Kaymu website, you can visit different e-stores for different products with a click of the mouse.

Kaymu has some competitors who are also trying hard to grab the opportunity to get settled in this emerging market. OLX, Ekhanei, ClickBD, Akhoni, Bikroy, Rokomari are some of the other popular e-commerce websites who are also becoming popular.

Ekhanei is a free arranged online promotion site. Ekhanei is endeavor of Grameenphone Limited which is giving a portable based web purchasing and offering stage. They are additionally creating income through advertisement streaming.

OLX is an Indian online arranged who are working in Bangladesh since mid-2013. OLX site can be utilized through web and versatile applications. OLX permits its clients to post free ads to offer their items. They are streaming so as to anticipate getting incomes promotions on their site.

Bikroy is another online classified which is additionally giving a stage to the Bangladeshi individuals to purchase and offer items for free. This is now the most prominent among all the e-commerce sites.

Ajkerdeal is a venture of BDjobs, it follows the business model of Kaymu and now they doing great in terms of sales.

ClickBD is the first e-commerce website of Bangladesh which started its journey in 2005. ClickBD is mostly used as a second hand product selling website. ClickBD now has 25 online stores along with its classified to provide its customers a wide range of product choice.

Comparison:

It is a very tough thing to compare Kaymu with the other E-commerce sites as Kaymu follows a different business model than the other sites. Kaymu follows the E-bay model which is pretty new in Bangladesh. On the other hand, most of its competitors are classifieds, so we cannot directly compare Kaymu with the other sites. In the classifieds, when the sellers post commercial, they are not sorted out, but rather when somebody is posting their promotion on Kaymu, their ads are appearing in one e-store under the seller’s name. If a buyer visits a product of a seller, from that very page he/she can see all the products from that seller.

SWOT ANALYSIS OF KAYMU.COM:

<p style="text-align: center;"><u>STRENGTH</u></p> <p style="text-align: center;">Strong international funding</p> <p style="text-align: center;">Big brand Name</p> <p style="text-align: center;">Low cost provider</p> <p style="text-align: center;">Big marketing budget</p> <p style="text-align: center;">Talented and dedicated team</p> <p style="text-align: center;">Proven market knowledge</p>	<p style="text-align: center;"><u>WEAKNESSES</u></p> <p style="text-align: center;">No integrated delivery channel</p> <p style="text-align: center;">Stock depends on the seller</p> <p style="text-align: center;">Sellers are not responsive enough</p>
<p style="text-align: center;"><u>OPPORTUNITIES</u></p> <p style="text-align: center;">Capturing physical market</p> <p style="text-align: center;">No/ minimum tax for time being</p> <p style="text-align: center;">Big market size comparing competitors</p> <p style="text-align: center;">Local competitors are not capable enough</p>	<p style="text-align: center;"><u>THREATS</u></p> <p style="text-align: center;">Other international ecommerce entry</p> <p style="text-align: center;">Government regulation ex: Tax for ecommerce ventures</p>

Chapter 6: Results and Discussions

As an endeavor of a massively effective multinational organization, Kaymu Bangladesh has been appreciating some included point of interest over its rivals and in the meantime it is additionally confronting a few difficulties in working their organization in Bangladesh. The major problem occurs, when the greater part of the objectives and targets are set by the central team from France. As Bangladesh is entirely unique in relation to a ton of nations, some of the time it turns out to be exceptionally troublesome for the Bangladeshi workers to achieve their objectives. Kaymu is additionally confronting difficulties in delivering the orders. Now and then when the orders are huge, then the buyers need to sit tight for the delivery of their items.

The supply of the items rely on upon the dealers, So if stock for one item from the sellers is out then Kaymu itself can't restock the items without anyone else's input. Kaymu Business model does not support having product inventory so they do not have any warehouse to inventory the products of the sellers of their website.

The future corporate strategy for Kaymu.com.bd is to focus on rapid expanding, market development, creating and sourcing new sellers. That is why they have a vibrant sales team those are able to source sellers, unique product at cheap/ lowest price of customer convenience. They are also able to train sellers through online learning and presentation. Portfolio Manager assists existing sellers to make them understand how they can use this platform to boost their sales. Kaymu also seeks to create strategic partnership with the supporting functional area they are working on. That is why Kaymu has affiliation with some third party delivery service like – Aramex, Road Runner, Delex Logistics, so that they can refer this logistics service to their existing and new seller for smooth delivery operation in less cost and hassle.

Kaymu is also trying to grab some big brand under their umbrella. That is why Kaymu already have some renowned local brand like – Fujifilm, Smartex, Pops and some renowned online brand as their individual seller.

Chapter 07: Recommendation and Conclusion

Recommendation

Kaymu is a very well organized company but still I have witnessed some problems in their strategies during my internship period. Most of decisions are taken from the central team of Kaymu which is located in Paris, France. Sometimes, their targets or decisions are not justified as the market of Bangladesh is very different; it is not always possible for them to decide the best option from the head office. So I think the power of some decisions should be transferred to the local team so that they can adjust immediately. As, the business is growing rapidly all over Bangladesh, Kaymu should think about setting up offices in the divisional cities like Chittagong and Sylhet, that would help them to operate in a much more efficient way. Another problem in Kaymu Bangladesh is, they make too many changes within the department, and I have seen a lot of changes during my three months in Kaymu Bangladesh which really makes the situation unstable. Another major problem is, they have acquired so many sellers that it is quiet impossible for their employees manage all the sellers properly. They should recruit more people if they want to make it more efficient as an organization. There is some issue regarding the delivery service of Kaymu as well. Their delivery partner is AIGX which is also a venture of Rocket Internet. AIGX is still not up to the mark, they have some difficulties in delivering the products outside Dhaka, they should take care of that problem as a huge number of orders are being placed form outside Dhaka. So, to make Kaymu more reliable to its buyers they have to make the delivery system better. I have conducted a customer survey on the buyers of Kaymu, I have heard a lot of complaint about the customer service department that they do not pick up the calls, I won't blame the people of Customer Service as they have to take unbelievable amounts of calls every day, so what they should do is, they should recruit more people in this department because it is a very sensitive part of the business, if the customers do not get the service they desire, they would switch to other marketplace, so they should take care of that immediately.

Conclusion

Kaymu Bangladesh has seen potential prospect in the Bangladeshi e-commerce market. This is the correct time to tap into the market and establish itself as a key player in the community. There are challenges like the delivery system and hopefully these will be sorted out soon. One important thing is, at this time it is not only Kaymu who is tapping into the market. A lot of other businesses are as well. So in the future, we hope to see better growth of the e-commerce sector with better infra-structure and other businesses catering to this sector.

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Appendix:

1. What drove you to cancel the order?

- Seller's response time
- Not matching the requirements
- Poor communication
- Other:

2. Do you still need the product / have you purchased the product elsewhere?

- Yes/No
- No/ Yes

3. Could you please tell us why you cancelled the order? (if he doesn't give a clear answer suggest the following reasons)

- I don't want the product
- I found a cheaper alternative on Kaymu
- Other place (please note down where)
- I was just testing Kaymu
- I placed the order by mistake
- Other:

4. Have you ever purchased online?

- yes
- no

5. Have you ever purchased on Kaymu before?

- yes
- no

6. Did you know that the seller ships your product on same day or next day when you place an order?

- Yes
- No

7. What do you associate cheaper price with?

- Value for money
- Low quality
- Convenient
- Other:

8. What else can we offer you to make your shopping experience better?

- Quicker response time
- Better customer service
- Better products
- More user friendly website
- Other:

9. Are you aware of Kaymu's return policy? (Explain policy)

- yes
- no

10. Would you buy on Kaymu again?

- Definitely yes
- probably yes
- Definitely no
- Probably no

11. How would you rate Kaymu's service? (On a scale of 1-5)