

INTERNSHIP AT YANG MING LINE, MGH GROUP

BRAC

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MGH

Global Sourcing Made Simple

Internship Report

Internship at YangMingLine, MGH Group

Presented for:

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Letter of Transmittal

6th September 2015
Nusrat Hafiz
Lecturer
BRAC Business School
BRAC University

Subject: Submission of internship report

Dear Madam,

With due respect and great pleasure I would like to state that that I have prepared by internship report on the “YangMing-MGH Group” that you have assigned to. I expressed my knowledge from the experience and covered the necessary critical analysis in the report that you have asked. I have tried my level best to prepare an effective and creditable report within the given period.

The report contains a detailed study of the shipping Line YangMing, MGH Group regarding its past history and achievements, company functions and strategies, market position and growth analysis. I have made this report remembering the specialized parts of the business and gave itemized depiction of procedures to make it helpful for anyone who may read it for reference. In any case, for any kind of disparities and irregularity that may emerge, I will be satisfied to clear up and answer with respect to any of the piece of this paper.

Yours sincerely,

Nadvi Hasnine
ID- 13304105
BRAC Business School
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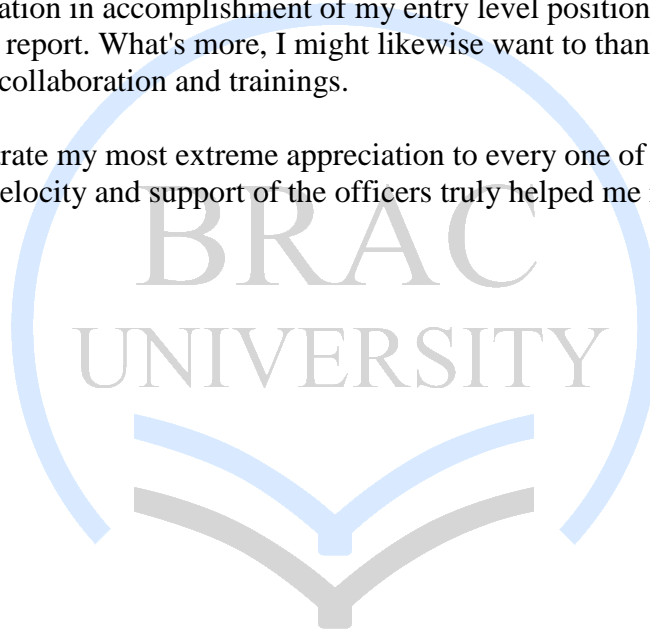
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Acknowledgement

An affluent finish of any course obliges support from different staff and I was lucky to have that bolster, bearing, and supervision in each perspective from my instructor, YangMing-MGH Group's authorities and partners. Above all else I might want to thank unfathomable beauty and profound benevolence of the Almighty Allah.

I would like to express my profound feeling of appreciation to my academic supervisor of Internship Program Ms. Nusrat Hafiz, Lecturer, BRAC University for her straight to the point support and in addition direction in setting up this report notwithstanding of my inaccessibility amid the employment work. I recognize my appreciation to Ms. TanjimFerdousTanni, HR Manager for her help and significant recommendation every once in a while and for being my boss in the host association in accomplishment of my entry level position program and in addition setting up the report. What's more, I might likewise want to thank to Mr. ZakariaArefin, Manager, for his kind collaboration and trainings.

I additionally demonstrate my most extreme appreciation to every one of the authorities of YangMingLine. The velocity and support of the officers truly helped me in getting the essential data in time.



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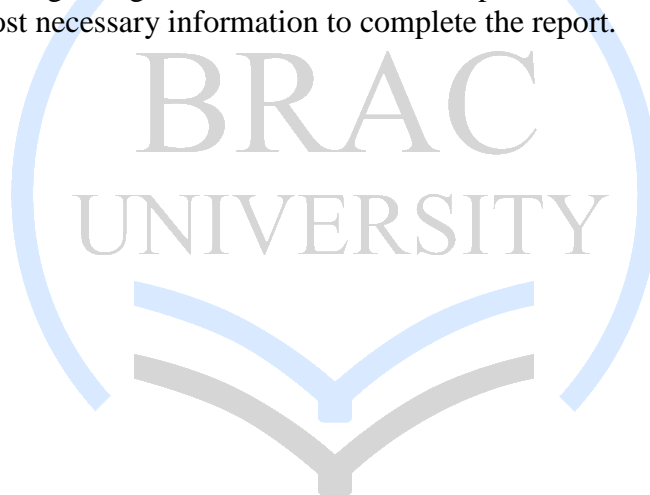
Table of contents

LETTER OF TRANSMITTAL	2
ACKNOWLEDGEMENT	3
EXECUTIVE SUMMARY	5
1 THE ORGANIZATION	6
1.1 INTRODUCTION.....	6
1.2 HISTORY	6-7
1.3 PRODUCT/SERVICE OFFERING.....	7-10
1.4 OPERATIONAL NETWORK ORGANOGRAM	10
1.5 VISION OF THE FUTURE	11
2 THE JOB	11
2.1 DESCRIPTION/NATURE OF THE JOB	11
2.2 SPECIFIC RESPONSIBILITIES OF THE JOB	11-13
2.3 DIFFERENT ASPECTS OF THE JOB.....	13-14
2.4 CRITICAL OBSERVATIONS AND RECOMMENDATIONS	14-15
3. THE PROJECT	15
3.1 SUMMARY	15
3.2 DESCRIPTION OF THE PROJECT.....	15-17
3.3 THE PROJECT	17-28
3.4 ANALYSIS ON MAINTENANCE OF INTERNAL & EXTERNAL CUSTOMER.....	29
3.5 ANALYSIS OF CROSS FUNCTIONAL TEAMWORK	29-30
3.6 RESULT & DISCUSSION	30-32
4. CONCLUSION	33
5.REFERENCE	34

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Executive Summary

The internship report that I have prepared focuses on my key responsibilities and learnings as a Trainee Executive at YangMingLine, MGH Group. I will be representing this job experience as my internship in the Sales and Documentation departments under the supervision of Mr. ZakariaArefin, Manager, Sales department of YangMingLine. In the 3 months that I have worked as Trainee Executive, I was assigned with various daily tasks and one big Marketing Campaign in month of Ramadan. I have shown critical analysis of my tasks along with recommendation. My report concentrates on the Ramadan Campaign of YangMingLine, my key responsibilities of that campaign, the SWOT analysis and Cost-Benefit analysis of the campaign along with discussion on the finding and recommendations. I have also included analysis of 2 other marketing strategies that I have implemented myself as a Trainee Executive; relationship marketing and one to one marketing. The other important topics discussed in the report include maintenance if internal and external customers of YangMingLine and the cross-functional teamwork. The data used to write this report is mostly primary and due to confidential issues a lot of other information regarding client base and detailed operation had to be omitted. Although, I have included the most necessary information to complete the report.



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Chapter-1 The Organization

1.1 Introduction to MGH Group

MGH Group is the biggest conglomerate company which started its journey in the corporate world as a distributor of Gillette in Bangladesh market. It was founded in 1992 by Anis Ahmed, current group managing director. In Chittagong Port, this Bangladeshi originated organization has the largest container freight station in South Asia in terms of territory region. MGH was named after Anis Ahmed's father Mohammad GhaziulHaque, current Group Chairman. MGH's Head Quarter is situated in Singapore. MGH is the sole distributor of P&G in Bangladesh. Its core investments are in the sector of Supply Chain, Contract Logistics, Airlines, Ocean Carriers, Inland Container Terminal Management, Food & Beverage Retail, FM Radio, Cable TV Network, Commercial & Retail Banking, Tea & Rubber Plantation, Inventory of Premium Land Bank, Computer Reservation System Distribution and Internet booking Engine. The operation system and activity of MGH is expanded all across India, Pakistan, Nepal, Sri Lanka, Myanmar, Vietnam, Mauritius, Qatar, Egypt, Kuwait, Madagascar, Nigeria, Kazakhstan and the United Arab Emirates.

1.2 History

MGH has turned into the favored production network logistics accomplice for organizations all around the globe, with a yearly turnover of more than USD 300 million. MGH is commendable to the conception of having a strong foundation; encircling countries across the world ever since the company's beginning. In late years, MGH has encountered quantum development situating the brand as one of the best in its ground. The major turning points of their business were:

- 1992 MGH was established by Anis Ahmed as a distributor for Gillette in the Bangladesh market
- 1995 MGH began its Shipping Line business with YangMing Marine Transportation Corporation Ltd.
- 2005 MGH Logistics began operations in South Asia. 2007 The import wing of MGH was built up.
- 2009 MGH accomplished the most elevated development, of around 28% total, in every single particular business.

I have worked under the Ocean Carrier division working for the shipping Line YangMing. YangMing Marine Transport Corporation (YangMing) was built up on December 28, 1972. Since that time, our staff individuals over the world have watched our center estimation of "Cooperation, Innovation, Honesty and Pragmatism" in upgrading our transportation aptitude and administration quality. We have committed ourselves to giving worldwide and complex marine transportation administrations. By furnishing our clients with superb "timely, expedient, dependable, and conservative" administrations, YangMing has turned into one of the main delivery organizations on the planet.

At May of 2015, YangMing works an armada of 101 vessels with a 6-million-D.W.T/working limit 501 thousand TEUS, of which holder boats are the mains administration force. As a consequence of our push to upgrade our worldwide aggressiveness, YangMing has won the accompanying grants and endorsements since 1996: National Outstanding Quality Award of R.O.C. (Taiwan), International administration code for the protected operation of boats and for contamination counteractive action (ISM Code), International Ship and Port Facility Security Code (ISPS Code), ISO 9001 Quality Management, ISO 14001 Environmental Management, ISO 27001 Certificate for Information Security Management System, TOSHMS 2011 Certificate for Taiwan Occupational Safety and Health Management System, and OHSAS 18001 Occupational Health and Safety Management System Certificates.

1.3 Product/ Service Offering

Contract logistics

MGH works the biggest Inland Container Depot in South Asia, Portlink Logistics. The organization's work operations are consistently connected to online SAP based perceive ability framework. With comparative advancements and the objective to surpass customers' desires, MGH remains as one of the best worldwide system accomplices in conveying one point arrangements in the significant field. MGH additionally conveys CFS/ICD administrations to its worldwide clients. MGH initially began as the wholesaler of Gillette and later shaped Aquamarine Distribution Limited (ADL) for the elite distributorship of Gillette and Kodak Consumer Imaging in the year 1994. It guaranteed an across the country retail appropriation system coming to more than 110,000 outlets and indulges about 3 million purchasers making Gillette a day by day brand among the populace of the nation. In the later years, MGH Group shaped International Brands Limited (IBL) as the merchant of Procter & Gamble. MGH's decade old association with Procter & Gamble has not just helped P&G reach more purchasers in Bangladesh, yet has likewise scattered gaining from current best practices of P&G from different developing business sector has helped develop major P&G business classifications. Presently MGH's agreement logistics auxiliary, IBL has independently spun-off stockiest unit, setting up stock focuses at real markets with the backing of prepared deals constrain, and executing direct deals to-money cycle with the Modern and conventional retailers.

Supply Chain

With differing techniques and examination, MGH investigations the logistics procedure chain and cooperates with customers to build up the most productive store network scene. Right now, MGH gives world-class inventory network support with 100 percent precision in more than seven nations and is relied upon to extend over the landmasses in comprehension of the idea, "Business Beyond Boundaries." The organization's development is ascribed to its quick travel, ensured space and proactive coordination. MGH keeps on endeavoring on item advancement, promising just the best in years to come. MGH Group speaks to seven cargo sending offices and six transportation Lines. In 2006 and 2007, MGH was situated to reinforce its vicinity in Sri Lanka, China and Europe - and has effectively accomplished that. From that point forward, MGH has concentrated on the European business, intending to give its quality administrations over the Pacific.

Ocean Carrier

MGH gives shipping Line benefits and has close contact with the National Shipping Line of Taiwan, YangMingLine which is currently spoken to by Transmarine Logistics Ltd in Bangladesh, and by Transmarine Logistics Asia Private Ltd in Myanmar. MGH has 30 percent volume offer of fare ocean cargo in Bangladesh and 55 percent of European fares. In 2010, MGH has more than 180 customers in Bangladesh, more than 230 customers overall and connects with more than 60,000 retail outlets on the planet. YangMingLine is positioned all around on June 2011, has 66 administrations all over the world with 3,398,42 (twenty identical units) TEUs working limit, and real organizations together with China Ocean Shipping Company (COSCO), K-Line, and Hanjin. Transmarine Logistics Ltd (a worry of MGH Group) speaks to China Shipping Container Lines which is biggest Container Shipping Line of the Peoples Republics of China positioned tenth on the planet on June 2011, by working compartment limit of 5, 60,000 TEUs with 80 administrations over the world, hustled to worldwide initiative in containerized transportation in only 13 years.

MGH likewise sellers' bearer administrations of Emirates Shipping Line DMCEST- - another era containerized transporting organization having corner administrations to, and from the Middle East, South Asia or India Sub-Continent, Intra-Asia and the African Continent, individually. Alongside these transportation Lines, MGH additionally speaks to Company Sudamericane de Vapores, Orient Express Lines (Singapore) Pte Ltd, BLPL Logistics (Singapore) PteLtd.Sitara, Shipping Lines, and Balaji Shipping Lines FZCO.

AirLines GSA representations

MGH gives air freight forwarding services and has GSA (General Sales Agent) representations in Air Arabia, Turkish Airlines, Biman Bangladesh Airlines, and Singapore Airlines. MGH gives airship cargo administrations in Bangladesh, India, Nepal, Qatar, Egypt, Vietnam, Cambodia, and Myanmar.

IT solutions

Jaatra.net is a result of constant digs of MGH Group in the flight business for most recent one decade. It is a complete answer for both online and conventional travel organizations searching for an Internet Booking Engine (IBE) so as to turn into online travel operators (OTA) with no improvement and with least cost. It encourages flight seeking, booking and notwithstanding ticketing over web through office's customized site. Jaatra.net drives incremental incomes as it offers, round the clock online self-propelled travel arranging and booking for travel operators' both B2B and in addition B2C clients. It gives complete opportunity to the Travel Agents to design the parts, aircrafts and GDS as per their business need. Jaatra.net IBE additionally gives consistent reconciliation Jaatra.net Back Office framework; so that travel operators can have complete perceive ability of their business from one single point. Exactly, Jaatra.net is a trusted online travel arrangement supplier which opens the open door around the world.

Food & Beverage Retail

MGH Restaurants Pvt. Restricted is the Master Franchisee of Nandos in Bangladesh, and in Nepal. With the initial 550 square meters sprawling Flag boat Store opened in Dhanmondi, Dhaka, MGH opened the second 550 square meter store in Gulshan in 2009, the Premium Suburb of Bangladesh. MGH is likewise the expert franchisee of Barista Lavazza with the goal to give a true Italian espresso savoring knowledge a warm, agreeable, no weight environment. We started operations in the year 2008 as we felt the time was a good fit for the Bangladeshi buyers to experience a bistro that gave a third space, far from work and home, where the visitor could unwind and loosen up.

FM Radio

Radio Foorti-a MGH concern, the first and final unadulterated play FM Brand in Bangladesh was conceived in year 2006. With the system of stations spreading over 8 towns, Radio Foorti is right now heard at just about 2.1 Millions of Households as per the late Nielsen Research authorized by Radio Foorti. Foorti has so far helped reclassify FM society, introducing new path for music to be heard and for stimulation to be delighted in. With stations in Dhaka, Chittagong, Sylhet, Cox's Bazar, Mymensingh, Barisal, Khulna, and Rajshahi right now working, Radio Foorti arrangements to take off extra 22 stations with autonomous programming abilities the whole way across Bangladesh.

Tea & Rubber Plantation

MGH claims a key stake of Finlay Tea's guardian Consolidated Tea & Plantations Limited (CTPL). With 16 Tea, and Rubber Plantations spread over 44,000 sections of land of grand green area, region, CTPL is the second biggest tea maker creating 23 percent of yearly tea preparations of Bangladesh. CTPL delivered Tea is additionally purchased in tea barbers and pressed by real Consumer Tea Brands, and viewed as one of the High Quality Leaf Tea and Tea Extracts.

Realty Development

In mid-2000, when Gulshan, the trophy area of Bangladesh was just a private goal of the tenants, MGH with a coach organization began to procure premium Gulshan Avenue areas as a component of the Portfolio Diversification Strategy, and now hold 4 noteworthy areas, and a couple of more parcels in the Land Bank Inventory.

Corporate Social Responsibility

MGH Foundation was situated up to help Non-Governmental Organizations (NGOs), people and associations to annihilate youngster work and give direction, bearing and help to enhance lives of under-special kids. MGH Foundation likewise gives Legal Aid to the unprivileged detainees who are in false care and are monetarily unequipped for profiting fitting lawful backing. Lawful Aid Society for the Unfortunates (LASUF) has been shaped to give a chance to those erroneously charged. The CSR activities are gone for destroying kid work, engaging ladies, giving legitimate

help, restoration, social mindfulness programs and so on. In January 2008, a MOU was manifested in the middle of MGH and The Asian University for Women to provide scholarships to the deserving applicants.

1.4 Operational Network organogram

The MGH group operates in more than 15 countries of the world. The Global presence has increased vastly in recent times.



Fig. 1.4.1 Worldwide operations of MGH

The operational network organogram of YangMingLine, Dhaka is:

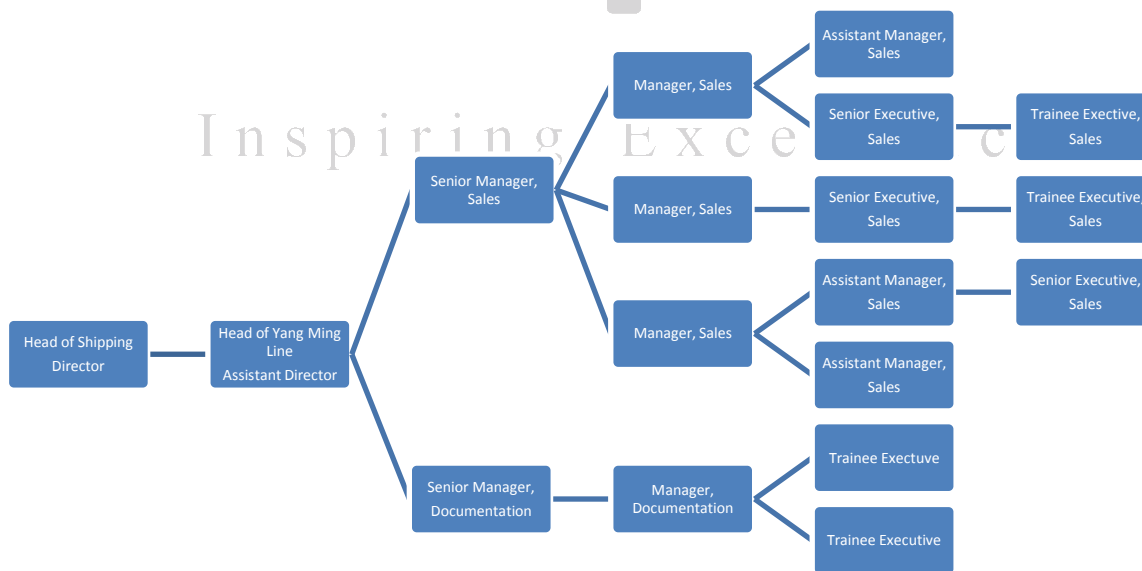


Fig. 1.4.2 Operational network organogram of YangMingLine, Dhaka

1.5 Vision of YangMingLine

Accentuation is set on the soul of collaboration: Through group participation, group learning, and strict quality control in every connection, we endeavor to augment the cooperative energy of the whole YangMing Group. Trustworthiness is given the first need: We attempt to be completely forthright in whatever we do and whoever we manage. We oblige shared admiration, offer consideration to society, and take get a kick out of work. Realism is our state of mind: We generally put our feet on the earth, are down to earth and carry out our employment instantly. Advancement is energized: We utilize new thinking to take a stab at leaps forward, rise above convention, and achieve flawlessness and demonstrable skill. Choices are taking into account humanism: We recognize the estimation of everybody's work and give our staff a safe, sound and separation free environment. Congruity is incredibly esteemed: We chip in remotely and orchestrate inside; offer hobbies with society, and exist together with the earth. Society is grasped; we supply profitable transportation in the public eye and serve the general public and every one of the individuals.

Chapter 2 The Job

2.1 Description/ Nature of the Job

I have been working in MGH group as a Trainee Executive in the shipping Lines. The name of the job itself is self-explanatory as I had to be involved in both indoor and outdoor activities in order to learn about the entire work process starting from documentation, Customer Relationship Management to Marketing and other Sales activities. To do so, I needed to be extremely proactive, self-motivated, target oriented and needed to be precise with high level of concentration to avoid any mistakes especially while performing the documentation activities. The job itself has huge opportunities to learn and chances for growth are very high as well. Working in almost all the departments of the shipping industry helped to gain enough knowledge and experience for smooth operation.

2.2 Specific responsibilities of the jobs

- Keep track of both import and export shipments.**

I was assigned to keep track of all the shipments that occurs in daily basis. This was done so that depending on the number of shipments I had to keep knowledge on how many containers we have in possession so that whenever a client needs a container for any shipment I could pass on the information of the container availability to the clients and maintain clarity. If the export was more than imports, that means we were at short of containers and if the import was greater than export it meant we had a surplus of containers. Thus it was a very crucial aspect of my job.

□ Maintain and update daily records and maintain tabs of meetings.

I was assigned to keep track of the feeder vessel and mother vessel timings and the sailing dates and update records accordingly so that there were not any misconnection. It was important to know about the sailing dates of the vessels so that I could have an idea of the upcoming sailing dates of other vessels. I had to report this to my supervisor and keep him updated if there were any misconnection or delay. I was also in charge of writing down the discussion topics in the general meetings maintain meeting timings.

□ Mail Communication with Foreign Shipping Principal.

As we were the agent of YangMingLine in Bangladesh, I had to maintain mail communication with the agents around the world and also the principal office in Keelung, Taiwan. This was necessary so that the main governing body of the shipping Line is regularly updated of issues and the shipments that have been done.

□ Coordinating with operation team for maintaining scheduled sailing of vessels.

MGH group has its operation team for the shipping Lines in Chittagong. I had to communicate with them regarding the sailing dates of the vessels and ensure that the vessels sail on the right time. Also, I needed to inform them about the probable shipments so that they would prepare container in the stuffing depots such as Portlink, K&T, Incontrade, etc.

□ Preparing weekly sales report and monitoring report.

I, along with one other colleague had to prepare the weekly sales and monitoring report and submit it to our planning department so that they can convey it to the heads of company and plan things accordingly. The sales report contained all the sales made by the sales team in the week and compare it with their target.

□ Meeting queries of current and potential clients and rate negotiation.

The Ocean Freight is generally set by the principal office. The rate negotiation was generally done by the head of the department and in case he was busy I often did rate negotiation as the lesser the rate we could provide to the clients the better chances of increasing shipment. I also had to meet the queries of the current and potential clients over the phone and in person whenever they wanted to know the status of their shipment.

□ Courteously handling clients and build strong relationship.

One of the key benefits of working in a multinational conglomerate firm is that the employee can experience the true corporate culture and teaches how to treat the clients. This is one of the most important part of my daily job as being service providers, customer satisfaction is very

necessary. I had to maintain good relationship with customers via frequent communication and personal relation.

Work with the team to analyze current market and formulate various sales strategies and implement them.

As a Trainee Executive, I had to work with 3 different groups and both were large in number. I had to work with my sales team, the planning department, the principal agent and the operations team in Chittagong. This job required clarity and passing down useful information while discarding the unnecessary one to avoid loss of time and prevent any sort of miscommunication that might have arisen if there was an information gap.

Preparing Bill of Lading required for cargo movement and release.

The documentation part of my job required me to prepare the documents needed for any shipment which would act as the proof of releasing the containers in the destination. The document had to be fault free in order to avoid any kind of penalty from the customs of the foreign country. This document needed to release the containers is called the Bill of Lading and I had to prepare certain amount of them in regular basis along with two of my colleagues.

Go on sales visits to both current and potential clients

I had to make sales call once a week and meet up with the current and potential clients and sell our service to them. With immense competition in the market, I had to find the customers who work with other shipping Lines and help them decide our company over other competitors.

2.3 Different Aspect of Job performance

Job performance refers to the business related exercises expected of a worker and how well those exercises were executed. Numerous business staff chiefs evaluate the occupation execution of every representative on a yearly or quarterly premise keeping in mind the end goal to help them recognize proposed regions for development.

As a Trainee Executive, there were a lot to learn from the job. The shipping industry was completely new to me when I joined and I had no idea of how the industry worked but now after completion of 3 months on the job, I have gained sound knowledge of the industry and how it operates. It is quite normal that nobody can fully understand how an industry works until and unless he/she has experienced every sector of the industry.

Pressure Handling

At MGH, pressure handling is probably the most crucial indicator of performance. The pressure is so high that during regular working time, it's hard to take a break. I always had the notion that I could handle pressure but here in MGH, I was taught what pressure really meant and after 3 months of experience I would say I can keep myself calm even when the pressure is intense.

Multitasking

I had to prepare the documents regularly while serving the customers when they came to release their cargo. Simultaneously I was required to keep myself updated with vessel sailing and communicate with the principal. It seemed insane at first but slowly I was able to multi task fluently saving time.

Communication

Whenever the customers came to release their document, I was in charge of attending to them. This required very polite and courteous behavior so that they are pleased with the service and serve the as quickly as possible. I had to handle random new customers and attend their issues and eventually I was able to mix in and there were no hint of confusion what so ever.

Job Sincerity

My job hours were from 9:30am to 5:30pm every day and had to work over time when the pressure was high. My timing needed to be perfect especially during the morning otherwise the pressure mounted at the end of the regular working hours. I had to make it a habit to come to office before 9:30am to have a head start. Although I was late a few times but I always submitted the reports on time.

Team play

As a Trainee Executive, I had to blend in with all the departments to ensure I had proper learning. I had to communicate with the sales team regarding acquisition of new customers and maintenance of current customers. I had to sit with the planning department once every week in order to analyze the performance of the shipping Line and how we can get better. I had to work with the documentation team to prepare the documents and maintain telephonic communication with the operations team in Chittagong.

2.4 Critical observation and recommendation

My job required extreme form of efficiency. I needed to do a lot of work but in the shortest possible time making as less mistakes as possible. The job indeed is extremely difficult but challenging as well. The extent of being able to make mistakes is very less in the job. This narrows down the fall safe area. Not being able to make mistakes promotes higher chances of making mistakes. This is a very crucial factor of the job.

The timing of the job is an issue as well. The work pressure is so high that I needed to work till 8:30am to 9pm regularly. I found it extremely difficult to manage my work life with rest of the things. The number of regular shipments are very high compared to which the work force is short on numbers. Also, the training period was short and the only method used was on the job training.

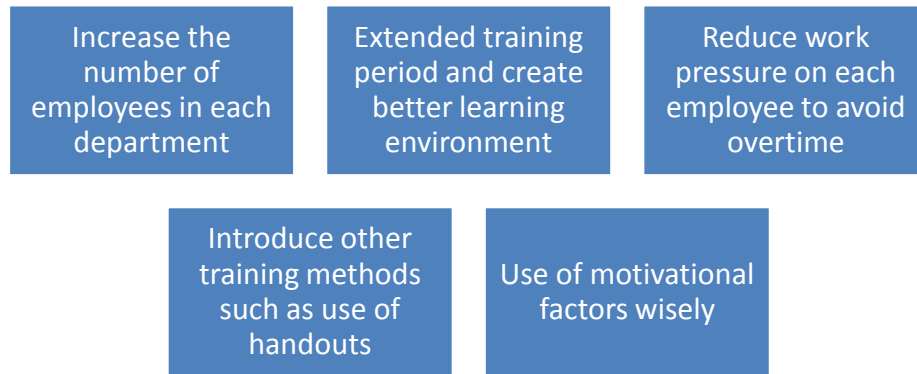


Fig. 2.4.1 Recommendation

Chapter 3 The Project

3.1 Summary

This report focuses on my learning and the experience that I have gathered working in YangMingLine under the supervision of Mr. ZakariaArefin, Assistant Manager of the overall shipping Lines under the banner of MGH. MGH acts as the agents of various international shipping Liners amongst which YangMingLine generates the most sales and revenue. I have explained my key job responsibilities I had. In the 3 months period, I have been assigned to various day to day works and took direct part in the Ramadan Campaign of YangMingLine that focused on negotiation with international agents and providing free gifts and Iftaar parties to our valued clients. I had been charged to maintain certain clients whom I have done reasonable well and tried my best to get better sales than before.

The project mainly deals with the Cost-Benefit analysis of the marketing strategies that YangMing Line have undertaken during my stay including the Ramadan Campaign of YangMingLine, MGH and the critical analysis of relationship marketing in order to provide superior service to customers. I was directly involved in the activation of Ramadan campaign. The theoretical bases of the campaign can be directly linked with one to one/individualized marketing. I would like to focus on the Ramadan Campaign along with the other experiences that I have gathered.

3.2 Description of the Project

3.2.1 Background of the study

Each graduate from business study needs to do the Internship with the motivation behind figuring out how to do work for all intents and purposes from the learning picked up so far as a business understudy. It is an extraordinary tribulation for each understudy to get down to earth

encounters of the hypothetical information that we have assembled in for a considerable length of time graduation life. For increasing useful learning on a particular subject an exploration ought to be finished. I have done my internship in the marketing department of YangMing, MGH group. The topic of my research focuses on sales and corresponding cost-benefit analysis and the role of Trainee Executive in YangMingLine-MGH Group.

3.2.2 Origin of the report

Primary reason for internship (BUS 400) is giving the down to earth experience of a hypothetical subject. This credit course is obliged to be finished by all understudies graduating under institute of business at BRAC University. I arranged this report as a fractional satisfaction of Bachelor of Business Administration (BBA) program under the supervision of lecturer Ms. Nusrat Hafiz. This is the result of three months involvement with YangMingLine, MGH.

3.2.3 Objective of the study

I have worked very hard in order to perform up to the benchmark for my internship program. My objectives behind the research that motivated to go forward includes-

- Learning how to take business decision keeping in mind the cost-benefit factor.
- Learning to implement corporate strategies: one to one marketing, relationship marketing etc.
- Exploring and utilizing my talent & knowledge in Marketing, Sales & Branding
- Practicing my communication, leadership and management skills and to be able to handle complex situations being spontaneous and sharp throughout.

Also, this study allowed me to have a look at my improvements and the aspects I need to work on so that I can remain competitive in the current job market and develop myself accordingly.

3.2.4 Scope of the study

The scope of this study, doing internship as Trainee Executive, is to have an understanding of the corporate culture, the various implications of marketing strategies, working in a group and the use of effective and carefully catered sales strategies. While working in YangMingLine, I had attained better understanding of the shipping industry and how careful and individually catered sales strategies are required in order to achieve better sales. YangMingLine being one of the prime carriers in Bangladesh along with services in various countries of the world, I also had the opportunity to maintain mail communications with overseas agents spread throughout the world and had the knowledge of professional communication. My main focus was to learn how the shipping business works and the one to one marketing strategy along with maintaining client base and relationship in order to ensure regular sales.

3.2.5 Limitation of the study

There was various positive aspect of my internship along with few limitations. The major limitation that I faced was the information was hard to gather. With all the work pressure I rarely had the help of my supervisor and colleagues to gather all the information. There were few statistics but it was hard to interpret. I had to learn from straight forward experience and the

information I need in order for completion of the project was collected by me while I was working.

Also, there were few passing of confidential information issues for which I had to write off few statistics in order to avoid any dispute. There were very less availability of secondary data. The time frame has been an issue as well with only three months to gain knowledge and conduct research. Despite all these limitations, I had tried my best to give in as much as I have learnt.

3.2.6 Methodology

The research focuses on the cost benefit analysis of overall sales strategies and thus falls under the category of descriptive research and the information sought is qualitative. The information used in this report is mostly primary and some from the official site of MGH group.

3.3 The project

3.3.1 The Ramadan Campaign

The working process of the campaign

The duration of the campaign was one month. The name itself suggest that it ran for the entire month of Ramadan. The sales team was in charge of this campaign and were the ones in the field. The campaign consisted of 6 sales person and 72 current customers. The client base was divided into 6 tiers and each sales person were in charge of one tier. The major work of the campaign was to arrange Iftaar parties with the key personnel of each company. 3 companies were served each week in Nando's restaurant.

The sales person would set up meetings with his designated client base and take them to the Iftaar Party in Nando's. Each day, only one customer was served per sales person in order to avoid any conflict of interest with other customers.

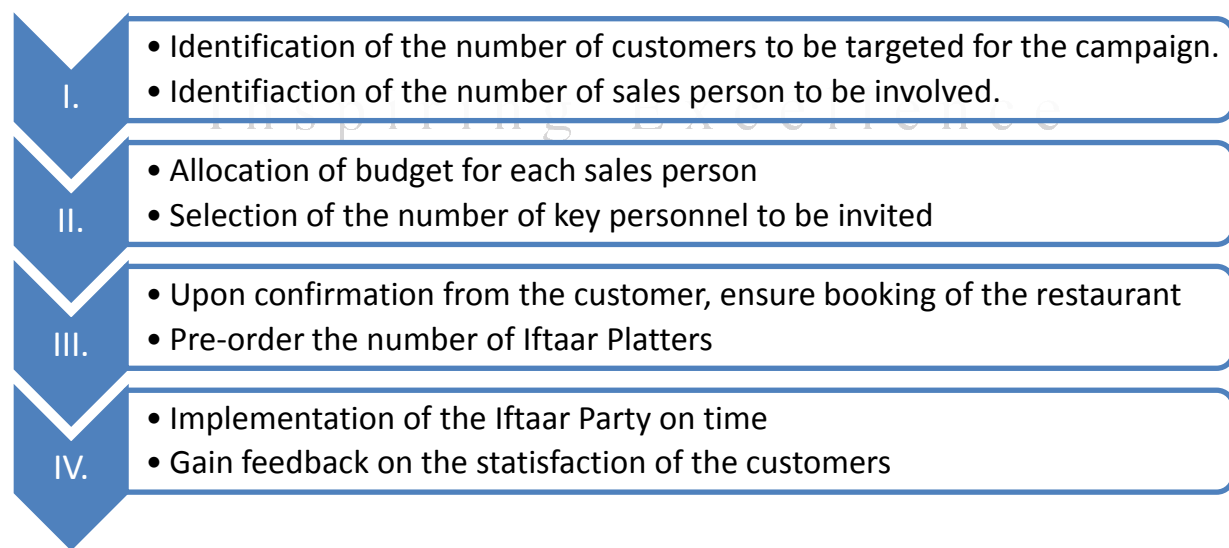


Fig. 3.3.1.1 The working process of the Ramadan campaign

The Clients involved in the campaign

There were 36 clients involved in the entire process and all of them were profound and renowned freight forwarders in Bangladesh and account to majority of the shipments made via YangMingLine. The major clients were: Asia Star, APL Logistics, China Express, Allport Logistics, Interport Logistics, DHL, etc. All of the 36 clients are regular customers of YangMingLine and use our Line for both importing and exporting. They have been loyal to YangMingLine and thus as gesture of good business relationship, they were included in the campaign. Due to confidential issue, I cannot include the names of all the 36 clients in my report. Although, I have mentioned the key clients who were involved and the names of the clients that I have directly handled.

The role of internal and external Clients

An internal customer is a customer who is directly associated to an organization, and is typically (but not essentially) internal to the organization. Internal customers are usually stakeholders, employees, or shareholders, but the definition also includes creditors and external regulators. The role of internal client was negligible in this campaign. As the internal clients of YangMingLine Bangladesh were the principal workers under the direct banner of YangMingLine, the campaign had nothing to do with them. It was our decision as agents and did not require any intervention from the internal clients although they did suggest names of the major customers that we must include in the campaign.

The external customer is someone who signs a check, pays our company, and eventually makes our paycheck feasible. External customers have alternative, and if they don't like your product or service can take their business somewhere else. The campaign had the sole purpose of building better relationship with external clients in order to continue the good business relationship. With immense completion surround the entire shipping industry it is very crucial to keep on providing excellent service and maintain very good relationship as the switching cost in this industry is pretty low compare to other widely active industries.

The campaign was highly involved with external clients although there were few suggestions from our internal clients and the feedback report was provided. Thus the ration of the involvement of the internal and external customers can be represented roughly in a pie chart:

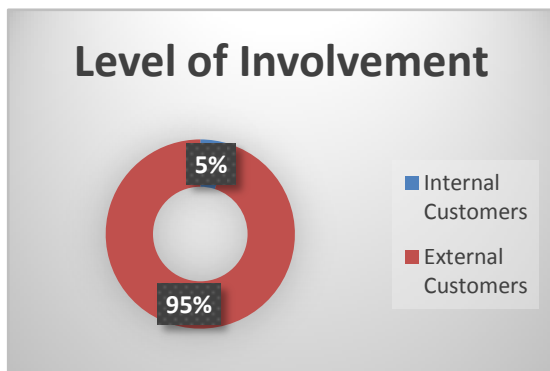


Fig. 3.3.1.2 Level of involvement of external and external customer

My roles in the campaign

As a Trainee Executive I had to work closely with the sales team and developed good relation with few clients. I was in charge of 3 companies that I have been working with in the past three months. The companies were: Allport Logistics, World Vision Logistics and Silk Container Lines. My roles in the campaign were:

To extract information on our customers and develop a list of top customers

To work with the sales team and divide the customer base according to personal relation with the sales person

Conduct three Iftaar parties at Nando's Dhanmondi

Remind the sales person about the timing of the campaign

Book Nando's restaurant for all the Iftaar Parties

Perform the activities within the allocated budget

Make a report on the feedback received from the Iftaar Parties

Fig. 3.3.1.3 Roles played in the Ramadan campaign

1. To extract information on our customers and develop a list of top customers

It is very important to identify the target market before going to any activation. We were clear of the type of clients we will target but it was necessary to identify the ones we must focus on and those who have been loyal to the company and are the big players in the industry. The Freight Forwarding companies were the customers of YangMingLine and going through the sales report of past 2 years, I identified the customers who have made the highest number of shipments and develop the list of customers to be included in the campaign. I had to work with the planning department to get the necessary data.

2. To work with the sales team and divide the customer base according to personal relation with the sales person and their experience

There were 6 sales persons of YangMingLine including me. I was the only apprentice where the rest of the employees were at managerial level. The most experienced sales person, who holds the position of a Senior Manager were given charge of the largest customers and the rest were divided according to the accounts they handle as per the order of the head of YangMingLine, Bangladesh. I worked with the rest of the sales team to divide the customer base. I was in charge of the comparatively small freight forwarding companies with whom I have worked for the past 3 months and luckily have been able build strong personal relationship.

3. Conduct three Iftaar parties at Nando'sDhanmondi

I was in charge of conducting three Iftaar parties with Allport Logistics, World Vision Logistics and Silk Container Lines. I communicated with the figureheads of these companies and invited them to the Iftaar party starting with Allport in the 1st week, World Vision in the 2nd week and Silk Container Lines in the third week. By the grace of Almighty, all three of the parties were successful and went flawless.

4. Remind the sales person about the timing of the campaign

I was in charge of maintaining the records of the Iftaar Parties and the timings of each party. If there were any changes, the sales person would inform me and I would update the records and remind them regularly of the upcomingIftaar Parties.

5. Book Nando's restaurant for all the Iftaar Parties

I was in charge of booking Nando's restaurant for the Iftaar parties. Since the beginning of the month, all the parties were fixed and as well know it is very hard to book a prominent restaurant during Iftaar, I communicated with all the sales person and book the restaurant accordingly. There were days when there had to be simultaneous parties and I had to book both Nando'sDhanmondi and Gulshan Branch along with the estimation of the number of participants in the party.

6. Make a report on the feedback received from the Iftaar Parties

I had to maintain records of the Iftaar parties and took feedback from the sales person regarding any issue that came up during the party and forward it to our Head of YangMingLine, Bangladesh.

7. Perform the activities within the allocated budget

I was allocated with a budget of 10000 taka per party and thus needed to decide which available platter to choose. The three platter were priced at 999tk, 1199tk and 1499tk. Each party could include a maximum of 10 people including me. Thus I had to invite people accordingly.

SWOT analysis of the campaign

A tool that identifies the strengths, weaknesses, opportunities and threats of an organization. Specifically, SWOT is a basic, straightforward model that assesses what an organization can and cannot do as well as its potential opportunities and threats. The method of SWOT analysis is to take the information from an environmental analysis and separate it into internal (strengths and weaknesses) and external issues (opportunities and threats). Once this is completed, SWOT analysis determines what may assist the firm in accomplishing its objectives, and what obstacles must be overcome or minimized to achieve desired results.

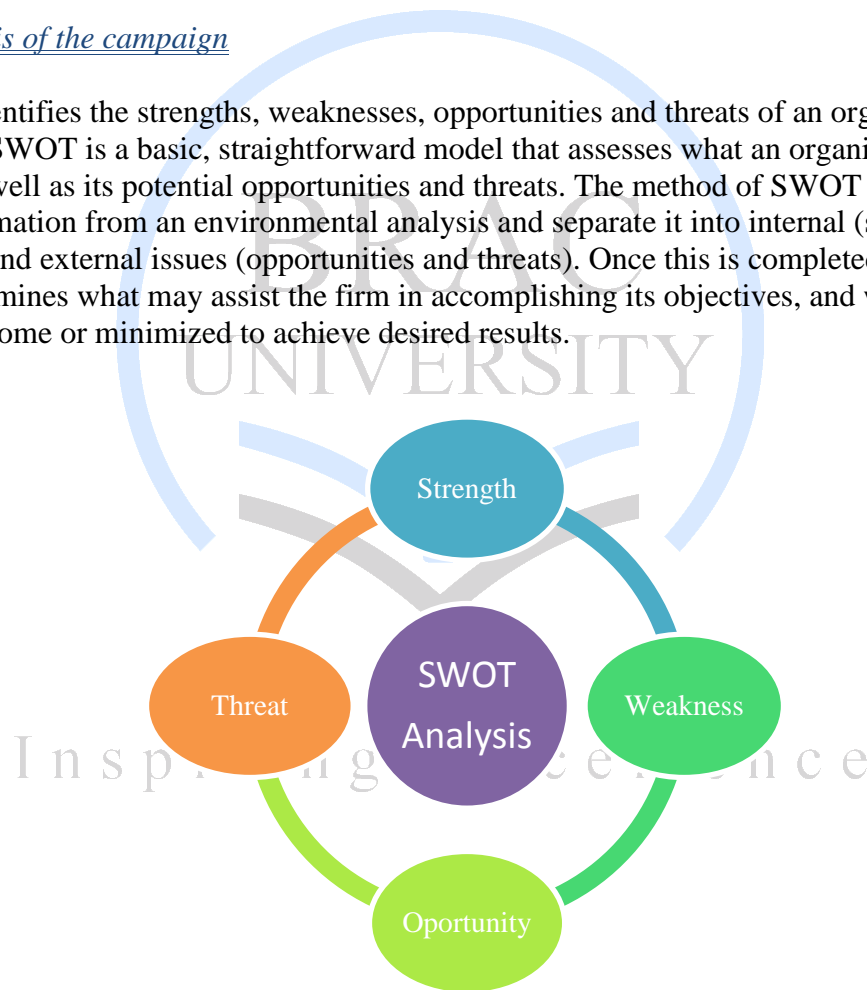


Fig. 3.3.1.4 SWOT Analysis

Each marketing activation/strategy has its own set of strengths, weaknesses, opportunities and threats. The Ramadan campaign was implemented after critical analysis of the probable outcomes. It was kept in mind so that the Strength and Opportunities can outweigh the Threats and the Weaknesses. After implementation of the plan, a SWOT analysis can be done of the Ramadan campaign.

Strength

The biggest strength of the campaign is probably the ease of activation of the campaign. It did not need a huge workforce and was catered in such a way that the six sales person were able to conduct the entire program smoothly as each person was in charge of the individual Iftaar Parties. The time frame was perfect and could be implemented throughout a month. The campaign was conducted via individual sales person and there was active face to face interaction with the customers and various aspects of YangMingLine could be analyzed based on the feedbacks from them.

Weakness

The weakness of the campaign was that it was not able to reach to greater customers. It did not take potential customers into account and only included the current ones. Focusing only on the 36 top customers was a weakness of the campaign while YangMingLine is affiliated with more than 200 Freight Forwarding companies around Bangladesh. The information about the Iftaar party was not something that can be contained and when the words break out, the chances of upsetting the other Freight Forwarders are huge as well.

Opportunity

The opportunities of the Ramadan campaign is huge as well. The companies that were chosen as the prime focus are the largest Freight Forwarding companies who have been operating for many years. The campaign has been able to form a deeper bond with these companies and improved the personal relation by a great margin. They are now less likely to switch to other big carriers such as Maersk, UASC, etc.

Threat

As the campaign was easy to implement, the chances of these kind of campaigns to be used by the competitors are steep. Also, the campaign was such that it would be expected to be repeated every year from now. The chances of the campaign being successful, as it has been at present, in the future is also pretty low. The customers could go on thinking it as part of the normal gesture and nothing that special.

Cost-Benefit Analysis of Ramadan Campaign

Cost-Benefit analysis refers to the procedure by which business choices are examined. The advantages of a given circumstance or business-related activity are summed and afterward the expenses connected with making that move are subtracted. A few specialists or examiners additionally fabricate the model to put a dollar esteem on elusive things, for example, the advantages and expenses connected with living in a sure town. Most experts will likewise calculate opportunity cost.

Before raising another plant or tackling another undertaking, judicious chiefs will lead a money saving advantage examination as a method for assessing the majority of the potential expenses and incomes that may be created if the task is finished. The result of the examination will figure out if the task is fiscally attainable, or if another venture ought to be sought after.

In the case of the Ramadan Campaign, the cost-benefit analysis will not be only in monetary transactions rather the future prospect that the campaign will open doors to. The main target is always for the benefits to outweigh the costs. The cost factors that can be considered for the campaign are: time and money. These two were the investments for the Ramadan Campaign as no extra employees were hired. Each party were 2 hours long approximately. The overall budget for the campaign was 7 lacs taka that involved few gift hampers for the key clients. The time invested was generally outside the work hours. During Ramadan, the office time was 10am to 4pm. The Iftaar party was between 6pm to 8pm.

The Ramadan campaign ensure superior client satisfaction as the major figure heads of each company were invited and with face to face interaction, it helped develop the personal relationship. The shipping industry being a very much service oriented industry, customer satisfaction and the extent of business relationship acts as the main force that drives the sales. It has been able to reduce the chances of present customers switching to other competitors. The strong relationship also ensures that even if the Ocean freight for YangMingLine is a bit higher than that in the market, the customers would stick to the company. Thus, the chances of higher profit margin increases. A higher rate can be offered to the customers than the rate negotiated with the principal and this would directly impact the profitability of the company. Bangladesh is slowly moving towards higher annual export and thus the number of shipments is bound to rise.

The campaign has also given the chance to gain direct from the customers due to personal interaction which can be discussed and sorted out for superior service offering in the near future. Along with all these benefits, another undermined effect of the campaign is employee satisfaction and motivation. The sales person in charge of the party had his share of the party along with employees of other departments of YangMingLine and thus it worked as a motivational factor for the employees of YangMingLine too.

Thus it can be concluded that the benefits would outweigh the cost for the Ramadan campaign.

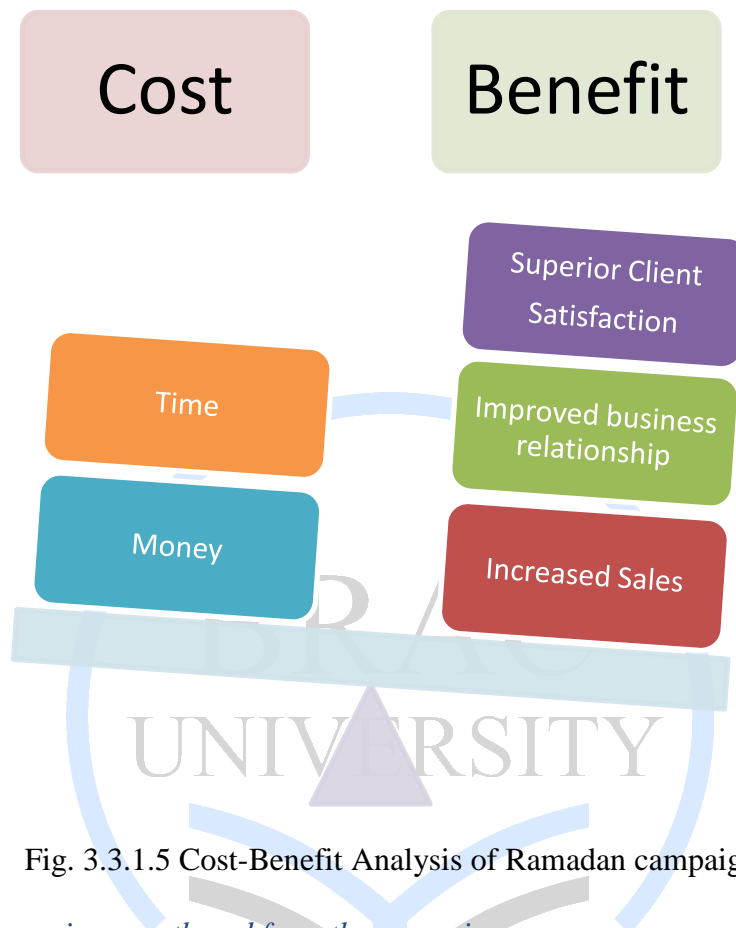


Fig. 3.3.1.5 Cost-Benefit Analysis of Ramadan campaign

Key findings and experience gathered from the campaign

As a Trainee Executive, I was indeed very lucky to be part of such campaign where I needed to interact on personal terms with the customers. It was a huge experience and I am extremely thankful to my supervisor for his recommendation to include me in the campaign. My key findings from this campaign are:

- The shipping industry works differently than other product or even service based industries.
- The widely used Mass Marketing strategies are mostly inappropriate for this consolidated industry.
- The effect and implementation of One to one marketing.
- The effect and implementation of relationship marketing.
- The impact of the campaign on the overall sales.

- The perspective of the customers.
- Sales is directly related to relationship with the customers.
- An effective sales person can be a very big asset to any company.

The experience was truly excellent. It was an honor to be part of the Ramadan Activation Program. It taught me to learn to blend in with the customers, to understand their mentality and act accordingly. It is rare that any feedback can be achieved when asked directly and I learned how to work my way around to gain their insights and gain knowledge of the customers thinking pattern and their perspectives.

Recommendation & Conclusion

It is very important for any business to know consumer behavior so that it is easier to position the company into the heads of the customers. The Ramadan campaign was able to gain decisive insights on the consumer behavior which would make it easier to position YangMingLine into the heads of the customers. The campaign has been a success because of which there are not a lot of place for recommendation. Although there are a few things that could be improved for next time. My recommendations are:

1. Include more customers in the future to avoid upsetting the other customers.

2. Choose Restaurant that provides more variety in order to meet individual customer tastes.

3. Include employees from the operation team as well to avoid any unnecessary conflict.

4. Take photographs of the Iftaar Parties and post them in the official website.

Fig. 3.3.1.6 Recommendations

3.3.2 Analysis of the other sales strategies used

One to One marketing

One to one marketing is a customer relationship management (CRM) procedure underlining customized associations with clients. The personalization of communications is thought to cultivate more prominent client unwaveringness and better profit for advertising venture. The idea of balanced showcasing as a CRM methodology was progressed by Don Peppers and Martha Rogers in their 1994 book, *The One to One Future*. It refers to the type of direct advancement where a business delegate corresponds specifically with a focused on or intrigued customer. Not only YangMingLine but in the Bangladesh shipping industry, this is probably the most widely used strategy undertaken by most companies. The effectiveness of One to One marketing is extremely high and works perfectly if the right people can be offered the right service.

One-to-one marketing refers to marketing strategies applied straightly to a particular consumer. Having information of the CLIENT's inclinations empowers proposing particular items and advancements to every buyer. One to One marketing strategy followed by YangMingLine in order to attain our company goal and to satisfy its objectives can be broken down to these 4 factors:

Identify: In this stage the significant concern is given to become more acquainted with the clients of an organization, to gather solid information about their inclinations and how their needs can best be fulfilled. At YangMingLine, the managerial level executives would suggest which customer to knock based on the market information they have. This helps to identify which customer to knock and how their shipment needs can be served the right way.

Differentiate: To get the opportunity to recognize the clients as far as their lifetime quality to our organization, to know them by their needs as far as their needs and fragment them into more confined gatherings. After identification, the sales team at YangMingLine would research on the needs of the particular client and prepare service as per the requirement of the client.

Interact: In this stage it is expected to know by which correspondence channel and by what means contact with the customer is best made. It is important to stand out enough to be noticed by drawing in with him in ways that are known similar to the ones that he appreciates the most. The sales person would set up meeting with the customer and meet them in person and offer the service of YangMingLine to them.

Customize: It is expected to customize the item or administration to the client separately. The learning that an organization has around a client should be put into practice and the data held must be considered so as to have the capacity to give the customer precisely what he needs. The interaction gives the sales person of YangMingLine a more detailed view of what the customer needs.



Relationship Marketing

Relationship showcasing was initially characterized as a type of showcasing created from direct reaction showcasing crusades which underlines client maintenance and fulfillment, instead of a predominant spotlight on deals transactions. As a practice, relationship showcasing contrasts from different types of advertising in that it perceives the long haul estimation of client connections and broadens correspondence past meddling publicizing and deals limited time messages.

A key rule of relationship promoting is the maintenance of clients through changing means and practices to guarantee rehashed exchange from previous clients by fulfilling necessities over those of contending organizations through a commonly advantageous relationship. At YangMingLine, I have used this strategy to get back to the lost customers. There has been many occasions where YangMingLine failed to meet up to the expectation of customers. The error in service is one of the major issues that led to loss of customers. I was assigned with one such customer who used to do shipments via YangMingLine but later switched to Maersk Line. I went to this customer with the mission to make them believe that YangMingLine has improved greatly. I kept on knocking till they decided to switch and now I have a very good relation with the company and they have become a regular customer again although the number of shipment is still pretty low. This procedure is presently utilized as a method for counterbalancing new clients and opportunities with present and existing clients as a method for amplifying benefit and neutralizing the "cracked basin hypothesis of business" in which new clients picked up in more established direct showcasing focused organizations were to the detriment of or agreed with the loss of more seasoned clients.

As per Buchanan and Gilles, the expanded benefit connected with client maintenance endeavors happens as a result of a few elements that happen once a relationship has been built up with a client.

- The expense of procurement happens just toward the start of a relationship, so the more extended the relationships; it brings down the amortized expense. In YangMingLine, this is true as well. I have experienced that often in order to begin relationship we would give a very low priced ocean freight in order to grab the client, meet them in regular basis with various offers but once set, with time the cost to maintain the client gets lesser and lesser.
- Account upkeep expenses decay as a rate of aggregate expenses (or as a rate of income). Clients. The more shipments that customers make, the better rate of income which eventually lowers the cost of maintaining account.
- Long-term clients have a tendency to be less disposed to switch, furthermore have a tendency to be less value delicate. This can bring about stable unit deals volume and increments in dollar-deals volume. In YangMingLine, we have been able to build a client base and some them has been with us for a long time. I have seen clients who have been with us since the start and are regularly using our Liner for any kind of shipment.

- Long-term clients may start free informal advancements and referrals. We have been able to build relations with customers who have become very close both personally and in terms of business and thus they have often suggested and advised us to take actions that would be beneficial for YangMingLine.
- Customers that stay with you have a tendency to be fulfilled by the relationship and are less inclined to change to contenders, making it troublesome for contenders to enter the business sector or increase piece of the overall industry. Over the course of three months, this is what I have seen firsthand. We have customers who are with us for a long time and despite few mishaps they still stay with us and continue doing business with us thus they are least prone to switch. YangMing has had clients who would never switch.
- Regular clients have a tendency to be less costly to benefit on the grounds that they are acquainted with the procedure, require less "training", and are predictable in their request position. At YangMingLine, I have seen customers doing regular shipment require less processing time as they already know the procedures and are aware of the entire shipment works. Each shipping Line operates differently and thus repeated customers require less training.
- Increased client maintenance and dedication makes the representatives' employments less demanding and additionally fulfilling. Thusly, glad workers criticism into better consumer loyalty.

It is very crucial that we at YangMingLine provide superior customer satisfaction and continue with the acquisition of new customers while maintaining the current. This is the practical implication of Relationship Marketing that I have learnt as Trainee Executive. Thus it is essential that we deliver the right message to the right person at the right time via the right way keeping the context and perspective of the customer into account.



Fig. 3.3.2.1 The five R's of relationship Marketing

3.4 Analysis on Maintenance of Internal and External customers

An internal customer is a customer who is directly associated to an organization, and is typically (but not essentially) internal to the organization. Internal customers are usually stakeholders, employees, or shareholders, but the definition also includes creditors and external regulators. The external customer is someone who signs a check, pays our company, and eventually makes our paycheck feasible. External customers have alternative, and if they don't like your product or service can take their business somewhere else.

An internal customer can be anybody in the association. An inward client can be a colleague, another office, or a wholesaler who relies on us to give items or administrations which thusly are used to make a deliverable for the outside client. When all is said in done, inner clients don't have a decision. For instance, if the business division doesn't care for bookkeeping's credit strategies, they can't fire that office and contract another. Exceptional interior client administration is basically great business. Inner client administration can prosper just in high correspondence environment. To make positive interior client benefit, all divisions of YangMingLine in Bangladesh cooperates helpfully, conceded to procedures and strategies, and arrange desires. The attention on creating powerful inner client administration helps associations cut expenses, build profitability, enhance interdepartmental correspondence and collaboration, support worker resolve, adjust objectives, blend procedures and methodology, supplant interdepartmental rivalry with interdepartmental participation and convey better support of the outer client. Phenomenal support of the outer client is needy upon sound inside client administration rehearses.

At YangMingLine, we had to maintain both internal and external client base. The internal customers were the various agents of YangMingLine all around the world and also the principal branch. We were entrusted with various rate negotiation activities with the principal. As agents we had to negotiate with the principal about the ocean freight for each shipment to each country. Successful negotiation resulted in better profitability and we were able to offer better prices to our external clients. With less price and better service, YangMingLine had achieved the position it is now and thus maintenance of both the internal and external client is very crucial. The rate negotiation was generally done by the head of the department. As an intern, I had the opportunity to witness how the negotiation takes place and was a great learning opportunity for me.

3.5 Analysis of Cross Functional Teamwork

A cross-useful group is a gathering of individuals with diverse utilitarian mastery progressing in the direction of a typical goal. It may incorporate individuals from finance, marketing, operations and HR divisions. Regularly, it incorporates workers from all levels of an association. Individuals might likewise originate from outside an association (specifically, from suppliers, key clients, or experts). Cross-useful groups regularly work as self-coordinated groups appointed to a particular errand which requires the info and ability of various offices. Appointing an errand to a group made out of multi-disciplinary people expands the level of innovativeness and out of the container considering. Every part offers an option point of view to the issue and potential

answer for the errand. In business today, development is a main upper hand and cross-useful groups advance advancement through an inventive joint effort process. Individuals from a cross-useful group must be knowledgeable in multi-tasking as they are all the while in charge of their cross-practical group obligations and also their typical regular work undertakings.

The YangMingLine operates from two places, the Dhaka office that dictates sales and CRM and the Chittagong office that controls the entire operation. Both these teams are required to work closely together in order to complete an entire shipment. The operations team closely look into the entire work process, especially the stuffing of containers and sailing of the vessels. The Dhaka team always needed to be aware of what happened in Chittagong to reduce confusion. The major advantages of this were the high precision and success of the business. Being part of the cross-functional team, I needed to maintain communication with all the departments including the operations team in Chittagong so that no information is left not shared and to avoid any kind of miscommunication.

3.6 Results and Discussion

YangMingLine has been in the growing stage for the past 3 years. They have been making their way to the top slowly yet steadily and have shown promise. The number of shipment made in terms of TEUs (Twenty Equivalent Unit) shows how YangMingLine has developed. In the past 3 months, I have seen YangMingLine follow the core basics of One to One Marketing and Relationship Marketing as their prime sales strategy and I have been involved and myself implemented both the strategies. There has been a few campaigns like the Ramadan Campaign on previous occasions that have boosted their sales. At YangMingLine, the sales persons have been able to build personal relationship and ensure superior satisfaction that has resulted in the growth of YangMingLine in Bangladesh. The table 1 below shows how useful the strategies have been. The data are based on the reports sent by the operations team of YangMingLine in Chittagong Port.

Year	EXPORT			
	YangMing Export	Market Export	Market Share	GOPY
	(TEUs)	(TEUs)	(%)	
2013	16,163	466,224	3.5%	n/a
2014	26,846	514,232	5.2%	50.6%
2014 (YTD July)	7,126	130,725	5.5%	n/a
2015 (YTD July)	12,686	151,689	8.4%	53.4%

Table 1

The effect of the campaign has been huge and is a great boost for achieving the yearly target. The impact has been noteworthy. The table 2 below shows the performance of YangMingLine over the 2nd quarter in contrast with the target that was set on the previous quarter.

Month	Export (TEU)			Import (TEU)		
	Target-15	Actual-15	Exceed/Shortfall	Target-15	Actual-15	Exceed/Shortfall
April	3,500	3,986	+486	3,500	3,681	+181
May	3,750	4,253	+503	3,750	4,197	+447
June	3,750	4,447	+697	3,750	3,869	+119
Total	11,000	12,686	+1686	11,000	11,747	+747

Table 2

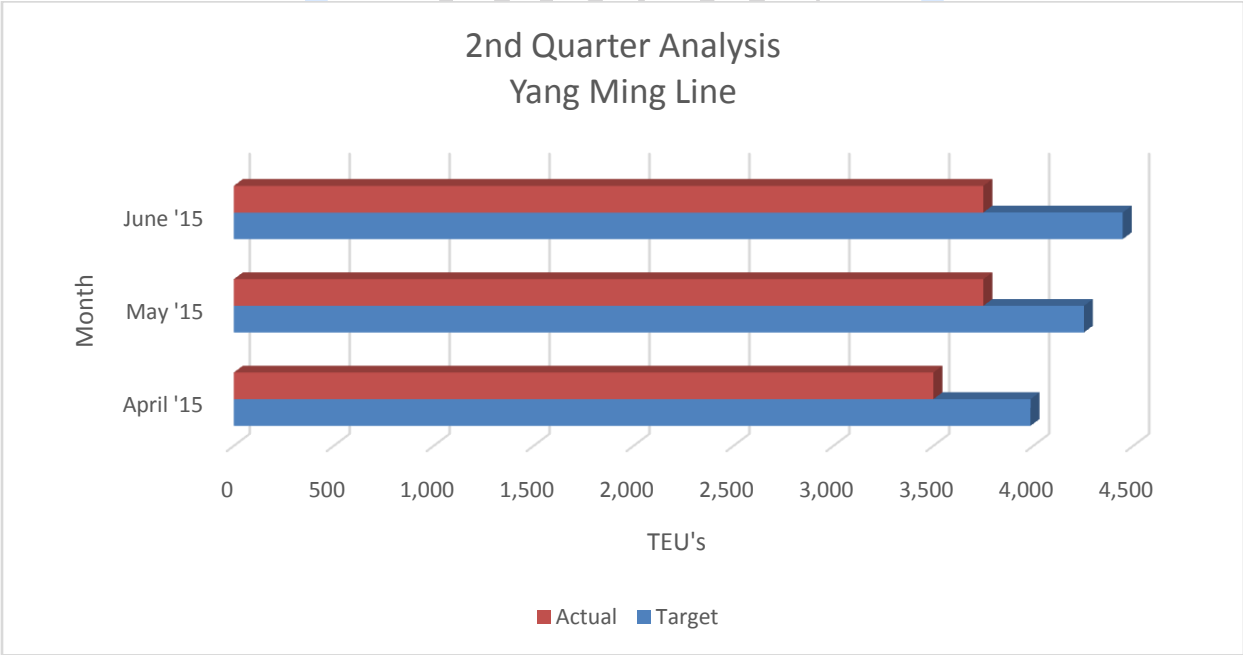


Fig. 3.6.1 2nd Quarter performance of Yang Ming Line (TEU's)

In the figure above, it can be seen that Yang Ming Line has been able to attain more shipments than the target. The effect of Relationship Marketing and One to One Marketing for more than 3 years has finally brought result for the shipping line.

The boost by Ramadan campaign can be seen in the below weekly monitory report between August 3 – Aug 9 that was prepared by me and is one the document that I needed to prepare for YangMingLine. Due to confidentiality issue I cannot post the entire Weekly Monitoring Report but here is the portion which indicates the shipment report of the 1st week of August, 2015.

Description	Wk _01 August			Total Teu(s)
	20'	40'	40HC	
COC				
Outbound	238	79	463	1,322
Outbound MTY	0	0	0	0
Sub total (Teus)	238	158	926	1,322
Inbound	196	126	588	1,624
Inbound MTY		0	0	0
Sub total (Teus)	196	252	1,176	1,624
Grand Total Teu(s)	434	410	2,102	2,946

Table 3

The table 3 above shows 1,322 export shipments were made in the 1st week. This is the highest ever shipment ever recorded in YangMingLine Bangladesh. These results show how much YangMingLine has grown over the years and especially in the year 2015.

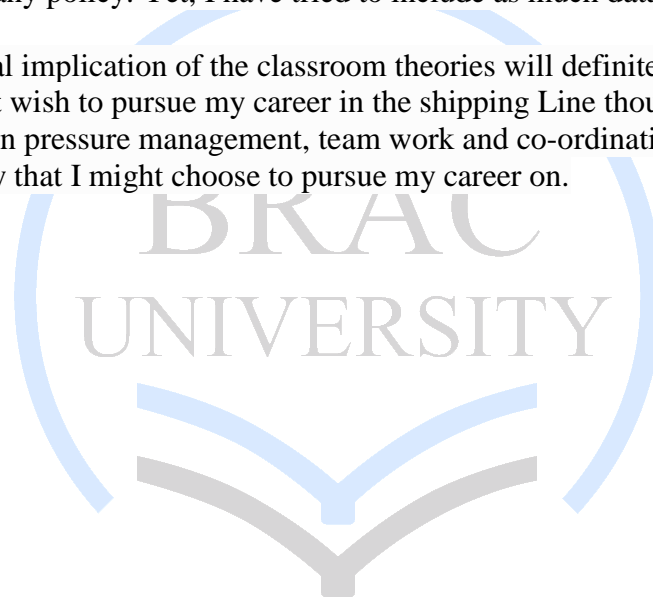
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4. Conclusion

The 3 months that I have worked as Trainee Executive has been the biggest learning experience for me. I would admit that it was very difficult with the work load and working in all the departments. There were times when it all seemed impossible but then again I was able to withstand the pressure and the learning experience has been beyond imagination. Preparing this report has given me certain insights on my learnings, what I have gained and the things that I must improve in order to get better. I have learnt how the shipping industry works and the depth of the industry.

While writing the report, there were few obstacles but I was able to overcome them and finish my report. As I have previously mentioned, I was not able to use a lot of information and statistics due to company policy. Yet, I have tried to include as much data as possible.

The skills and practical implication of the classroom theories will definitely add value no matter where I work. I do not wish to pursue my career in the shipping Line though. Currently, I am gathering experience in pressure management, team work and co-ordination which are common in every other industry that I might choose to pursue my career on.



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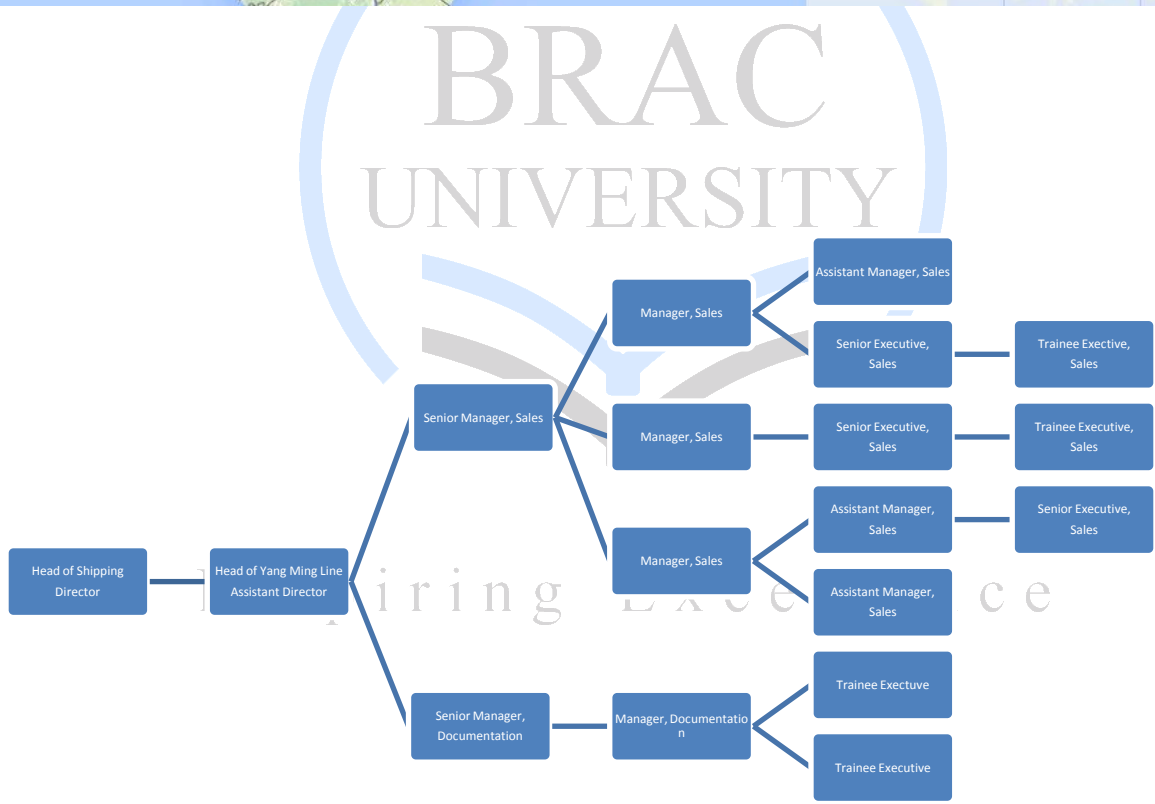
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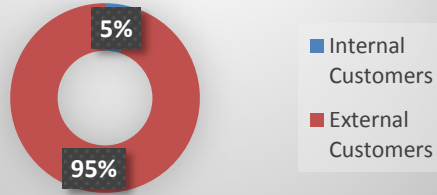
<https://www.YangMing.com/>

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Appendix



Level of Involvement



Year	EXPORT			
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Total	11,000	12,686	+1686	11,000	11,747	+747

Description	Wk _01 August			Total Teu(s)
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