

Report On

**The Role of Technology in Training and Development Programs in
the Ecommerce Industry of Bangladesh: A study on Daraz**

By

Sharmin Akther

ID:18304088

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

BRAC Business School

BRAC University

January,2023

© [2023]. BRAC University

All rights reserved.

Declaration

It is hereby declared that

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

Student's Full Name & Signature:

Sharmin Akther

18304088

Supervisor's Full Name & Signature:

Mr. Saif Hossain

Director, BBA Program

BRAC Business School

BRAC University

Letter of Transmittal

Mr. Saif Hossain

Director (BBA Program),

BRAC Business School

BRAC University

66 Mohakhali, Dhaka-1212

Subject: "The Role of Technology in Training and Development Programs in the Ecommerce Industry of Bangladesh: A study on Daraz"

Dear Sir,

With due respect, I am presenting my internship report on Daraz Bangladesh Ltd. as a requirement of BRAC University's BBA Program. I wrote the paper with your assistance and in accordance with the rules of BRAC Business School, where I briefly mentioned I spoke about my experiences as an intern at Daraz Bangladesh Ltd.'s Operations-Learning and Development department.

I have done my best to give sufficient and supporting data for the report, and I hope that it meets the requested standards. As a result, I pray and hope that you will accept my internship report.

Sincerely yours,

Sharmin Akther

ID :18304088

BRAC Business School

BRAC University

Date:02.02.2023

Non-Disclosure Agreement

This agreement is made and entered into by and between Daraz Bangladesh ltd. and the undersigned student at BRAC University for the commitment of avoiding the unauthorized disclose of confidential information of the organization.

Daraz Bangladesh Ltd.

Sharmin Akther

18304088

Acknowledgement

With gratitude, I am presenting my internship report on Daraz Bangladesh Ltd. Working as an intern and producing my internship report in accordance with the criteria for the Bachelor of Business Administration degree has been an honor and privilege. It would not have been possible without the ongoing aid and guidance of those who helped me prepare my internship report.

To begin, I'd want to thank Almighty Allah for bestowing upon me the skill and aptitude to complete my internship report. Furthermore, instilling in me the necessary attitude and patience to properly complete my internship and produce my internship report.

Second, I'd like to thank Mr. Saif Hossain Sir, BBA Director at BRAC University's BRAC Business School, for his continuous support and assistance during my internship. Despite his tight schedule, Sir has managed to assist me in creating my report and has been really patient throughout.

Finally, but not least, I would like to thank Mr. Muksud Chowdhury, Head of Learning and Development at Daraz Bangladesh Ltd, as well as Mr. Miraz Ahmed and Shihab Ahsan, Executive members at Daraz Bangladesh Ltd, for giving me the opportunity to work as an intern under their guidance and supervision, and for assisting me in preparing my internship report with the necessary information. Furthermore, I'd want to express my appreciation to my coworkers, who helped me amid their hectic schedules by providing me with critical instructions whenever they were needed.

Executive Summary

This internship report summarizes my experiences as an intern in the operations-Learning and Development department of Daraz Bangladesh Limited. The paper also includes the company's overview and my project, "The Role of Technology in Training and Development Programs in the Ecommerce Industry of Bangladesh: A study on DARAZ". The overall goal of this research is to investigate how technology is employed in training and development programs at ecommerce organizations and to compare the effectiveness of various approaches. This report will go through the complete Learning and Development department and how they train ground level personnel using various forms of technology. The vast majority of the data comes from my regular perceptions and interactions with others. Additional information was obtained through the Organization's employee handbook, website, and pertinent materials, as well as interviews with department personnel. Moreover, by using secondary method we can get vast idea about Daraz as an organization and by using primary method like employee's handbook, interaction and interviews here we are able to find out the importance of training and development department in enhancing employee's performance in Daraz, what is the proper delivery method and end up by providing recommendation how we can use technology in more effective way in Training and Development Programs in the Ecommerce Industry of Bangladesh.

Table of Contents

Declaration.....	ii
Letter of Transmittal	iii
Non-Disclosure Agreement	iv
Acknowledgement	v
Executive Summary	vi
List of Tables	ix
List of Figures.....	x
List of Acronyms.....	xiv
Chapter 1: Overview of Internship	1
1.1 Student Information	1
1.2 Internship Information:	1
1.2.1 Period, Company, Department and Address:	1
1.2.2 Company Supervisor’s Information:	1
1.2.3 Job Scope:	2
1.3 Internship Outcomes	2
1.3.1 My Contribution to the Company:.....	2
1.3.2 Benefits to the Students:	3
1.3.3 Difficulties Faced During Internship:	4
Chapter 2: Organization Part.....	5
2.1 Introduction.....	5
2.2 Overview of Company	5
2.2.1 Introduction to Daraz Bangladesh	5
2.2.2 Mission and Vision of Daraz Bangladesh	6
2.2.3 Values of Daraz Bangladesh:	7
2.3 Management	7

2.3.1 Organizational Structure of Daraz Bangladesh:	7
2.3.2 Organizational Divisions of Daraz:	9
2.3.3 Organizational Leadership Style	10
2.3.4 HR Management Practices:	11
2.3.5 Organizational Development and Employer Branding:	13
2.4 Marketing Practices of Daraz Bangladesh Ltd.	17
2.4.1 Marketing Strategies of Daraz Bangladesh Ltd.....	17
2.4.2 Targeting Strategies of Daraz Bangladesh Ltd.	20
2.4.3 Market Segmentation of Daraz Bangladesh Ltd.:	21
2.4.4 Marketing Mix of Daraz Bangladesh Ltd.:	23
2.5 Financial Performance and Accounting Practices of Daraz Bangladesh Ltd.	26
2.5.1 Financial and Accounting Practices:.....	26
2.6 Operations Management and Information System Practices of Daraz Bangladesh Ltd.	29
2.7 Industry and Competitive Analysis of Daraz Bangladesh Ltd.	31
2.7.1 Porter’s Five Forces Analysis of Daraz Bangladesh Ltd.....	32
2.7.2 SWOT Analysis of Daraz Bangladesh Ltd.	34
2.8 Summary and Conclusion:.....	36
Chapter 3 : Project Plan.....	37
3.1 Introduction.....	37
3.1.1Background/Literature Review	37
3.1.2 Objectives.....	39
3.1.3 Significance	39
3.2 Methodology	40
3.3 Findings and Analysis.....	41
3.3.1: L & D Operation Department Breakdown:	41
3.3.1.1 Training	42
3.3.1.2 - 6S	43

3.3.1.3: DSAT.....	44
3.3.1.4 - Newsletter:.....	45
3.3.1.5: Compliance:	46
3.3.2: Interview analysis	47
3.4 Summery and Conclusion:	53
3.5 Recommendations:.....	54
References.....	56
Appendix A.	58

List of Tables

Table 1 : Organizational Divisions	9
Table 2: Performance Appraisal System	12

List of Figures

Figure 1 : Area Covered by Daraz	6
Figure 2 : Organizational Structure.....	8
Figure 3 : Checking employees regular health issues	13
Figure 4: Pictures of Daraz OPS night 2023	14
Figure 5 : Certificate of Recognition for the best rider	14
Figure 6 : Self Defense Workshop for females	15
Figure 7 : Woman Entrepreneurship Program	15
Figure 8 : Daraz Cricket Tournament Trophies.....	16
Figure 9: Champions of the tournament	16
Figure 10 : Campaign Ambassador signing ceremony.....	17
Figure 11: Bangladesh National Team Sponsorship Program	18
Figure 12: Daraz 11.11 Campaign Poster.....	18
Figure 13: Daraz 11.11 Campaign Poster.....	19
Figure 14 : Daraz Advertising	19
Figure 15 : Daraz Event Marketing	20
Figure 16 : Daraz App Interphase.....	24
Figure 17: Daraz Voucher.....	24
Figure 18 : Daraz Black Friday Sale Promotion Picture	24
Figure 19 : BPL 2023 Streaming Picture.....	25
Figure 20 : Dingtalk App.....	28
Figure 21 : Transport Management System (TMS)	30
Figure 22 : Logistic Network Platform (LNP)	30
Figure 23 : Logistic Operation Platform (LOP).....	31
Figure 24 : OPS Academy	31
Figure 25 : Daraz Porter's Five Forces	32
Figure 26 : Daraz Bangladesh SOWT Analysis	34
Figure 27 : L & D Process Flow.....	42
Figure 28 : Batchwise Training Timeline During 11.11 -2022.....	43
Figure 29 : 6S Process Flow	44
Figure 30 : Daraz Newsletter Demo	46
Figure 31 : DOPS Tracker Performance during 11.11-2022	46
Figure 32: Daraz New achievement Milestone During 11.11-2022	50

List of Acronyms

L & D – learning and development

COO- Chief Operating Officer

CFO- Chief Financial Officer

CEO- Chief Executing Officer

CHO- Chief Human Resource Officer

DEX- Daraz Express

CP- Collection Point

LOP-Logistic Operation Platform

LNP- Logistic Network Platform

OMS-Order Management System

HMT- Hub Management Tool

DM- Delivery Module (DM)

TMS- Transport Management System

D-SAT- Delivery Satisfaction

POC- Point of Contact

OPS- Operation

NEOP- New Employee Onboarding Program

MPCD-Market Place Cross-Docking

MPDS-Market Place Drop-Shipping

Chapter 1: Overview of Internship

1.1 Student Information

My name is Sharmin Akther and I am a student at BRAC University's BRAC Business School. My student ID number is 18304088. My undergraduate studies began in the Summer semester of 2018. I majored in Marketing and minored in Computer Information System (CIM)

1.2 Internship Information:

1.2.1 Period, Company, Department and Address:

I got an opportunity to do my internship in Daraz Bangladesh Limited. Daraz Bangladesh is an e-commerce pioneer, having established a new trend of online retail platforms and a shift in Bangladesh's purchasing habits. They provide a diverse range of products from well-known companies in Bangladesh alongside China and guarantee a fast, secure, and easy online buying experience. The period of my internship is three months that started from the month of September 29, 2022 and will conclude on December 26, 2022. My internship workplace is situated in the Tejgaon Sort Centre with the Operations – Learning and development department. The Tejgaon Sort Centre is located at 269- 272, Dhaka, Bangladesh.

1.2.2 Company Supervisor's Information:

My internship is under the supervision of Muksud Chowdhury who is the Head Learning and Development Team at Daraz Bangladesh Ltd. His role is focused more in collaborating with regional teams in aligning the company's training and development programs with its overall business strategy. This includes identifying the training needs of the organization, developing and delivering training programs, and evaluating the effectiveness of those programs. Additionally, the Head of L&D is responsible for managing the budget for the department and ensuring that the training and development programs are cost-effective. They also work closely with the senior management team to ensure that the training and development programs are aligned with the company's overall goals and objectives. Furthermore, they also lead the L&D

team, providing guidance and mentorship to the team members while also fostering a culture of continuous learning within the organization.

1.2.3 Job Scope:

I have been appointed as an intern with Daraz Bangladesh Ltd's Operations – Learning and development department I've been employed there for some months and have been given specific responsibilities. Despite the fact that I was accountable for certain errands, my experience was not limited to them. I learned about more projects in my area, the relevance of each of these responsibilities, and possible alternate lines of action if any difficulties arose.

In the **Operations – Learning and development** department I am responsible for Monitor and track training compliance and course enrollment, and work with hub Operators to ensure that all employees have completed the required training and update it correctly in Excel sheet to keep track. Localize training content, Provides On ground training to the ground level employees like rides and Hub visits, Coordinate the distribution of certificates and ensure high training compliance, Gather information and create designs for a monthly newsletter Develop and design training materials, including presentations, handouts, and interactive learning modules, Ensure high training compliance and pass rates for courses, Worked on 11.11 Video making content , Visits ISD hubs to monitor how they are performing during 11.11 programs, Research and develop training materials and programs for employees New workshop programs

1.3 Internship Outcomes

1.3.1 My Contribution to the Company:

During my internship in the Learning and Development (L&D) department at Daraz,, I made significant contributions to the success of the department and the company. I work on researching and developing training materials and programs helped ensure that employees had the knowledge and skills they needed to perform their jobs effectively. My efforts to monitor and track training compliance and coordinate the distribution of certificates also helped motivate and encourage employees to continue learning and developing their skills. I contribute to the development and design of training materials, including presentations, handouts, and interactive learning modules, helped make the training and development programs at Daraz

more engaging and effective. I use my knowledge of creative design and technology which allowed me to bring new and innovative ideas to the table and likely helped improve the overall quality of the training and development programs at Daraz .I work on the "Daraz Ops 11.11 Training" and "Journey through 11.11" video content was also an important contribution to the company. These videos likely provided valuable training and information to employees and helped ensure that they were well-prepared for the 11.11 event. Overall, my work as an intern in the L&D department at Daraz was instrumental in helping the department and the company achieve its goals and objectives.

1.3.2 Benefits to the Students:

My internship experience at Daraz in the Learning and Development (L&D) department was likely very beneficial to you in a number of ways. Here are some potential benefits of my internship experience:

I gained valuable experience and skills: My work on researching and developing training materials and programs, as well as my involvement in the design and delivery of training materials, likely provided you with valuable experience and skills that will be useful in my future career. These skills could include research and analysis, project management, content development, and instructional design, among others.

I learned from experienced professionals: My internship at Daraz may have provided me with the opportunity to work with and learn from experienced professionals in the L&D field. This could have given me valuable insights and guidance as i develop my own career.

I gained a deeper understanding of the industry: My internship at Daraz likely allowed me to gain a deeper understanding of the ecommerce industry and the specific challenges and opportunities it presents. This knowledge and understanding will likely be useful I continue to build my career and pursue opportunities within the industry.

I made valuable connections: My internship at Daraz may have also allowed me to make valuable connections within the company and the industry. These connections could be useful as i continue to build my career and seek out new opportunities.

Overall, my internship experience at Daraz was likely a valuable opportunity that provided me with numerous benefits that will be useful as I continue to build my career.

1.3.3 Difficulties Faced During Internship:

During my internship at Daraz in the Learning and Development (L&D) department, I likely faced a number of challenges and difficulties. One of the difficulties that I faced was being an introvert. Being an introvert can make it more challenging to build relationships and communicate with others, especially in a new work environment. However, internships are often designed to provide opportunities for students to learn and grow, and one of the ways to do this is to step outside of my comfort zone and try new things. It may have been challenging at times, but by making an effort to interact with my colleagues and participate in team activities, I likely gained valuable experience and skills that will be useful in my future career.

Another difficulty was not being able to access certain financial information because it was confidential. This is a common challenge when working in a professional setting, as companies often need to protect sensitive information for competitive or legal reasons. In this situation, I may have needed to be creative and find alternative ways to gather information and complete my tasks. For example, I have used publicly available data or sought out sources who were willing to share information with me.

Overall, internships often present challenges and difficulties, but they also provide valuable opportunities to learn and grow as a professional. By facing and overcoming these challenges, I likely gained valuable experience and skills that will be useful in my future career.

Chapter 2: Organization Part

2.1 Introduction

Here, I'm going to talk about the company where I did my internship in this chapter. I will be conducting an investigation and making some judgments regarding the functioning of my organization. In addition, the management, marketing, and financial practices of the organization will be reviewed to the extent that it is possible. This discussion will be based on the information that I have obtained and that has been provided to me.

My internship was with Daraz Bangladesh Limited, which is the name of the company. I was employed by the respective group's Transportation Activities office, which was also referred to as the Tejgaon Sort Centre. This office was in charge of supervising the operations of all of the company's many business units. In addition, the head of the department in charge of learning and development served as the supervisor for my internship.

2.2 Overview of Company

2.2.1 Introduction to Daraz Bangladesh

Daraz Bangladesh Ltd. is a leading e-commerce company in Bangladesh that offers a wide range of products to customers across the country. The company was launched in 2012, and then in 2018 Alibaba Group (a global giant in e-commerce and technology) has fully acquired Daraz and makes a part of it. Daraz was originally founded in Pakistan and then expands to other countries such as Bangladesh, Sri Lanka, Myanmar, Nepal. The name "Daraz" is derived from the Persian word "Daraz" which means "marketplace" or "store", which reflects the company's mission to create an online marketplace that brings together buyers and sellers from all over the world.

With a commitment to providing customers with a convenient and seamless shopping experience, Daraz offers a vast selection of products across categories such as electronics, fashion, home and living, and health and beauty. The company also works with a wide range of local and international brands, ensuring that customers have access to the latest products and trends. Daraz is known for its strong customer focus and its efforts to constantly improve the customer experience through innovation and technology.

Daraz's fulfillment centers are spread-out all-over Bangladesh in key locations for efficient delivery to customers. The company is focused on its training and development program for

their employees and gives paramount importance to its Learning and Development department. They also offer various promotions, discounts, and deals to customers on a regular basis, which contributes to their popularity among consumers. Daraz 11.11 campaign is one of the biggest online shopping events in Bangladesh, offering customers a wide range of products at discounted prices. With a commitment to providing an unparalleled shopping experience and supporting local businesses, the campaign is designed to create a positive impact on the local economy and enhance the shopping experience for customers.

In a nutshell, Daraz Bangladesh Ltd. is an online marketplace that is part of the Alibaba Group and it operates across different countries worldwide. The company's mission is to create an online marketplace that brings together buyers and sellers from all over the world, through a convenient and seamless shopping experience. With a strong focus on innovation and technology, Daraz is constantly working to improve the customer experience and create a positive impact on the local economy.

2.2.2 Mission and Vision of Daraz Bangladesh

Mission: Daraz wants all market purchasers. Daraz frequently gives discounts to save customers money. Daraz's motto, "Happy Shopping," reflects their commitment to inexpensive prices.

Vision: Daraz will lead South Asia by 2030, serving 100 million people. Daraz Bangladesh aims to deliver things within one hour in Dhaka and three hours outside.

“To be the strongest commercial center and provide the finest service to our customers, vendors, and importers”. (2016)

Goal: Daraz's goal is to sell high-quality goods at reasonable prices in a quick time.

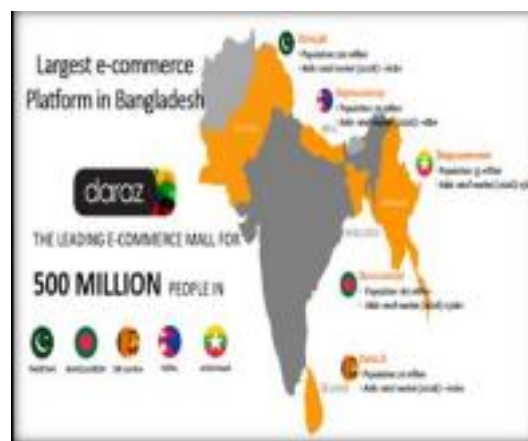


Figure 1 : Area Covered by Daraz

2.2.3 Values of Daraz Bangladesh:

These four fundamental principles guide every choice and action taken by Daraz Bangladesh in its business operations. During the process of delivering goods and services, these principles have been incorporated into each and every one of their business units. The following is a list of them:

- **Make it Personal**

We each have our own passions, personalities and preferences. Daraz is a place where all of us can have the courage to be the best version of ourselves and stand up for what we believe in through a culture of openness. To our sellers and customers, we live to create a memorable and personalized experience that inspires their uniqueness.

- **Continuously Innovate**

In our pursuit of excellence, we are always looking for better, faster and smarter ways to stay ahead of the needs of our sellers and customers - identifying new ways to enhance their experience. We remain humble and never expect that what's good enough today will be good enough tomorrow.

- **Generosity of Spirit**

We go beyond our needs as individuals and as a business to positively impact the lives of others. We always consider the opportunity to make a difference in the broader community and how we can support one another outside of our day-to-day responsibilities.

- **Deliver on our promise**

If we say we are going to do something, we do it. Our commitment to deliver on our promise forms the basis of everything we do at Daraz. It might not always be easy and we might have to move mountains but we make it happen. We are known to our colleagues, sellers and customers as people who can always be counted on

2.3 Management

2.3.1 Organizational Structure of Daraz Bangladesh:

The current CEO of Alibaba is Daniel Zhang. He has been the CEO since 2015 and has been with the company since 2007. In 2018, Alibaba Group Holding Limited announced that it was acquiring Daraz Group, which operates e-commerce platforms in Pakistan, Bangladesh, Sri

2.3.2 Organizational Divisions of Daraz:

At the top of the organizational structure of Daraz Bangladesh is the CEO, followed by the Chief Operating Officer (COO) and the Chief Financial Officer (CFO). Underneath them are the heads of various departments such as the Marketing, Operations, Human Resources, and Technology departments. Each department is then divided into several teams, each led by a team leader or manager. The teams are responsible for carrying out specific tasks and functions that are critical to the overall success of the organization. The structure is designed to be fluid and adaptive allowing for quick decision making and effective communication throughout the company.

Finance Department	Information Technology Department
Account Department	Department of Public Relation
Marketing Department	Onsite and Content Management Department
Human Resources Department	Issue and Resolution Department
Commercial Department	Graphic Design Department
Business Development Department	Operations Department
Administration Department	Customer Services Department
Sales Management Department	Department of Category Management

Table 1 : Organizational Divisions

2.3.3 Organizational Leadership Style

At Daraz Bangladesh, the leadership style primarily focuses on a results-driven approach, with a strong emphasis on achieving business objectives and targets. The leadership team is composed of experienced professionals who are skilled in strategic planning, decision-making, and effective communication. They work collaboratively with their teams to identify opportunities, set goals, and develop plans to achieve them. The leaders at Daraz Bangladesh also prioritize fostering a culture of innovation and continuous improvement, encouraging employees to think creatively and take calculated risks. Some more points are-

Centralized duties and roles within a team: Daraz Bangladesh has a clear hierarchy of authority, with the CEO at the top, followed by department heads and team leaders. This structure ensures that responsibilities and decision-making power are clearly defined, and that all team members understand their roles and how they contribute to the company's overall goals.

- **Emphasis on performance and results:** Daraz Bangladesh has a strong focus on performance and results, and team members are expected to meet or exceed specific targets and goals. This approach helps to ensure that the company is constantly moving forward and achieving its objectives.
- **Clear communication and feedback:** Daraz Bangladesh places a strong emphasis on clear and effective communication, both within the organization and with external stakeholders. This includes regular team meetings, performance reviews, and feedback mechanisms to ensure that everyone is on the same page and that any issues or concerns are addressed in a timely manner.
- **Hierarchy of Authority:** The CEO is the highest authority in the organization, and all department heads and team leaders report to him. This structure allows for clear decision-making, as well as effective communication and coordination between different departments and teams.
- **Emphasis on innovation and continuous improvement:** Daraz Bangladesh encourages its employees to think creatively and to come up with new and innovative ideas to improve the company's performance. The company is always looking for ways

to improve its processes, products, and services, and team members are expected to contribute their ideas and suggestions.

2.3.4 HR Management Practices:

Every company needs HR to protect its workers. Daraz Bangladesh's HR department is likewise concerned. The department handles HR, payroll, laws, and policies. General manager handles HR department concerns that demand higher authority. HR and general manager communicate. The deputy manager aids the general manager in HR matters. The deputy manager assists executives with hiring, payroll, training, and other HR matters.

- **Rules and Policies:** Daraz Bangladesh's working hours are rigorous. They work 9:30–6:00 or 10:00–7:00. Arriving late employees get three more days. Employees are fined. HR allows 14 sick days, three other-purpose days, 20 vacation days, and additional paid time off. Human resources also process payroll in the first week of the month, which is a hectic time for the department. They must validate all employee payroll information and guarantee proper allocation. HR creates benefits and incentives. Relevant and designed to motivate employees, they must be effective. Additionally, HR does not tolerate discrimination and harassment. Violators face charges.
- **Recruitment Process:** The Human Resources division is in charge of the recruitment process for new workers. When other divisions require new personnel, the leaders of those divisions place requisitions for new recruits. After that, he works with the heads of the different departments to undertake job analysis and construct the job advertisement. The reason for this is that the HR department takes into consideration the individual responsibilities and tasks that come with each position's respective supervisor. After that, he posts it on a range of websites that are geared at finding jobs as well as social networking platforms. In addition to this, he makes an effort to inform employees within the company about available positions in the hopes that they would be able to assist in the search for a suitable candidate.
- **Interview and Selection:** Here, Department heads interview potential candidates. The deputy manager will verify job history, credentials, and other introductory information for candidates who pass the first round. The assistant manager also checks applicants'

backgrounds, including references and past jobs. If all goes well, the group managing director and HR general manager interview candidates again. The third interview is only used for higher-level employment. If all conditions are met, lower-level candidates are interviewed in a second round. The online METTLE test assesses general knowledge and aptitudes for entry-level candidates.

- **Onboarding and Training:** Candidates have two weeks to sign the offer letter after meeting the prerequisites. The organization needs new hires. To allow candidates to complete their past work commitments before signing the contract, senior posts have a one-month signature time. To help new hires get started, HR provides laptops, notebooks, and mobile sim cards on the first day. Applicants are probationer for a month or two after selection, depending on their performance. This phase teaches them their duties. Some also receive training on new job duties. Daraz Bangladesh emphasizes on-the-job training. Employees that pass their probationary period start working under their regular employment contract.
- **Performance appraisal system:** The business procedures that Daraz Bangladesh uses do not include the application of a method of evaluation that takes into account 360 degrees. In addition, they are in support of self-assessment, which is a process in which workers give and receive feedback on their own performance and behavior in order to learn and advance in their careers. In addition to conducting their own self-evaluations, Daraz also conducts assessments based on the average of the line manager's grades out of a possible 10 for each department. The following provides an overview of the marks, along with the relevant parameters

10 out of 10	Exceptionally Outstanding Performance
8 out of 10	Excellent Performance
7 out of 10	Strong Performance
6 out of 10	Meets Expectation
4 or below out of 10	Need Improvement

Table 2: Performance Appraisal System

All these assessments take place four times a year, or quarterly. The frequency of evaluations varies according to performance and assessment results.

- **Compensation System:** As indicated, Daraz Bangladesh raises its staff annually if the KPI is satisfied. Workers with a year of service receive two festival bonuses per year. Vacation time is also paid. Paid leave encashment may also be available. In addition to salaries, Daraz Bangladesh covers employee phone sim card charges. Re-Treat, Daraz Bangladesh's annual vacation for employees, may include non-work activities.

2.3.5 Organizational Development and Employer Branding:

- Daraz Bangladesh has implemented strict health and safety protocols in its warehouses and offices, including regular cleaning and disinfecting, social distancing measures, and mandatory mask-wearing.
- The company has also introduced a "Healthy Daraz" initiative, which includes providing employees with personal protective equipment and promoting regular health screenings.



Figure 3 : Checking employees regular health issues

- .Daraz Bangladesh has also implemented a "Return to Work" program, which includes a comprehensive online training on health and safety protocols and a self-declaration form to be filled out by employees before returning to work. The company has also introduced a "Work from Home" policy to ensure the safety of employees during the COVID-19 pandemic.

- Daraz Bangladesh also arrange “Daraz Ops Nights” before the 11.11 program starts for the ground level employees in order to cheer them up for good works and also provides certificates based on performance for the best riders and hub supervisors.



Figure 4: Pictures of Daraz OPS night 2023



Figure 5 : Certificate of Recognition for the best rider

- During the pandemic, Daraz Bangladesh introduced remote working options for employees, as well as providing necessary PPE and implementing strict safety protocols in their offices. They also provided financial assistance for employees who were affected by the crisis.
- Daraz Bangladesh has introduced various initiatives to promote gender equality and women's rights in the workplace. They have provided training and development opportunities for women, as well as implementing policies to ensure equal pay and opportunities for advancement.

- Daraz Bangladesh has implemented employee wellness programs such as health and fitness challenges, mental health support and counseling services to ensure the physical and mental well-being of their employees.



Figure 6 : Self Defense Workshop for females

- Daraz Bangladesh's D-Women project empowers women within the company by aligning with worldwide operations. Female employees meet to discuss their workplace issues and plan for the future.



Figure 7 : Woman Entrepreneurship Program

- Daraz Bangladesh has implemented a "Sports @ Work" program, where employees are encouraged to participate in regular sports activities such as football, cricket, and badminton. This promotes teamwork and physical fitness among employees, and helps to build a positive company culture.



Figure 8 : Daraz Cricket Tournament Trophies

- The company also regularly organizes sports tournaments and competitions, which not only provide a fun and engaging way for employees to bond with one another, but also helps to increase employee morale and motivation.



Figure 9: Champions of the tournament

- Daraz Bangladesh also provides sports facilities like a gym and yoga classes for their employees to improve their physical and mental well-being.
- By promoting sports and physical activities, Daraz Bangladesh is also able to attract and retain top talent, as many job seekers are looking for companies that value employee health and well-being.

2.4 Marketing Practices of Daraz Bangladesh Ltd.

2.4.1 Marketing Strategies of Daraz Bangladesh Ltd.

Daraz Bangladesh Ltd. has implemented various marketing strategies to reach and engage with its customers. Some of the key strategies they use include:

Endorsements: Daraz has signed on a number of famous actors, models and athletes as brand ambassadors. For example, the company has signed a contract with famous Bangladeshi cricketer Mashrafe Mortaza to be their brand ambassador, which helped them to reach a wide range of audience and gain more credibility among sports lovers. Now the new ambassador is All-rounder Shakib Al Hasan.



Figure 10 : Campaign Ambassador signing ceremony

Sponsorship: One example of Daraz's sponsorship activities is the "Daraz Fashion week 2022" event with the three co-sponsors – Bata, Fabrilife and Wow Skin Science which is an annual event that brings together fashion designers, models, and customers to showcase the latest fashion trends and products. The event is held in collaboration with fashion designers and clothing brands, which helps to promote Daraz's fashion category and creates a positive association with the brand. Also in 2021 Daraz has been announced as the sponsor of the Bangladesh National Cricket team for the next two years.



Figure 11: Bangladesh National Team Sponsorship Program

Social Media Marketing: Daraz uses its social media channels to share product information and promotions, and to connect with customers. They run regular social media campaigns on platforms like Facebook and Instagram, for example, a campaign for the 11.11 event where they shared discounts, promotions and other exciting offers to drive sales and increase brand awareness.



Figure 12: Daraz 11.11 Campaign Poster

Influencer Marketing: Daraz has worked with a number of influencers and bloggers to promote their products. An example of this is when Daraz has partnered with a popular lifestyle blogger to create a video tutorial showing the different ways to style a particular product.



Figure 13: Daraz 11.11 Campaign Poster

Paid Advertising: Daraz runs ads on various platforms such as Google, Facebook and YouTube to reach a wider audience and generate brand awareness. One example of this is the Google ads campaign they run to promote their mobile application.



Figure 14 : Daraz Advertising

Email Marketing: Daraz uses email marketing to keep customers informed about new products, promotions, and events. For example, they send out a weekly newsletter that highlights the latest deals and promotions to encourage customers to visit their website and make a purchase.

Event Marketing: An example of Daraz's event marketing is the "Daraz Mall" event, where Daraz invites local businesses to set up virtual shops and showcase their products on their platform. This event is held to provide more products options and more shopping experience to their customers. Daraz conducts and participates in events such as product launches, pop-up

shops, and exhibitions, to create an engaging and interactive experience for customers. They also conduct flash sales and other promotions during these events to generate sales and drive brand awareness.



Figure 15 : Daraz Event Marketing

Content Marketing: Daraz creates and distributes valuable and relevant content to attract and engage their target audience. This can include blog posts, infographics, videos and tutorials, which educate and inform customers about the company's products and services.

Search Engine Optimization: Daraz uses SEO to improve the visibility of their website in search engine results. This includes optimizing their website and content for relevant keywords, building backlinks and improving their website's user experience.

Referral Marketing: Daraz encourages customers to refer their friends and family to the platform by offering discounts or cashback for successful referrals.

Community building: Daraz builds a loyal customer base by engaging with them and fostering a sense of community around their brand. This can include creating and managing an online forum or community, hosting events, and other activities that bring customers together

2.4.2 Targeting Strategies of Daraz Bangladesh Ltd.

Daraz Bangladesh Ltd. uses a number of targeting strategies to reach its desired customer segments. Some of the key targeting strategies they use include:

Daraz targets customers based on demographics such as age, gender, income, and education level. For example, during the "Mother's Day" campaign in May 2021, the company targeted mothers and working women by offering special deals and discounts on products that would be of interest to them. It also targets customers based on their geographic location, by offering services and deals to specific regions. For example, during "Rongali Bihu" festival in April 2021, the company offered free shipping and discounts on products for customers in the Northeast region. Moreover, it targets customers based on their past behavior, such as purchase history and browsing behavior. For example, during the "Black Friday" campaign in November 2020, the company targeted customers who had previously shown an interest in fashion products by offering discounts on clothing and accessories. Daraz targets customers based on their interests, such as hobbies, lifestyle and interests. For example, the company ran a campaign in the month of Ramadan in 2021 where they offered discounts on home appliances and home goods, to target customers who were planning to renovate their homes or preparing for Eid. They also have customers based on their psychological characteristics, such as personality and motivation. For example, the company ran a campaign on Valentine's Day 2021 where they offered discounts on gifts and flowers, to target customers who were looking for romantic gifts for their loved ones.

In summary, Daraz Bangladesh's targeting strategies are designed to reach the right customers at the right time with the right message. The company uses a combination of demographic, geographic, behavioral, interest and psychological targeting to segment their customer base and develop personalized marketing messages that are most likely to resonate with each segment.

2.4.3 Market Segmentation of Daraz Bangladesh Ltd.:

Geographic variables:

Daraz Bangladesh initially targeted the entire country as a single market segment. When Daraz Bangladesh first started operating in 2013, they were attempting to take the greatest part of the country's booming e-commerce market. For the most part, they focused on the large cities of Dhaka and Chittagong. Daraz has been able to capture the entire country only through digital and online operations and is doing it in an extremely effective manner. Daraz has segmented

its market based on geographic location, such as regions, cities, or neighborhoods. For example, the company has offered free shipping and priority delivery in certain regions during festivals like Eid-UL-Fitr, Pohela Boishakh, Independence Day and Victory Day. This helped them to increase their market reach in these specific regions

Demographic variables:

Demographic segmentation: Daraz has segmented its market based on characteristics such as age, gender, income, and education level. For example, during the "Eid-UL-Fitr" campaign in 2021, Daraz targeted the middle and upper-middle-class segment of the population by offering discounts on luxury fashion, jewelry and home appliances.

In terms of demographics, they target a younger demographic through marketing technological equipment. Furthermore, because today's youth are well-versed in fashion, technology, and fads, they have come to expect and want these items. However, browsing the Daraz website, I discovered that they provide a wide range of goods and services to suit a wide range of needs. They've got senior citizen baby goods. According to this, Daraz isn't interested in focusing on just one sort of segmentation. As a result, due to its wide range of products ranging in price from low to high, it is safe to infer that it caters to families of all economic levels. The Daraz Bangladesh's mission is to reach out to those without access to the internet.

Psychographic variables:

Daraz Bangladesh takes lifestyle, risk-taking, and leadership traits into account while creating its products and marketing them to customers. As a result, because Daraz is a digital marketplace, it places a high value on demographics and psychographics in order to better understand "who" its customers are and "why" they purchase. However, internet users, such as those on Facebook, Twitter, and email, were singled out as particularly essential customers. Daraz has segmented its market based on psychological characteristics such as values, personality, and lifestyles. For example, the company has introduced a separate category for fitness and health products which attracted customers who are interested in maintaining a healthy lifestyle.

Behavioral variables:

Behavioral aspects include things like the commodity's ability and benefits as well as its degree of usage by customers. Purchasing behavior, the usage of goods and services, benefit sought, and heavy, medium-light users are some of the metrics used by Daraz Bangladesh. It's a long

shot. In other words, it doesn't only target the most loyal customers. Daraz has segmented its market based on customers' past behavior, such as purchase history, brand loyalty, and usage rate. For example, the company has introduced a loyalty program for their frequent customers where they offer additional discounts and deals for repeat purchases.

In conclusion, Daraz Bangladesh Ltd has implemented market segmentation by identifying specific groups of customers with similar characteristics to develop targeted marketing campaigns and promotions that are more likely to resonate with each group. By understanding the unique needs and preferences of these segments, the company has been able to reach its target market more effectively and efficiently, thus increase customer engagement and revenue. Overall, they have a clear focus on customer-centric approach through their segmentation methods.

2.4.4 Marketing Mix of Daraz Bangladesh Ltd.:

An organization's marketing strategy is implemented through the use of what is known as the marketing mix. The marketing mix is a tool used to assess the effectiveness of a marketing plan's promotional efforts. Here the marketing mix of Daraz Bangladesh will be described in brief which is the all-possible marketing tactics combined to meet the company's marketing goal.

Product: Daraz offers a wide range of products on its platform, including fashion, electronics, home appliances, beauty products, and groceries. The company has a strong focus on product quality, ensuring that all products are authentic and meet the expectations of customers. In addition, Daraz has recently introduced several private label products under its own brand, "Daraz Mall", which includes several niche products such as mobile phone accessories, personal grooming products etc.

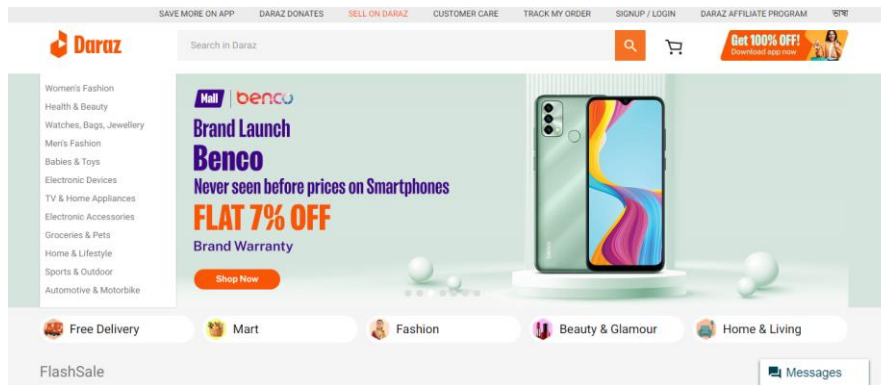


Figure 16 : Daraz App Interphase

Price: Daraz uses a variety of pricing strategies, including competitive pricing, promotional pricing, and value pricing. The company also provides a price match guarantee where customers are refunded the difference if they find a lower price for the same product on another platform. Daraz also runs several sales and discount campaigns throughout the year where customers can avail discounts and deals on products. For example, the company ran a 11.11 Global Shopping Festival, where customers availed up to 80% discount on various products.

Promotion: Daraz uses a variety of promotional methods to reach its target market, including advertising, sales promotions, public relations, and personal selling. The company runs several campaigns and promotions throughout the year such as "Daraz Black Friday", "Daraz 11.11 Global Shopping Festival" vouchers and "Ramadan Sale" which attract customers with discounts, deals and offers. Additionally, Daraz also partners with various brands and influencers for endorsement and sponsorships. The company also uses social media platforms such as Facebook, Instagram, and YouTube to promote its products and reach a larger audience and also now Daraz is streaming BPL 2023 from Daraz App.



Figure 17: Daraz Voucher



Figure 18 : Daraz Black Friday Sale Promotion Picture



Figure 19 : BPL 2023 Streaming Picture

Place: Daraz uses a direct-to-consumer (D2C) business model, where customers can purchase products through the company's online platform. The company offers home delivery service as well as cash on delivery options. Daraz also operates a number of pick-up centers where customers can collect their orders, and return them if they are not satisfied with their purchase.

People: The total number of representatives who are employed in Daraz is greater than 2,000. They are persistently broadening the remit of their job. Even though they have their own delivery service called DEX (Daraz Express), which they utilize to deliver items within Dhaka, they also rely on assistance from third parties. Paperfly and Redex are just two of the eleven third-party delivery services that we collaborate closely with to ensure that all of your shipments are delivered on time and in pristine shape. In addition to the capital city of Dhaka, they have also constructed five local center points in the cities of Chittagong, Mymensingh, Sylhet, Khulna, and Rajshahi. These cities are all located outside of Dhaka. The year of our Lord is Ashraf, which is 2020. The customer's purchases are handled through a digital storefront, as evidenced by the physical evidence. The year of our Lord is Ashraf, which is 2020. Yume is the name of the new brand that Daraz has just introduced to the market. Regardless of the circumstances, the website offers a wide selection of brands including Samsung, Xiaomi, Huawei, Apex, Bata, Yellow, and a great number of others.

Process: Although the steps involved in making a purchase offline are distinct from those involved in making a purchase online, the latter is far more advantageous and requires significantly less time. They keep the cycle moving by utilizing a number of different programs, some of which are vendor focus, customer relationship management, distribution center module, and delivery module. I will explain each of these programs in more detail below:

Seller Center: This solution lets merchants maintain track of both the cost and load of the goods by allowing them to speak with the contact person from Daraz. In addition to this, it provides the department of business development and sales in Daraz with important data that

can be utilized to facilitate the making of arrangements, monitor stock, and administer stock. (Ashraf, 2020)

Customer Relationship Management (CRM): CRM is a helpful tool for merchants since it enables them to communicate with a Daraz contact person in order to monitor the cost and load of an item. As a consequence of this, the division of business improvement and negotiations within Daraz has access to vital information that can be utilized to facilitate the formation of agreements and to manage inventory. (Ashraf, 2020)

Warehouse Module: If you have a distribution center, it will be much simpler for you to obtain items, stockpiles, and delivery measures once the board structure has been put in place. (Ashraf, 2020)

Delivery Module: This module gives the item the status of a conveyance and helps those outside the organization to track the objects that are being conveyed to the organization. (Ashraf, 2020)

2.5 Financial Performance and Accounting Practices of Daraz Bangladesh Ltd.

2.5.1 Financial and Accounting Practices:

Md. Mahbub Hasan is the Chief Financial Officer (CFO) of Daraz Bangladesh Ltd. He is responsible for managing the company's financial operations, including financial planning and analysis, budgeting, forecasting, and financial reporting. He works closely with other members of the senior management team to develop and implement financial strategies that align with the company's overall goals and objectives. He also oversees the company's financial systems and processes, ensuring they are efficient, effective, and compliant with all relevant laws and regulations. With his leadership and expertise, he helps to ensure that Daraz Bangladesh Ltd.'s financial performance is strong and sustainable.

The Finance department at Daraz Bangladesh Ltd. handles financial planning, analysis, budgeting, forecasting, and reporting. They manage cash, accounts payable, and receivable. The department also enforces financial regulations and legislation.

The Daraz Bangladesh Ltd. Finance section performs annual budgeting. Working with all departments to gather financial data and create a detailed budget for the future year. This budget guides financial performance throughout the year, and variations are regularly monitored and resolved. Financial reporting is another Finance responsibility. Income, balance, and cash flow statements are prepared. These statements help stakeholders understand the company's financial performance and make decisions. The department also provides variation, aging, and forecasting reports to evaluate corporate performance and make strategic decisions.

- The finance department also helps with fundraising. This includes funding the company with investment banks and other financial entities.
- They work with the legal department to verify all financial documentation and agreements are legal.
- Daraz Bangladesh Ltd.'s finance department is crucial to its financial health and growth.
- Daraz Bangladesh's accounts staff manages all financial transactions. They must keep all business accounting.

Accounts: Some accounting employees track and document the business' finances. They must communicate with Commercial, Operations, and Management to maintain these accounts. Employees prepare financial reports and analyze financial data.

Accounting must also record and generate daily bank statements. They must also monitor their bank accounts. They must also update their loan payments, interest, and sales data. The CFO directs the accounts department to handle all account information.

Accounting pays expenses two ways. Two accountants execute these tasks. Both employees pay with cheques and track them independently, but one pays using a cash account and tracks it. The accounting staff includes these efforts into the company's everyday financial and accounting procedures. Experts say the finance and accounting division operates this way daily.

Management Information System:

DARAZ Bangladesh uses a variety of management information systems (MIS) to support its operations and decision-making processes. These include:

- DARAZ Bangladesh uses Excel in various ways to manage and analyze their data. They use it to maintain financial records, track sales and inventory, and create reports and projections. They also use Excel for budgeting, forecasting, and performance analysis. Additionally, Excel is used for tracking and managing customer and vendor data, as

well as for creating and maintaining schedules and calendars. Excel is also used for creating and managing databases, as well as for automating certain tasks and processes. Overall, Excel is a versatile and powerful tool that is widely used in the management of DARAZ Bangladesh's operations.

- **Dingtalk:** This is a communication and collaboration platform that enables employees to communicate and collaborate with each other, regardless of location. It also allows managers to track employee performance and progress.

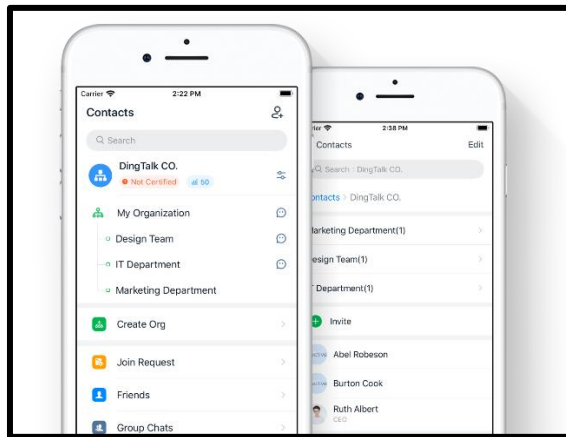


Figure 20 : Dingtalk App

- **Salesforce:** This is a customer relationship management (CRM) system that enables DARAZ to manage customer interactions and data, track sales and marketing activities, and analyze customer data.
- **SAP:** This is an enterprise resource planning (ERP) system that supports the management of financial, human resources, and other business processes across the organization.
- **Google Suite:** This is a set of productivity tools that includes Gmail, Google Drive, Google Calendar, and other applications that enable employees to collaborate, communicate, and share documents and information.
- **Data analytics tools:** This includes Tableau, R, Python, and other tools that enable Daraz management to analyze data and make informed decisions.

These systems are integrated to provide real-time data to the management and provide a comprehensive view of the business. This enables the management to make data-driven decisions, improve operational efficiency and customer satisfaction.

As was discussed before, Daraz Bangladesh Limited adheres to a stringent policy regarding the disclosure of financial information and does not make this type of information available to the public. As a direct consequence of this, the financial statements will continue to be kept secret, and it will be unable to perform an accurate examination of Daraz Bangladesh Ltd. On the other hand, it is possible to assert that the company is doing very well financially, which is enabling them to broaden their scope of operations both domestically and internationally. The success of Daraz Bangladesh piqued the interest of the Chinese e-commerce giant Alibaba, which led to Alibaba's acquisition of Daraz Bangladesh shares. Because of this, Alibaba has been able to make a gradual entry into the south Asian market, and Daraz Bangladesh Ltd. has received significant investment. As a result, it is possible to assert that the corporation is in a healthy financial position.

2.6 Operations Management and Information System Practices of Daraz Bangladesh Ltd.

Operations management at Daraz Bangladesh Ltd. involves the planning, coordination, and control of the processes necessary to produce and deliver the company's products and services. This includes managing inventory, logistics, and supply chain management to ensure timely delivery of products to customers. Information systems play a crucial role in the operations management of Daraz Bangladesh Ltd. The company utilizes various software and technology platforms to manage and streamline their operations. For example, they use an inventory management system to track and manage their stock levels, and a transportation management system to coordinate the delivery of products to customers. Daraz is an organized internet marketplace. They manage Alibaba group software for many uses. Like-

- **Seller center:** Seller center registers businesses. Manage their online company by sorting, pricing, and posting products. Vendor managers track sales, update data, and evaluate several circumstances and functions. Warehousing and content support the seller center.
- **Order Management System (OMS):** Customer support and operations use OMS. This module simplifies inventories, orders, warehouses, refunds, and drop shipping. It helps customer support employees verify orders and resolve issues by managing departments.

- **Hub Management Tool (HMT):** Warehouse operations workers use HMT to track merchandise in Market Place Cross-Docking (MPCD) and Market Place Drop-Shipping (MPDS). It's best to ship and deliver the goods.
- **Delivery Module (DM):** This module simplifies vehicle monitoring, order and parcel management, and 3pl delivery partners. Finance uses this module to track daily delivery and collection information.
- **Transport Management System (TMS):** TMS provides the final order tracking status update. Most Daraz Bangladesh departments utilize this module. After reviewing Transport Management System's Terminal Status, the finance department pays sellers.

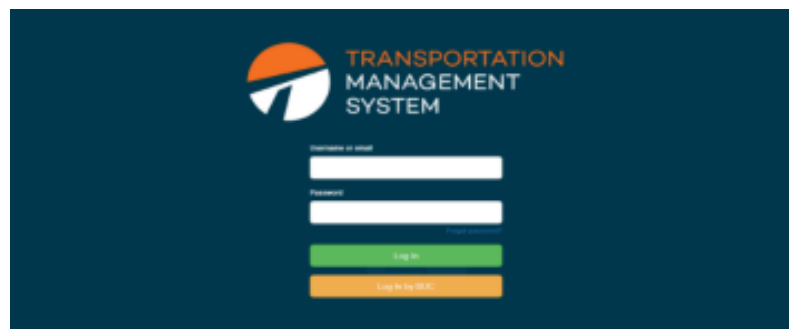


Figure 21 : Transport Management System (TMS)

- **Logistics Network Platform (LNP):** The LNP is an improved TMS with user-specific access. The Logistics Network Platform can collect all necessary data, including shipper or receiver information, package unit pricing or retail price, weight, and other insights.

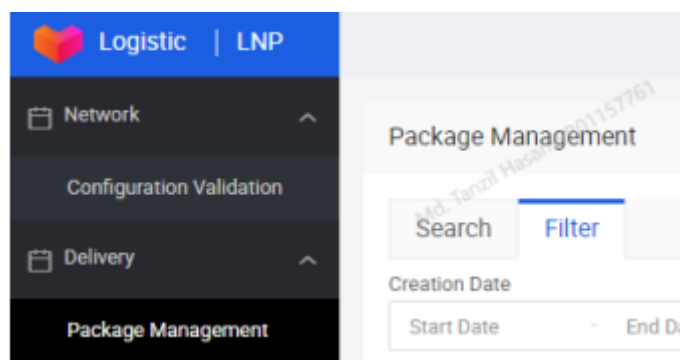


Figure 22 : Logistic Network Platform (LNP)

- **LOP (Operations' main module):** Orders and product lifetimes can be tracked here by status level.

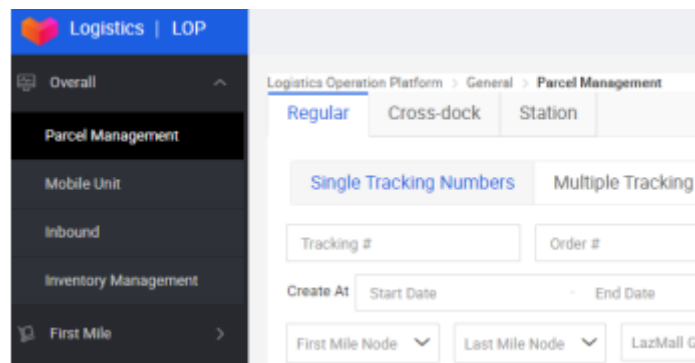


Figure 23 : Logistic Operation Platform (LOP)

- Ops Academy:** Daraz Bangladesh Ltd. manages and trains through the Daraz ops academy app. The software lets managers assign, track, and access staff training materials and tests. The program also lets managers track performance metrics in real time and make data-driven decisions. The app also promotes teamwork and conformity with company standards. The app boosts Daraz's productivity and employee development.

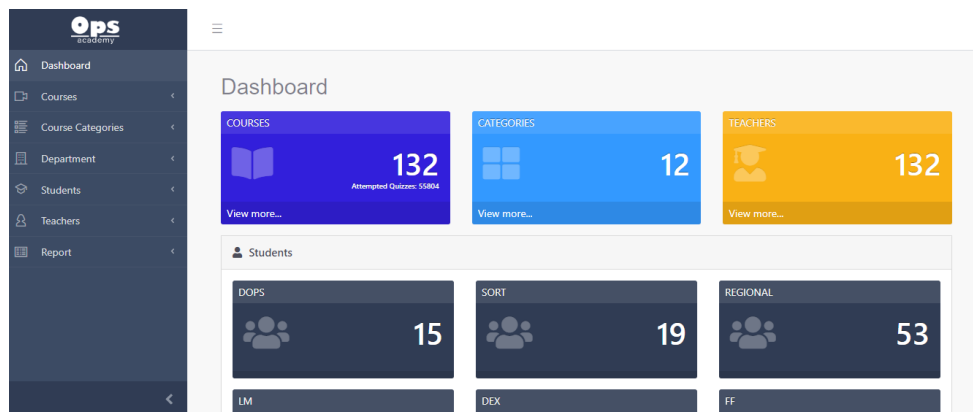


Figure 24 : OPS Academy

2.7 Industry and Competitive Analysis of Daraz Bangladesh Ltd.

Market structure shows business actors, replacement goods, entrance hurdles, and customer and supplier strengths. We'll explain these subsequently to study Daraz's industry structure.

Market structure study shows the business's competitors, replacement goods, entrance barriers, and customers' and suppliers' bargaining power. The next sections will outline these criteria to analyze Daraz's industry structure.

2.7.1 Porter's Five Forces Analysis of Daraz Bangladesh Ltd.

When analyzing the competitiveness of any business environment and estimating a company's profitability, Porter's Five Forces analysis is a good place to start which I have attempted to concentrate on the issues that have an impact on DARAZ in this report:

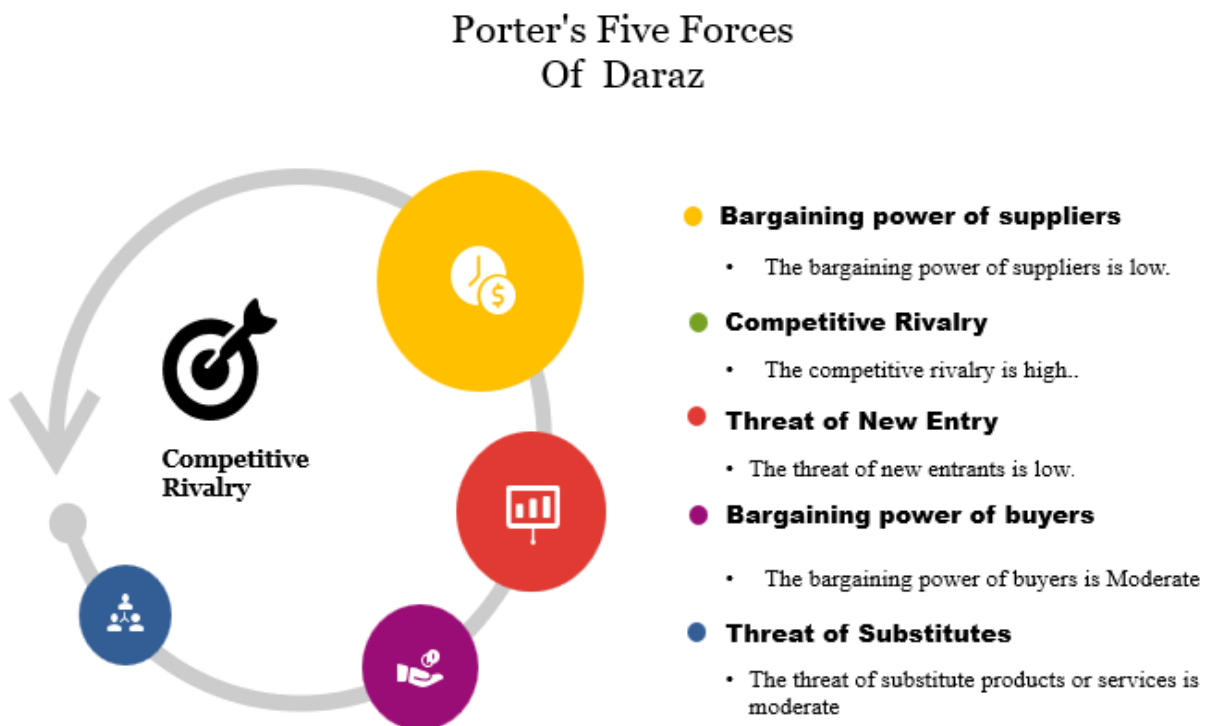


Figure 25 : Daraz Porter's Five Forces

Threat of new entrants: The threat of new entrants in the e-commerce industry in Bangladesh is low. The market is relatively new and is dominated by a few major players such as Daraz and Grameenphone's online market place "GPHUDL". Additionally, the company has a strong

brand reputation, a large customer base and a vast amount of financial resources, which can make it difficult for new players to enter the market and gain a significant market share.

Threat of substitute products or services: The threat of substitute products or services is moderate. Although e-commerce is still a relatively new concept in Bangladesh, the market is growing rapidly, and several local and international players have entered the market. This creates a competition among the companies, and customers have more options to choose from. However, Daraz has a wide range of products and services that are not easily substitutable, such as exclusive deals, loyalty programs and easy return policy, which makes them stand out.

Bargaining power of suppliers: The bargaining power of suppliers is low. As Daraz is an e-commerce platform, it does not rely on a single supplier, but has a wide range of suppliers. Additionally, the company has a large customer base, which gives it significant leverage when negotiating prices with suppliers.

Bargaining power of buyers: The bargaining power of buyers is moderate. Daraz's customers have a wide range of choices for e-commerce platforms, and the company is dependent on them for its revenue. However, Daraz has a strong brand reputation and a large customer base, which gives it some bargaining power. Additionally, the company offers a variety of payment options, free delivery and easy return policies, which make it more convenient for customers to shop with Daraz.

Competitive rivalry: The competitive rivalry is high. The e-commerce market in Bangladesh is growing rapidly, and there are several local and international players such as Pickaboo, Ajkerdeal, and Grameenphone's online market place "GPHUDL" that are competing for market share. However, Daraz has a strong brand reputation, a large customer base, and a wide range of products, which gives it a competitive advantage over many of its rivals.

In summary, Daraz Bangladesh operates in a market that is characterized by low threat of new entrants, moderate threat of substitute products, low bargaining power of suppliers, moderate bargaining power of buyers and highly competitive rivalry. Despite the competitive pressures, the company's strong brand reputation, large customer base and wide range of products give it a competitive advantage and has helped it to maintain a leading position in the market

2.7.2 SWOT Analysis of Daraz Bangladesh Ltd.

A SWOT analysis is a framework that can be used to evaluate a company's internal and external environment, and can be applied to understand the strengths, weaknesses, opportunities, and threats facing Daraz Bangladesh Ltd.



Figure 26 : Daraz Bangladesh SOWT Analysis

Strengths:

- **Strong brand reputation:** Daraz has a well-established brand name and reputation, which gives it a competitive advantage over many of its rivals.
- **Large customer base:** Daraz has a large and growing customer base, which gives it a strong revenue stream and provides a steady flow of new customers.

- Wide range of products: Daraz offers a wide range of products, including fashion, electronics, home appliances, beauty products, and groceries, which gives customers more options to choose from.
- Strong partnerships and collaborations: Daraz has a strong network of partnerships and collaborations with brands, suppliers, and other partners. This provides the company with access to a wider range of products and services, and allows it to leverage the resources and expertise of its partners.

Weaknesses:

- High dependence on external stakeholders: Daraz is dependent on external stakeholders such as suppliers, brands, and partners for its products, which makes it vulnerable to disruptions in these relationships.
- Limited physical presence: Daraz has a limited physical presence, which means that it is less able to leverage the benefits of brick-and-mortar stores, such as personal interactions with customers.
- Relatively high operating costs: Daraz incurs relatively high operating costs, such as delivery and logistics costs, which can eat into its profitability.
- Limited international presence: Daraz has limited international presence compared to its peers like Alibaba and Amazon.

Opportunities:

- Growing e-commerce market: The e-commerce market in Bangladesh is growing rapidly, providing opportunities for Daraz to expand its market share and revenue.
- Opportunities in new product lines: Daraz can explore new product lines, such as private label products, to attract and retain customers and increase revenue.
- Opportunities for international expansion: Daraz can leverage its strong brand reputation and customer base to expand into other countries, such as neighboring countries in Southeast Asia.
- Opportunities for partnerships and collaborations: Daraz can explore new partnerships and collaborations with other companies, organizations, and experts to leverage their resources and expertise.

Threats:

- Growing competition: The e-commerce market in Bangladesh is becoming increasingly competitive, with new players entering the market and existing players expanding their offerings. This can make it more difficult for Daraz to attract and retain customers.
- Changes in customer preferences: Customers' preferences are changing rapidly, and Daraz may struggle to keep up with these changes if it does not innovate quickly.
- Government regulations: Government regulations can be a significant threat to Daraz's business, especially if they impose new costs or restrictions on the company.
- Economic downturns: Economic downturns can reduce customers' disposable income and make them less likely to purchase products from Daraz, which can negatively impact the company's revenue.

In summary, Daraz Bangladesh is a well-established and reputable e-commerce platform that offers a wide range of products and services to its customers. The company has a large and growing customer base and strong partnerships and collaborations that provide it with a competitive advantage. However, it has some weaknesses such as dependence on external stakeholders and relatively high operating costs, which make it vulnerable to disruptions in those relationships and constrains its profitability. The e-commerce market in Bangladesh is growing rapidly, providing opportunities for Daraz to expand its market share and revenue. However, it also faces growing competition, changing customer preferences, government regulations and economic downturns, which can pose a significant threat to them.

2.8 Summary and Conclusion:

Daraz Bangladesh is a leading e-commerce platform in Bangladesh that offers a wide range of products and services to its customers. The company has a strong brand reputation, a large and growing customer base and a wide range of products that gives it a competitive advantage over many of its rivals. The company operates in a market that is characterized by low threat of new entrants, moderate threat of substitute products, low bargaining power of suppliers, moderate bargaining power of buyers and high competitive rivalry. Despite the competitive pressures, the company's strong brand reputation, large customer base and wide range of products give it a competitive advantage and has helped it to maintain a leading position in the market. The company also has a strong network of partnerships and collaborations that provide it with access to a wider range of products and services and allows it to leverage the resources and expertise of its partners. However, the company has some weaknesses such as dependence on

external stakeholders and relatively high operating costs, which make it vulnerable to disruptions in those relationships and constrains its profitability.

Chapter 3: Project Plan

3.1 Introduction

Training and development programs play a crucial role in the success of ecommerce companies, as they help employees acquire the knowledge and skills they need to perform their jobs effectively. In recent years, the use of technology in training and development programs has become increasingly common in the ecommerce industry. This trend is reflected in the work of the Learning and Development (L&D) department at Daraz, a major ecommerce company in Bangladesh. The L&D department at Daraz is responsible for researching and developing training materials and programs for employees, monitoring and tracking training compliance and course enrollment, coordinating the distribution of certificates, and contributing to the development of the company's training and development strategy and goals. In addition, the L&D department at Daraz utilizes knowledge of creative design, ideas, and technologies to bring new and innovative ideas to the table, and localizes training content and provides voiceovers as needed. However, little is known about the specific ways in which technology is being used in training and development programs at Daraz and how effective these programs are in enhancing employee performance. This study aims to fill this gap in the literature by exploring the use of technology in training and development programs at Daraz. Specifically, the study will examine the types of training and development programs offered by Daraz, the delivery methods used, and the perceived effectiveness of the programs. The study will also compare the training and development programs at Daraz with those of other ecommerce companies in Bangladesh and/or the region in order to identify best practices and suggest recommendations for improving the training and development programs at Daraz.

3.1.1 Background/Literature Review

The use of technology in training and development programs in the ecommerce industry has received increasing attention in recent years. A number of studies have explored the ways in

which technology is being used to enhance the effectiveness of training and development programs in the ecommerce industry. One study (Kaur and Kaur, 2020) conducted a systematic review of the literature on the impact of technology on training and development in the ecommerce industry. The authors found that technology-based training can be an effective way to deliver training and development programs, particularly when combined with face-to-face instruction. Technology can also facilitate the delivery of training to remote or dispersed employees, and can provide learners with flexible and self-paced learning opportunities.

Another study (Al-Badi, 2020) reviewed the literature on e-learning in the ecommerce industry. The author found that e-learning can be a convenient and cost-effective way to deliver training and development programs, but it can also be less effective than face-to-face instruction in certain situations. E-learning may be less effective when learners have low levels of motivation or when the material is complex or requires hands-on practice. A systematic review (Al-Barakati and Al-Abdulwahab, 2019) of technology-based training in the ecommerce industry also found that technology can be an effective way to deliver training and development programs. The authors found that technology can facilitate the delivery of customized and interactive training, and can provide learners with the opportunity to practice and apply their new skills. However, the authors also noted that technology-based training can be less effective when learners do not have access to the necessary technology or when there are technical difficulties. Another study (Xu and Chen, 2018) conducted a literature review on technology-enhanced learning in the ecommerce industry. The authors found that technology can be used to deliver a variety of training and development programs, including online courses, virtual classrooms, and simulations. Technology can also facilitate the delivery of training to remote or dispersed employees, and can provide learners with flexible and self-paced learning opportunities.

Overall, the literature suggests that technology can be an effective way to deliver training and development programs in the ecommerce industry, particularly when combined with face-to-face instruction. However, there are also potential challenges and limitations to the use of technology in training and development, including access to technology, technical difficulties, and the potential for lower effectiveness in certain situations.

3.1.2 Objectives

The purpose of the report may be interpreted in two ways:

- General Objective
- Specific Objective

General Objective: The general objective of this research is to explore the ways in which technology is being used in training and development programs at ecommerce companies, and to compare the effectiveness of different approaches.

Specific Objective:

The following objectives will be accomplished throughout the course of this research:

1. To understand the features and effectiveness of the training and development programs of ecommerce companies.
2. To compare the training and development programs of different ecommerce companies in terms of content, delivery methods, and impact on employee performance.
3. To identify the best practices in the use of technology in training and development programs in the ecommerce industry.
4. To suggest recommendations for improving the training and development programs of ecommerce companies

3.1.3 Significance

The Learning and Development (L&D) department at Daraz plays a significant role in the success of the company. The L&D department is responsible for researching and developing training materials and programs for employees, which helps ensure that employees have the knowledge and skills they need to perform their jobs effectively. The L&D department also monitors and tracks training compliance and course enrollment, and works with hub operators to ensure that all employees have completed the required training. By keeping accurate records and tracking training compliance, the L&D department helps ensure that all employees have the necessary skills and knowledge to contribute to the success of the company. In addition to

these responsibilities, the L&D department at Daraz also coordinates the distribution of certificates and ensures high training compliance. By ensuring that employees receive the proper recognition and documentation for their training, the L&D department helps motivate and encourage employees to continue learning and developing their skills.

The L&D department at Daraz also plays a key role in the development of the company's training and development strategy and goals. By contributing to the development of these goals, the L&D department helps ensure that the training and development programs at Daraz are aligned with the overall objectives of the company. Overall, the L&D department at Daraz is crucial for ensuring that employees have the knowledge and skills they need to perform their jobs effectively and contribute to the success of the company

3.2 Methodology

There are several data collection methods that could be suitable for my research project on the role of technology in training and development programs at Daraz. The study was performed solely on the basis of job experience. Additionally, data is gathered from business corporate profiles, daily newspapers, other publications, articles and interviews.

Research Design: The research design for my methodology involved a qualitative approach where data was collected through in-depth interviews and self-observation over a period of 3 months. The research design allowed for a rich and in-depth exploration of the topic, providing valuable insights into the practices and experiences of employees in the L&D department.

Sources of Data:

Primary source: For all 4 specific objectives I have used primary data collection source. It has been done Insight from senior managers and executives from many departments and teams through interviews. I chose to take Interviews because here I could conduct interviews with employees, managers, and training and development professionals at Daraz to gather data on the types of training and development programs offered, the delivery methods used, and the perceived effectiveness of the programs. Moreover, I could also ask about the use of technology in these programs, such as the specific types of technology used and the ways in which they are integrated into the training.

Secondary Source: To know the L&D department very specifically and provide useful recommendations, this report was also compiled using internal reports and other relevant materials.

Sampling Method: Here my “Population selection” was done within the employees of Daraz L & D department and my “Sample size” was done by self-selected sampling and taken the interview from most experienced employees from L & D department. lastly, I have selected the age group which is between 25-35.

3.3 Findings and Analysis

3.3.1: L & D Operation Department Breakdown:

The Operations Learning and Development department at DARAZ plays a crucial role in ensuring that employees have the necessary skills and knowledge to perform their jobs effectively. The department is responsible for employee training and development, including creating and delivering training programs that align with the company's goals and objectives. Additionally, the department is responsible for creating monthly highlights that showcase the achievements of employees and teams. The department also plays an important role in monitoring and improving delivery satisfaction (D-SAT) through regular analysis and feedback. Compliance is also a key area of focus for the department, as it ensures that all employees are aware of and adhere to company policies and regulations. The department also oversees the implementation of the 6S program, which focuses on maintaining a clean, organized and safe working environment. Lastly, the department is responsible for creating and distributing a Newsletter that keeps employees informed about the latest happenings at the company.

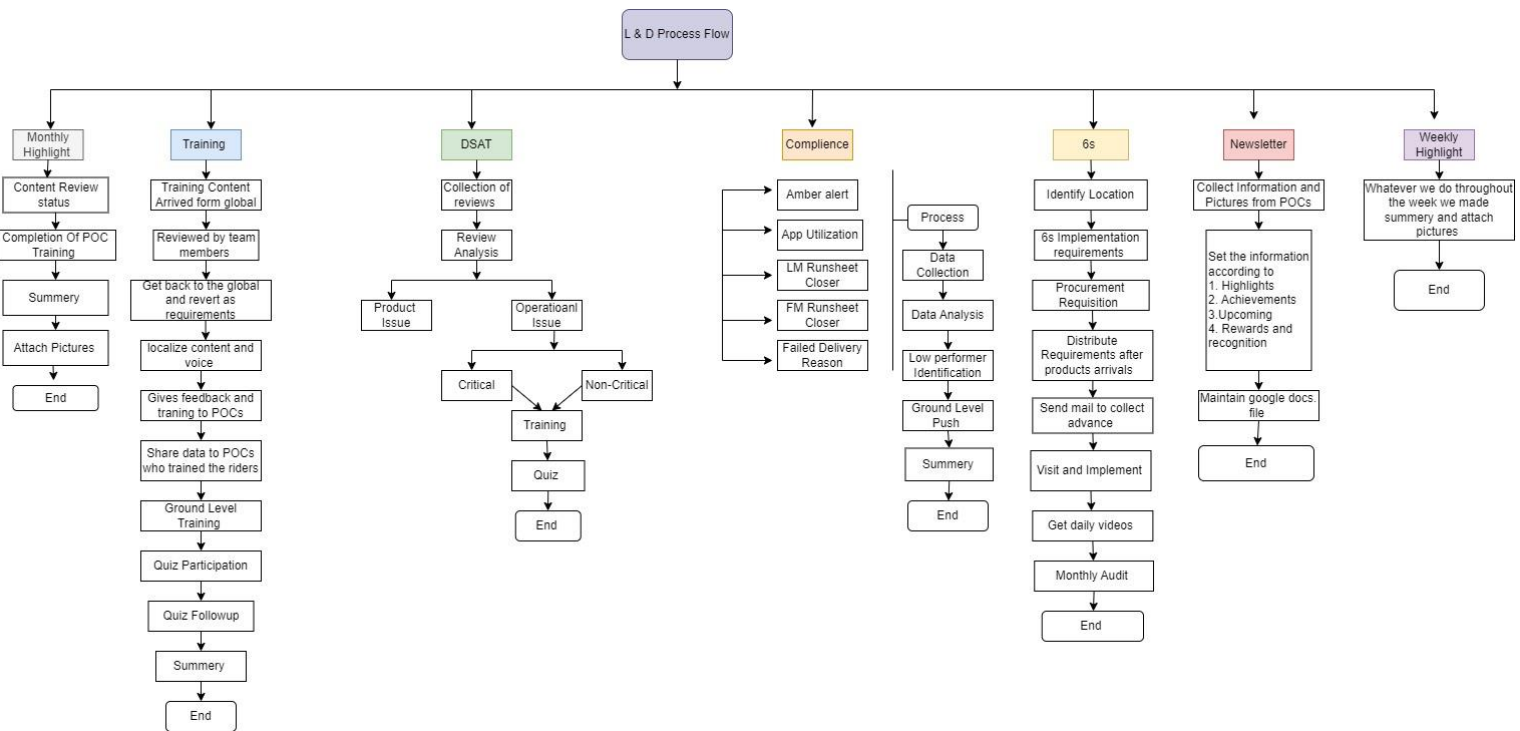


Figure 27 : L & D Process Flow

3.3.1.1 Training

The Training process of the Learning and Development (L&D) department at DARAZ is a comprehensive approach to ensure that the riders and hub supervisors have the necessary skills and knowledge to perform their job effectively. The process begins by receiving training content from the global team, which is then reviewed by the local L&D team to ensure that it aligns with the company's goals and objectives. Any necessary changes or additional requirements are then communicated back to the global team.

The next step is to localize the content, which includes giving voiceover in the local language and making any other necessary adjustments to make it more relevant to the local context. The L&D team then provides feedback and training to a group of "Point of Contact" (POCs) employees both online and offline who serve as representatives for their respective teams.

Once the POCs have been trained, they share the information and training with the ground level employees (riders and supervisors) through various methods such as showing videos, classroom training, e-learning, or on-the-job training and educate them properly. The L&D team then tracks the progress and participation of the riders and supervisors through quizzes

and assessments in DOPS academy to ensure they have a good understanding of the training material.

Finally, the L&D team writes a summary of the training process, including the pass rate, participation rate and any areas that need improvement. This helps to maintain the track of the training process and ensure that the training is being effectively implemented on the ground level.



Figure 28 : Batchwise Training Timeline During 11.11 -2022

3.3.1.2 - 6S

The 6S program within the Operations-Learning and Development department at DARAZ is a systematic approach to maintaining a clean, organized, and safe working environment. The 6S program includes the implementation of Sort, Set in Order, Shine, Standardize, Sustain and Safety. The first step in the process is to identify locations that require 6S implementation and determine the specific requirements for each location. Once the requirements have been established, the department will requisition for any necessary products and materials. Once the products arrive, they are distributed to the designated locations and an email is sent to collect the entrance.

After that, the department will visit the locations to implement the 6S program, which includes organizing and cleaning the work areas, labeling and identifying items for easy identification,

and creating standard procedures for maintaining the cleanliness and organization of the space. The department also monitors the progress of the 6S program by collecting daily videos to ensure that everything is being set up in a well-mannered way. This process helps to ensure that the work environment is safe, efficient, and conducive to productivity. The 6S program is an important aspect of the training and development programs in the e-commerce industry as it ensures that the employees are working in a safe and organized environment and hence improving their performance

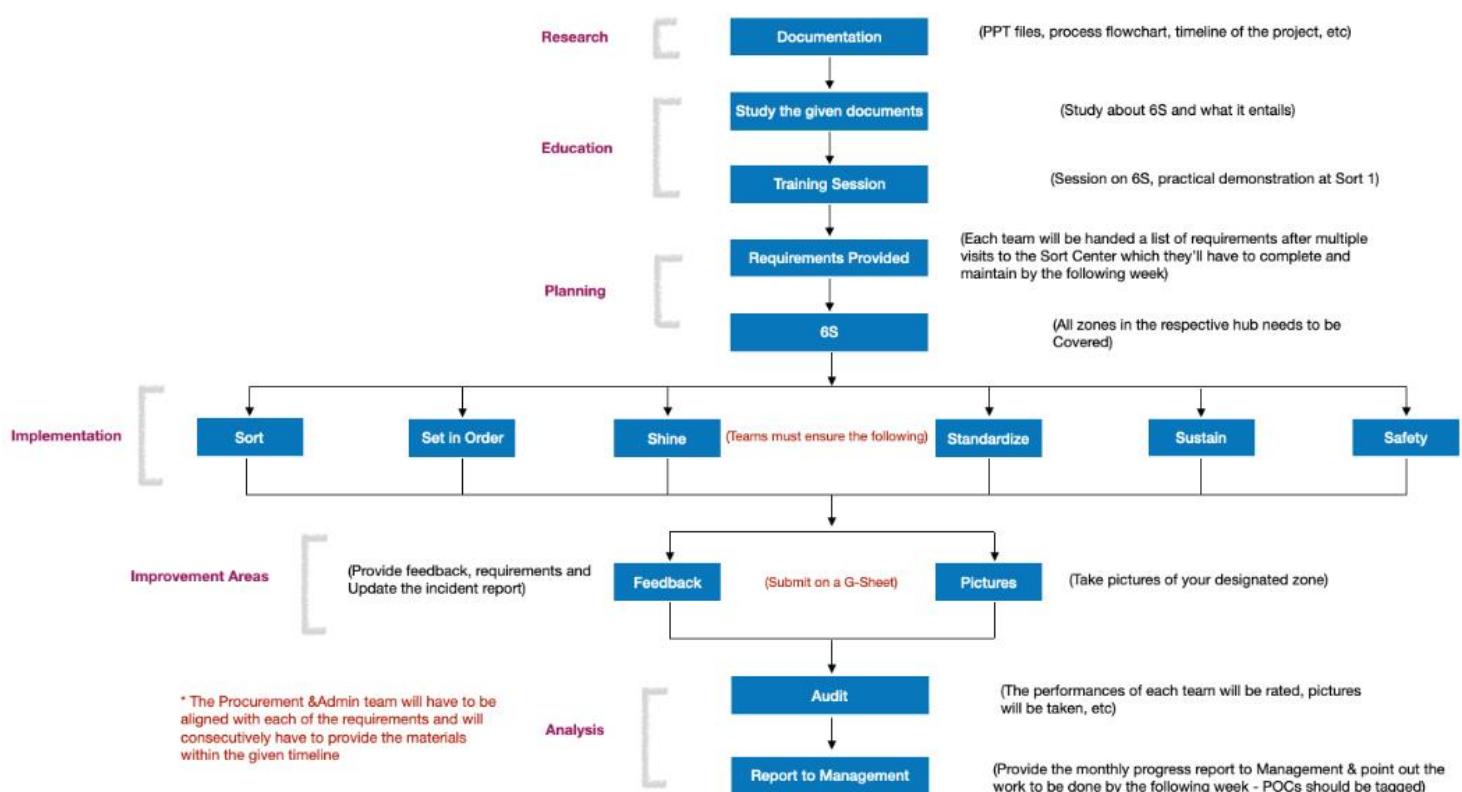


Figure 29 : 6S Process Flow

3.3.1.3: DSAT

The D-SAT (Delivery Satisfaction) program within the operations-Learning and Development department at DARAZ is an ongoing process to ensure that customers are satisfied with the delivery service provided by the company. The process begins by collecting reviews from the

Daraz app portal. These reviews are then analyzed to identify any issues with the delivery service. The bad reviews are divided into two categories: one for product issues and the other for operational issues.

The operational issues are further divided into critical and non-critical issues. Critical issues include charging extra money or misbehavior with customers, while non-critical issues include change issues, delayed delivery, etc. For critical issues, the department investigates the matter and if the rider is found at fault, a warning letter is sent to HR and the rider may be terminated. On the other hand, if the rider is found to be at fault for non-critical issues, the department educates the rider again and provides proper training. The rider is then required to take quizzes to ensure that they have a good understanding of the training material.

The D-SAT program is an important aspect of the e-commerce industry as it helps to ensure that customers are satisfied with the delivery service provided by the company. The program helps to identify any issues with the delivery service and take appropriate action to address them. This in turn helps to improve the overall customer experience and ensure that the riders are providing the best service possible.

3.3.1.4 - Newsletter:

The Newsletter process within the operations-Learning and Development department at DARAZ is a way to keep the global team informed about the department's achievements, highlights, upcoming events, and rewards throughout the month. The process begins by collecting information about the department's accomplishments for the month, including any notable projects, successful initiatives, and individual achievements. This information is then compiled into a report that includes pictures and short summaries that highlight the work done. The Newsletter is sent out on a monthly basis and it is shared with the global team, so they can stay informed about what the department is working on and also get a sense of the company's overall progress. The Newsletter also includes information about upcoming events and rewards for the employees, which helps to keep the team motivated and engaged.

The Newsletter process is an effective way to communicate the successes and contributions of the department to the wider organization and also to keep the global team informed about the department's progress. The Newsletter helps to create transparency and also to foster a culture of recognition and appreciation for the hard work of all the employees within the department. It also helps to keep the global team informed about what is happening in the department and how they can support the department.



Figure 30 : Daraz Newsletter Demo

3.3.1.5: Compliance:

Maintaining compliance is an important aspect of the e-commerce industry as it helps to ensure that the company is operating within the legal and regulatory guidelines. The compliance program helps to identify any areas where employees may be lacking understanding and takes appropriate action to address them. This in turn helps to ensure that the company is operating in a safe and responsible manner, which is important for the reputation of the company and the safety of the employees.

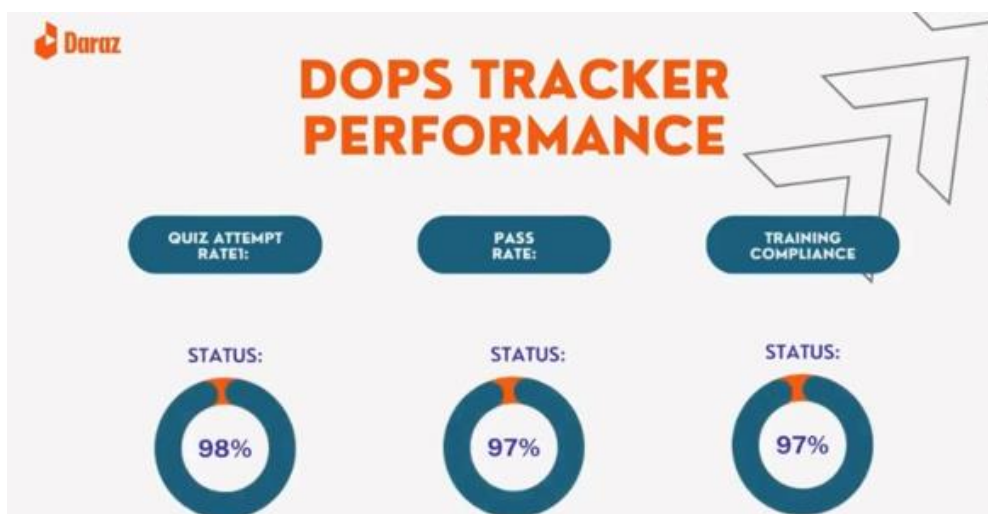


Figure 31 : DOPS Tracker Performance during 11.11-2022

3.3.2: Interview analysis

For our research "The Role of Technology in Training and Development Programs in the Ecommerce Industry: A study of DARAZ," we have conducted an interview to fulfill our objectives. One of the key interviewees for this research is Miraz Ahmed, who is currently an Executive in the Learning and Development (L&D) department at Daraz. The interview with Mr. Miraz Ahmed provided valuable insights into the features and effectiveness of the training and development programs at Daraz, as well as the use of technology in these programs. The information gathered from this interview will be used to compare the training and development programs of different ecommerce companies and identify best practices in the industry. The interview also provided recommendations for improving the training and development programs at Daraz, which will be used to support our research objectives.

Objective 1: “To understand the features and effectiveness of the training and development programs of ecommerce companies” the relevant questions are-

Question 1: Can you describe the training and development programs offered by DARAZ for its employees?

When I asked about the whole training programs of Daraz provided for their employees, Miraz Ahmed an executive at Daraz replied – “As a leading e-commerce company, Daraz places great importance on providing comprehensive training programs to its employees. We offer a variety of training programs to ensure that our employees are equipped with the knowledge and skills needed to excel in their roles. These include system training, new employee onboarding training, DFLEX training (DEX and Fulfillment), WBR trainings for ROMS, LMP Trainings, and Collection Point trainings. Additionally, we also offer specialized training programs for our 11.11 sales event, such as DEX 11.11 training, NEOP training, Fulfillment 11.11 training, and PTE 11.11 trainings. Through these trainings, we aim to provide our employees with the tools they need to perform their jobs effectively and to continuously improve their skills”.

.

Question 2: How does DARAZ ensure that its training and development programs are effective for its employees?

At Daraz, They are committed to ensuring the effectiveness of our training and development programs for their employees. Shihab Ahmed shared, To do this, they provide both on-ground and online trainings to their POCs, ensuring that they have access to the knowledge and skills they need to excel in their roles. He stated –“We make sure that the course materials, videos, and quiz questions are created effectively to cater the needs of the employees”. To increase the productivity, they also organized a Event called “Daraz 11.11 Ops Night” for the operation department. He also shared that they localize trainings materials to make it more relatable and engaging for their employees. Additionally, Miraz Ahmed stated- “we use Ops academy software to take quizzes for ground level employees under supervision to check their understanding of the training material. We also conduct follow-up quizzes to assess the effectiveness of the previous trainings and identify areas for improvement”. In this way, we ensure that our employees are well-equipped to perform their roles and are continuously developing their skills.

Objective 2: “To compare the training and development programs of different ecommerce companies in terms of content, delivery methods, and impact on employee performance” the relevant questions are-

Question 3: How does the training and development program at DARAZ compare to those of other ecommerce companies in terms of content?

When asked about the effectiveness of Daraz's Learning and Development in comparison to other e-commerce companies in Bangladesh, Miraz Ahmed, an employee of Daraz, stated, "At Daraz, we pride ourselves on offering a wide range of training and development programs that are tailored to the needs of our employees. Our trainings are designed to provide employees with the knowledge and skills they need to excel in their roles, and we constantly update and improve our trainings to stay ahead of the competition. In terms of content, we believe that our trainings are among the best in the industry compared to other e-commerce companies such as Grameenphone's Daraz, Pickaboo or Ajkerdeal. We take a hands-on approach, providing employees with real-world examples and case studies to help them understand and apply the concepts they are learning. This is in contrast to other e-commerce companies, who may not

provide as much hands-on training or may not focus as much on providing real-world examples."

Question 4: How does the delivery method of the training and development program at DARAZ compare to those of other ecommerce companies?

When asked about the delivery method of Daraz's training and development program in comparison to other e-commerce companies, Miraz Ahmed stated, "At Daraz, we understand the importance of providing our employees with flexible and convenient training options. That's why we offer both online and on-ground trainings. Our online trainings are accessible to all employees, regardless of location and can be taken at the employees own pace. On the other hand, our on-ground trainings are more interactive, allowing employees to ask questions and get real-time feedback. This approach is in contrast to other e-commerce companies such as Grameenphone's Daraz, Pickaboo or Ajkerdeal who may only offer one type of training, either online or on-ground, limiting the flexibility and convenience for their employees."

Question 5: Can you give an example of how the training and development program at DARAZ has impacted employee performance?

"When asked about the impact of training and development programs at DARAZ on employee performance, Sihab Ahsan shared that the system training provided to employees has greatly improved their ability to handle and resolve customer complaints. The program is designed to ensure that employees have a good understanding of the material and are able to perform their tasks effectively. The pass mark for quizzes is set at 90%, which ensures that employees have a thorough understanding of the material." Before the training, we used to struggle a lot with handling complaints, but now we are able to address them quickly and efficiently"- he said. Similarly, Miraz Ahmed, an executive at the L&D department, highlighted the success of the 11.11 training program, stating that "because of the system training and the 11.11 training, we were able to achieve a sales target of 320 crore during the 11.11 campaign. Our delivery satisfaction rate also went up significantly and The SLA were

met on time”. These examples demonstrate the clear positive impact of the training and development programs at DARAZ on employee performance.”



Figure 32: Daraz New achievement Milestone During 11.11-2022

Objective 3: “To identify the best practices in the use of technology in training and development programs in the ecommerce industry” , the relevant questions are-

Question 6: How does DARAZ use technology in its training and development programs?

In training and development programs at DARAZ, they utilize technology in various ways to ensure the effectiveness and efficiency of their programs. According to Sihab Ahsan, "We use software like OPS Academy and Ding talk to facilitate our trainings and make them more interactive and engaging for our employees." Miraz Ahmed, another employee at DARAZ, adds We also use collaboration platform like Zoom, Google meet, enables virtual training, feedback and assessments. Daraz also uses e-learning, online quizzes, videos and voiceovers to make training more interactive and

engaging. This approach allows employees to learn at their own pace and makes the training more accessible. By using these technologies, Daraz ensures that its employees are well-equipped to perform their tasks effectively.”

Question 7: Can you give an example of a particularly effective use of technology in a training and development program at DARAZ?

"According to Sihab Ahsan, one particularly effective use of technology in their training and development program is the use of the OPS Academy software. He mentioned, 'We use DOPS Academy for creating and administering quizzes for our ground level employees, like riders and supervisors. This allows us to track their progress and ensure that they are retaining the information from our trainings.' Another employee, Miraz Ahmed, also highlighted the use of the Dingtalk video conferencing tool for online trainings. He stated, 'Dingtalk allows us to conduct trainings remotely and effectively, even during the pandemic. We can also record and save the trainings for future reference.'"

Question 8: Are there any limitations to using technology in training and development programs at DARAZ?

"When I asked Sihab Ahsan, an Executive at Daraz, about the limitations of using technology in the training and development programs, he mentioned that 'sometimes the video call quality on Ding talk is not up to par, making it difficult for employees to fully understand the training materials.' Miraz Ahmed, an executive in the L&D department, also added that 'online quizzes can be easily cheated, making it difficult to accurately measure employee understanding and progress.' Despite these limitations, both Sihab and Miraz noted that the use of technology such as DOPs Academy and Ding talk have greatly improved the efficiency and effectiveness of their training and development programs."

Objective 4: “To suggest recommendations for improving the training and development programs of ecommerce companies” the relevant questions are-

Question 9: Are there any areas where the training and development programs at DARAZ can be improved?

During my interviews with Sihab Ahsan and Miraz Ahmed in the L&D department, both individuals highlighted areas where they believe the training and development programs at Daraz could be improved. Sihab Ahsan mentioned that while the online trainings provided through OPS Academy and Ding talk are helpful, he would like to see more hands-on training for ground level employees such as riders and supervisors. Miraz Ahmed also acknowledged that online training can only do so much, and suggested incorporating more on-ground training sessions and workshops to supplement the online trainings. Additionally, both individuals agreed that incorporating basic computer skills such as Excel and other application training for ground level employees would be beneficial for their daily work. Overall, the interviews revealed that while Daraz's training and development programs are effective, there is still room for improvement in terms of incorporating more hands-on training and computer skills training for ground level employees.

Question 10: What recommendations would you make for improving the training and development programs at DARAZ?

When asked about recommendations for improving the training and development programs at Daraz, Sihab Ahsan stated, "At Daraz, we constantly strive to improve our training and development programs. One recommendation I would make is to incorporate more hands-on, practical training for our ground level employees such as riders and supervisors. This could include on-the-job training or simulated training scenarios. Another suggestion would be to incorporate more technology-based training options such as online courses and mobile apps, making it more convenient and

accessible for employees. Additionally, I recommend implementing a system for ongoing employee evaluation and feedback to ensure that training programs are meeting the needs of employees and achieving desired outcomes. Finally, I would recommend to make more flexible the training program for the ground level employees so that they can learn at their own pace." Similarly, Miraz Ahmed also added "improving the training and development programs at Daraz would be to provide more localized training content. This would enable our ground level employees, such as riders and supervisors, to better understand and relate to the training material, leading to better retention and application of the knowledge, For an example: We can shuffle the quiz questions and make more sets for the quizzes so that the chances of cheating will be lower"

Question 11: How can technology be used more effectively in the training and development programs at DARAZ in the future?

When asked about how technology can be used more effectively in the future training and development programs at Daraz, Miraz Ahmed stated, "At Daraz, we are always looking for ways to improve and enhance our training and development programs. One way we can do this is by utilizing technology more effectively. For example, we could use virtual reality or augmented reality to create more immersive and interactive training experiences for our employees. We could also use data analytics to track employee progress and tailor training programs to the individual needs of each employee. Additionally, we could explore using AI-driven personalization to create more customized and personalized training programs. We could also explore creating mobile apps that allow employees to access training materials and quizzes on-the-go, making it more convenient for them."

3.4 Summery and Conclusion:

Daraz Bangladesh stands out in the e-commerce industry as a leader in Learning and Development due to its focus on providing comprehensive and effective training programs for its employees. The company recognizes the importance of employee training and development and invests in this area to ensure that employees have the necessary skills to perform their jobs

effectively. This commitment to employee development is reflected in the company's extensive training programs, use of technology, with a strong emphasis on system training and delivery satisfaction. The use of technology- such as the OPS Academy and Ding Talk software, were identified as key factors in the success of the training programs. and the resources devoted to creating high-quality training content. Additionally, the company's focus on continuous improvement and its commitment to staying ahead of the curve in terms of training and development initiatives sets it apart from other e-commerce companies in Bangladesh. However, limitations such as the one-sided nature of online quizzes and video call limitations were also identified. In conclusion, we can state that the use of technology can greatly enhance the effectiveness of training and development programs, leading to improved employee performance and greater success for any company.

3.5 Recommendations:

Based on the findings of this research project, it is recommended that the Daraz L&D department consider the following actions to improve their training and development programs:

1. Incorporate blended learning approaches: By using a combination of online and offline training methods, the L&D department can provide a more comprehensive and flexible training experience for employees.
2. Enhance the use of technology: By incorporating VR and AR technology, game-based elements, and machine learning algorithms, the L&D department can make the training more engaging and interactive for employees.
3. Regularly evaluate and improve training programs: By conducting regular evaluations of the training programs, the L&D department can identify areas for improvement and make necessary changes to ensure the training is effective.
4. Tailor the training to specific groups of employees: By tailoring the training to specific groups of employees, such as riders and supervisors, the L&D department can ensure that the training is relevant and effective for each group.
5. Incorporate mentorship and coaching: By incorporating mentorship and coaching, the L&D department can provide employees with additional support and guidance to help them learn and improve.
6. Create a culture of continuous learning: By fostering a culture of continuous learning within the company, the L&D department can encourage employees to take ownership of their own learning and development.

7. Provide basic computer application training: By providing basic computer application training, such as excel, the L&D department can improve the employee's efficiency and effectiveness at work
 8. Encourage employee feedback: By encouraging employee feedback and actively listening to the employees, the L&D department can identify any issues with the training programs and take steps to address them.
 9. Use data and analytics to track the effectiveness of training programs: By using data and analytics, the L&D department can track the effectiveness of training programs and identify areas where improvements are needed.
 10. Collaborate with other departments: By collaborating with other departments within the company, such as operations, the L&D department can ensure that the training programs align with the company's overall goals and objectives.
 11. Offer ongoing training and development: By offering ongoing training and development, the L&D department can ensure that employees are always up-to-date with the latest skills and knowledge required to perform their jobs effectively.
 12. Explore alternative training methods: By exploring alternative training methods, such as virtual reality, the L&D department can provide employees with new and exciting ways to learn and develop.
 13. Consider creating a digital library: A digital library can be a great resource for employees to access training materials, videos, articles, and other resources that can help them improve their skills and knowledge.
 14. Provide support for language learning: With the diverse background of employees, providing support for language learning can be beneficial for employees to communicate effectively and understand the training more efficiently.
- By implementing these recommendations, the Daraz L&D department can ensure that their training and development programs are effective and aligned with the company's goals and objectives. This will lead to improved employee performance, greater success for the company, and a more positive work environment for employees.

References

1. Mustafa, F. (2019). Report on DARAZ Bangladesh Prepared for Prepared by. Business Analysis of Daraz Bangladesh. Retrieved from https://www.academia.edu/40596567/Report_on_DARAZ_Bangladesh_Prepared_for_Prepared_by
2. Hoq, Z., & Kamal, M. (2005). Shawkat and Chowdhury, AHM Ehsanul Huda," The Economic impact of E-commerce. BRAC University Journal, 2(2).
3. International Journal of Educational Technology in Higher Education. (n.d.). Retrieved from International Journal of Educational Technology in Higher Education website: <https://educationaltechnologyjournal.springeropen.com/>
4. E-Commerce Adoption Research: A Review of Literature. (2018). The Journal of Social Sciences Research, 6, 90. https://www.academia.edu/41519657/E_Commerce_Adoption_Research_A_Review_of_Literature
5. Buffam, W. J. (2000). E-business and IS solutions: an architectural approach to business problems and opportunities. Addison-Wesley Longman Publishing Co., Inc.
6. Lin, C.-Y., Xi, Z., Gao, C., & Tsai, S.-B. (2021). Research on the Training Model of E-Commerce Professionals Based on Big Data Analysis. Wireless Communications and Mobile Computing, 2021, 1–9. <https://doi.org/10.1155/2021/2030991>
7. Turban, E., King, D., Lee, J., & Viehland, D. (2002). Electronic commerce: A managerial perspective 2002. Prentice Hall: ISBN 0, 13(975285), 4.
8. Agrebi, M. (2020). A Review On E-learning: Perspectives And Challenges. [Www.academia.edu.https://www.academia.edu/67082671/A_Review_On_E_learning_Perspectives_And_Challenges](https://www.academia.edu/67082671/A_Review_On_E_learning_Perspectives_And_Challenges)

9. Batool, N., Hussain, S., Baqir, M., Islam, K. M. A., & Hanif, M. (2021). *ROLE OF HR TECHNOLOGY AND TRAINING FOR THE DEVELOPMENT OF EMPLOYEES*. *International Journal of Business and Management Future*, 5(1), 1–13.
<https://doi.org/10.46281/ijbmf.v5i1.1051>
10. Daraz.com.bd. (2020). *Online Shopping In Bangladesh With Home Delivery - Daraz.com.bd*. [online] Available at: <http://www.daraz.com.bd> [Accessed 23 Feb. 2020].
11. *PROJECT REPORT Daraz Bangladesh Customer Satisfaction of Daraz Bangladesh*. (2021). Studocu; Studocu. <https://www.studocu.com/row/document/united-international-university/operation-management/project-report-daraz-bangladesh-customer-satisfaction-of-daraz-bangladesh/22419498>
12. Ferdous, J. (2021). *An analysis of Digital Marketing Activities of Daraz Ltd*. Daffodilvarsity.edu.bd.
<https://doi.org/http://dspace.daffodilvarsity.edu.bd:8080/handle/123456789/6105>
13. Vinikas, I. (2021, December 28). *5 Reasons Why Learning and Development Is So Important for Organizations In 2021*. Kaltura. <https://corp.kaltura.com/blog/learning-and-development-importance/>
14. *What Is Learning and Development (L&D)?* (2022, April 18). <https://www.ispringsolutions.com/Blog/>.
<https://www.ispringsolutions.com/blog/learning-and-development>
15. *Daraz Cares: Helping Greater Causes Towards a New Bangladesh*. (n.d.). www.daraz.com.bd. Retrieved February 1, 2023, from <https://www.daraz.com.bd/daraz-cares>

16. Daraz Bangladesh celebrates the spirit of woman empowerment. (2022, March 10). Wwww.dhakatribune.com. <https://www.dhakatribune.com/business/2022/03/10/daraz-bangladesh-celebrates-the-spirit-of-woman-empowerment>
17. Chaffey, D., Hickie, S., Greasley, A., & Bocij, P. (2006). *Business information systems: technology, development, and management for the e-business*.
18. Kang, J. W., Wang, T., & Ramizo, D. (2021). *The Role of Technology in Business-to-Consumer E-Commerce: Evidence from Asia*. In www.adb.org. Asian Development Bank. <https://www.adb.org/publications/technology-adoption-b2c-e-commerce-asia>

Appendix

Interview Questions:

Objective 1: To understand the features and effectiveness of the training and development programs of ecommerce companies-

1. Can you describe the training and development programs offered by DARAZ for its employees?
2. How does DARAZ ensure that its training and development programs are effective for its employees?

Objective 2: To compare the training and development programs of different ecommerce companies in terms of content, delivery methods, and impact on employee performance-

3. How does the training and development program at DARAZ compare to those of other ecommerce companies in terms of content?
4. How does the delivery method of the training and development program at DARAZ compare to those of other ecommerce companies?
5. Can you give an example of how the training and development program at DARAZ has impacted employee performance?

Objective 3: To identify the best practices in the use of technology in training and development programs in the ecommerce industry-

6. How does DARAZ use technology in its training and development programs?
7. Can you give an example of a particularly effective use of technology in a training and development program at DARAZ?
8. Are there any limitations to using technology in training and development programs at DARAZ?

Objective 4: To suggest recommendations for improving the training and development programs of ecommerce companies-

9. Are there any areas where the training and development programs at DARAZ can be improved?
10. What recommendations would you make for improving the training and development programs at DARAZ?
11. How can technology be used more effectively in the training and development programs at DARAZ in the future?