



Internship Report

on



Factors effecting customer experience of Daraz Bangladesh

Submitted To

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Letter of Transmittal

4th Dec, 2017

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Subject: Submission of internship report on “**Factors effecting customer experience of Daraz Bangladesh**”

Dear Sir,

It is my incredible joy as I remain at the overflow of my graduation with the report of my internship which I unassumingly put before you for assessment and approval. The report is titled "**Factors effecting customer experience of Daraz Bangladesh**" have driven me through numerous useful experience which I have examined to best fit the goal of my report. I am presenting my report which, hopefully you will find to be very much investigated, enlightening and an image of my endeavors and persistence.

While setting up this report, I deliberately took after your and my associations guidelines. I endeavored to cover every one of the substance with important figures and shows to clarify consumer experience investigation. Additionally, the report involves my experience and information that is increased through everyday exercises which improved proficient aptitudes to proceed in my career in the best routes with dedication, promptness and genuineness.

I, therefore, express my heartiest thanks of you for your kind supervision, guidance and co-operation for building up this report.

Yours Sincerely,

.....

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Acknowledgement

I, Tasmia Tahsin, would like to express my heartiest gratefulness to every one of those people who encouraged me to complete my internship report and provided support regarding the topic, "Factors effecting customer experience of Daraz Bangladesh".

To begin with, I am appreciative to almighty for making this internship report possible. Secondly, I want to offer my thanks to my academic supervisor Dr. Mamun Habib, Associate Professor, BRAC Business School, for helping me with direction and advice to finish my report.

Furthermore, I want to thank my authoritative supervisor Khadija Islam Rifat, manager of operations, Daraz Bangladesh, for giving me all the essential data. Besides, I am additionally grateful to every one of the colleagues who supported and encouraged me all through the span of my job period consistently.

Lastly, I feel fortunate for getting the support, supervision and guidance of my teachers, co-workers and friends who have helped me through my internship period.

Executive Summary

The report has been set up with a reason for giving an examination of general consumer experience and functional learning of general exercises of Daraz Bangladesh. Daraz Bangladesh is essentially an e-commerce firm which gives convenient online shopping opportunity to its buyers and an online showroom to its sellers. The organization trusts that the e-commerce segment in Bangladesh will blast in not so distant future in view of technological progression and accessibility of web. Thusly, it chose to get the early market in the business so it can pick up clients validity and has the first mover advantage. Nevertheless, considering some critical components like the time of delivery, product quality, value creation and price which are identified with consumer experience are analyzed thoroughly in this report by gathering information from primary and secondary sources. The sources contained reviewing clients, surveying customers, site substances, write-ups and meeting with existing representatives. This report has explored every one of the data gathered from different sources that comprehended the primary factors that are influencing the organization's consumer experience level which empowered some discoveries of viable proposals to expand consumer experience level. Some of the findings from this research include how customers find elements such as, promise fulfillment, online platform design, payment system etc. important. The level of their expectation regarding such factors has been measured by an importance scale. Thus, from this report, a brief idea can be gathered on which factors play the biggest role in shaping customers' experience level.

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1. Introduction

E-commerce stands for any commercial or business transactions directed over the internet. It is the combination of a large range of different processes, for example, World Wide Web, applications, electronic-mail, data interchange etc. which together constructs e-commerce. By using e-commerce is helping develop efficiency and other aspects of many businesses. Moreover, the process of e-commerce can save both time and money for its users by bringing all the services closer to peoples' doors. An online marketplace provides a buying and selling opportunity to people without the hassle of visiting any physical marketplace. With expansion of the number of online stores, people are confronted with more selections of items and retailers. In the meantime, it makes information more available to the customers and decision making gets a lot easier. They can assemble and analyze a lot of data in a short measure of time without being disturbed by sales people in comparison with any physical shops.

As a developing country, Bangladesh has a lot of potentials to grow in different fields and e-commerce is one of those sectors. Although the e-commerce sector is fairly new as it is believed to have emerged in the last 90s, the trend is quickly catching on (Hassan, 2014). Gradually the ICT ministry of Bangladesh has been taking many initiatives for making e-commerce sector more popular, for example, bringing in payment gateway options. Moreover, as the cost of internet and computers has decreased over the years, the e-commerce industry is seeing an increase in business. Thus, a lot of e-commerce brands have now emerged both international and national.

Distinguishing the web encounter segments and understanding their part as contributions to the online client's basic leadership process are the initial phase in creating and conveying an appealing web relationship prone to have the most extreme effect on internet clients. Brick and-mortar firms conveying predominant Web encounter impact their physical customers' recognitions and demeanors, driving extra activity to conventional deals outlets. There is an argument around the variables impacting the online buyer's conduct and layouts, where some discernible similitudes and contrasts between the virtual shoppers. Notwithstanding the way that there is no accord on the meaning of customer experience in writing, there is a typical understanding that, it is an intricate idea and ought not to be leveled with to ease of use or user interface essentially.

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In this current e-commerce market, Daraz.com.bd has become one of the most popular and leading marketplace of Bangladesh. Daraz Bangladesh started its operation on 2015 and since then the company has grown a lot (The Daily Star, 2015). It is a venture of rocket internet which has a lot of other popular businesses as well, such as, Foodpanda, Everjobs, Jovago etc. Daraz basically creates an online platform for different businesses to sell through the website and gives the customers a one stop market to explore and buy from all their favorite brands online. Daraz.com.bd sells various kinds of products from electronic goods to fashion items in its website through different suppliers. The platform focuses on both B2C and B2B selling over the internet all over Bangladesh.

Since providing the best quality of products and services are the main focus for every company now, it seemed important to know what can be done to improve the experience of customers in this aspect. This paper will explore the current situation of Daraz Bangladesh and find the factors that the customers want and notify as important when it comes to online shopping. This research is done based on the company information and survey which identifies the customer perception and expectations.

2. Literature review

From the past few years, dramatic changes can be seen in the behavior of customers when it comes to shopping. People still shop from physical outlets but an increase in online shopping can be seen due to the advantages like, interactivity and convenience (Ali & Sankaran, 2010). E-commerce has made people's life easier by minimizing the time and effort to get things done physically. It is now easier to shop online which gives people a way to look at different products and prices while comparing those choices with each other to make their purchase decision (Enamul Hoque, 2014). Customer satisfaction is known to be affected by the depth and ease of gathering information from a website (Jin & Park, 2006). Moreover, the quality of information provided is also a factor that affects satisfaction level (Beauchamp & Ponder, 2010). In this modern world, people do not have the time to search for information if it is not easily found and for this reason, presenting appropriate information can increase the chances of ensuring better customer experience.

Four factors in convenience has been identified which are relevant to retail stores and these are, search, possession, access and transaction (Beauchamp & Ponder, 2010). In terms of convenience search refers to as the consumers' ease and speed of identifying and selecting the products they want to purchase. For an online shopping website, the design, availability and selection of different products, navigation etc. can lead to better search convenience (Carroll & Broadhead, 2001). Convenience of possession can be summarized as the swiftness and effortless system through which customers may obtain their desired goods. For online shopping this time includes processing and delivery time which can be viewed as non-monetary expenses for the businesses (SUKHADEVE & BORE, 2016). Convenience on access is defined as the process of reaching the products and retailers easily and promptly. People who shop online enjoy the benefit of access as they can use the internet and order from anywhere they want without facing any delay (Carroll & Broadhead, 2001). Transaction convenience suggests how easily and quickly customers can amend and affect the deals. For online shopping waiting to make a transaction in a line is never the case and it is a big benefit to the customers (Eskildsen & Kristensen, 2007).

Communication with customers ensures that they are informed, reminded and persuaded to buy any product that a firm attempts to sell (Moharam & Shawky, 2012). One of the key features that distinguish the communication is interactivity as the process via internet and other traditional media have very different affects (Javadi, Dolatabadi, Nourbakhsh, Poursaeedi, & Asadollahi, 2012).

Marketing through the internet promotes the idea of one on one communication which makes it different from other media. Some other forms of interactivity can be done through FAQ and email services through the internet. It is the dream of a marketer that an interactive communication relationship can be developed with each and every customer and through the use of internet this has been made possible (Deighton & Blattberg, 1991). Inquiries should be addressed promptly when it comes to online stores. Responsiveness refers to how fast and often an e-commerce store responds to the customer needs such as, inquiries, navigation speed, retrieval of information etc. which ensures better experience for customers (Lee & Chen, 2010).

In a paper, interactivity was defined as the method of people and companies communicating with each other directly without barrier of time or distance (Deighton J. K., 2007). This paper also mentioned that there are three features in interactive communication and these are: "ability of addressing an individual, ability of gathering and remembering the individual responses, and ability of addressing an individual again that uses their unique response". For a website, to increase interactivity and attract customers some simple measures such as building a community, improving online experience etc. has been focused by the marketers (Fiore, Kim, & Lee, 2005).

One of the main disadvantages of e-commerce businesses is the perceived risk factor of the consumers. Risk associated with online shopping can be referred as the amount and nature of perceived risk by a customer when they are making a purchase decision (Javadi, Dolatabadi, Nourbakhsh, Poursaeedi, & Asadollahi, 2012). Moreover, when a customer cannot understand the consequences of buying a product due to uncertainty and this is a big challenge for any e-commerce company to ensure trust among the customers (Ganguly, Dash, & Cyr, 2009). As the consumers cannot see the physical products and control the payment when online transaction is done, there is a large amount of uncertainty involved when they purchase online. Some examples of such uncertainty can be, receiving products in bad or broken condition, leaking credit card information, making online payment but not receiving the products etc. which leads to distrust on e-commerce businesses.

A research done by (Bartley & Steve, 2003) stated that online shopping contains risks such as financial, product, non-delivery, convenience etc. which can demotivate people to buy from e-commerce stores. If the perceived risk is higher there is a bigger chance of people shifting to physical stores and not purchase from online companies. In another paper it has been suggested that

only the financial risk and the risk of non-delivery has the most effect on customers' purchase behavior (Brown, Broderick, & Lee, 2007). Privacy and security risk has been known to be two types of significant factors in perceived risks (Ling, Daud, Piew, Keoy, & Hassan, 2011). Here privacy risk is explained to be an ability of customers for controlling the presence of others while processing transactions in any environment and security risk is referred to as financial information leaking risk for a customer.

Ensuring these factors lead to better customer experience and satisfaction. In a paper, satisfaction got the definition that it is the perception of people when their want fulfillment is pleasurable and it happens at the time seller can deliver performance that is higher than the expectation of customers (Dourish, 2001). Other studies have found that the satisfaction of customers depend on online store features when it comes to evaluating performance of e-commerce businesses (Pagani, 2004). In the paper of (Thompson, Aric, & Zeynep, 2006) explained that, „3 essential variables can influence the intentions of consumer: shopping channel's convenience factor, characteristics of product type, and product perceived price“. When consumers feel, online products are much more convenient than offline purchase, only then customers would shift to e-commerce stores. When products tend to be search items and not experience products, the chances of shopping online is also higher (Chiang, 2003).

Considerable research has shown that trust is one of the main drivers when it comes to customer loyalty. It is important that the retailers can ensure trust and gain it from customers in order to retain them because it is a big reason why people prefer to shop offline. It has been documented that a significant affect is seen in terms of trust and satisfaction as well (Hoffman & Thomas, 2009). It has been stated that when customers realize how little effort and time needs to be given for online shopping, number of customers will start to increase (Bijmolt, et al., 2010). Offline stores has less effect when there are trust issues than online stores and for this reason it is essential to take care of loyalty factors of customers for any e-commerce businesses.

3. Company Overview

3.1 Company Profile

Daraz Bangladesh is a piece of Rocket Internet, a worldwide and driving incubator of new startups working specifically in web based business. Daraz Bangladesh began operations in 2015 in Bangladesh. It has been quickly developing and gripping the number one position in this business sectors. Daraz Bangladesh has a youthful, energetic and entrepreneurial group of employees. They are eager to convey creative web ideas to the fast changing Bangladeshi market. Presently Daraz is focused in growing its business exercises in Bangladesh.

Bangladesh is a growing nation with huge prospects of development. It is an excellent place to invest assets into. Regardless, the world is propelling but Bangladesh seems to be tolerating its conditions for what it has. However, a change seems to be coming our way as businesses are planning to go the online world and this is increasing productivity. Most of the business divisions are being benefitted by this. Moreover, in perspective of the changes and development which the websites offer, another portion has created, "online business". Online business or electronic exchange isn't just another thought as it has been with us for the last few decades. It was quite recently the beginning of e-trade and now it has become available everywhere in the world. With the help of globalization and increasing development in our country, e-commerce is getting a whole new market to operate on.

Daraz Bangladesh is an online business which operates as a marketplace. It is a shopping center which provides people with various options, for example: fashion items for man-ladies and children, sports and gaming items, home and lining products etc. Daraz allows its customer to welcome amazing shopping experiences with their demand sent directly to their doorstep. They are persistently stretching out their extent to consolidate the latest gadgets, styles and products.

Bangladesh has enormous number of people who pull in a considerable measure of vendors to offer their things. However, still a large part of our population is unaware of the online shopping options and need to be trained on using it. A gigantic section of people have no idea with respect to the utilization of web and this has become a challenge for the online businesses. Although the government is trying to ensure internet access all through out Bangladesh, there is still a long way to go. However, the best part is with this access the online community is also growing bit by bit.

Daraz is a medium for sellers and buyers where the vendors get to display their products and buyers get the opportunity to get everything at once. It is an online B2C kind of offering and this business model seems to have taken a positive view from the customers' side. By adding more sellers to the website, Daraz is focused to increase its customer range even more. It is a place where the buyers can find vendors easily and choose from a large selection of products. There are eleven broad categories of products available at Daraz now and these are:

1. Fashion products
2. Phones & Tablets
3. Sports & Travel
4. TV, Audio & Camera
5. Computing and Gaming
6. Home & Living
7. Baby, Kids and Toys
8. Beauty & Health
9. Appliances
10. Grocer's shop

These categories are constantly being modified to meet the customer demand. Moreover, the grocery items have been added very recently in the mid of 2017 and has seen a big success in the Bangladeshi market. Daraz always tries to make the buyers feel as comfortable as possible and tries to make the system as convenient as they can. For example, there are many payment options from which buyers can choose their preferred method such as, Bkash payment, card payment etc. Daraz also have a 7 days product return policy from which customers can even get cash back offers.

3.2 Parent organization – Rocket Internet

Started in 2007, Rocket Internet is a company based on Germany which has expanded its businesses all around the world. This organization is known for investing in business ideas and most of these

plans come from developed countries and the company then explores those designs by implementing them in developing countries. Rocket Internet takes after the technique of building organizations on the premise of demonstrated internet based plans of action. As indicated by Rocket Internet's budgetary articulations the organization particularly focuses on some known categories such as, groceries, fashion, food, travel and general merchandising. Notwithstanding the organizations in the five business divisions, Rocket Internet claims stakes in firms at different development stages, running from as of late propelled models to organizations that are building up authority positions or as yet extending their own reach. Some of the famous companies of Rocket Internet are:

- Delivery Hero
- Easy Taxi
- Jumia
- Lazada
- Hellofresh
- Lamoda

With the slogan "We build companies" this organization has parented over hundreds of companies. In just the 10 years this company has ventures in over 50 nations. Rocket Internet is a venture capital and e-commerce retailing company. As Bangladesh is a developing nation it is also an interest for this company to explore and some businesses has already been established by Rocket Internet here as well. Our country has caught on to the online trend pretty quickly and the market has been growing ever since, so this organization has invested in many ventures here. Some examples of that can be:

- Food Panda – E-commerce Food Store
- Carmudi – E-commerce Car Store
- Daraz – E-commerce Marketplace
- Lamudi – E-commerce Real State
- Jovago – E-commerce Hotel Booking
- Everjobs – E-commerce Job Site

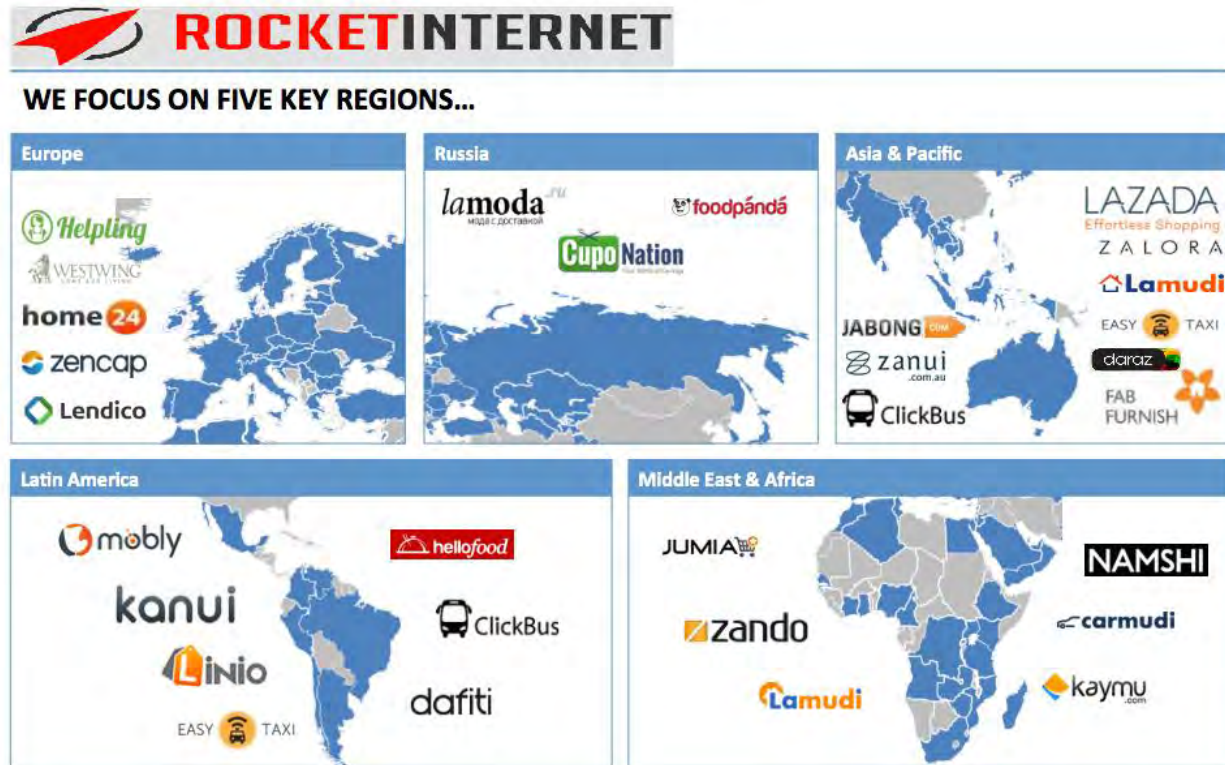


Figure 1: ventures of rocket internet

3.3 Vision

For Daraz Bangladesh the vision is- “To be the number one marketplace by offering top quality services to all of our sellers and customers”

3.4 Mission

The mission of Daraz is: To spread all over Bangladesh and gain highest market share in the e-commerce sector, make all the necessities available to customers and find the best sellers around the country to showcase their products in the Daraz website.

3.5 Objective

There are some objectives which need to be followed in order to achieve the mission and vision. Daraz Bangladesh also focuses on many goals to achieve its full potential and these objectives are:

- Ensure a great experience for the buyers while flourishing our business by working closely with the sellers

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- Daraz will focus on gaining the market by creating loyal customers by providing the biggest selection of different items in lowest price
- By fulfilling the orders effectively and efficiently, customer experience will be improved
- Different support services will be designed to help the sellers grow with Daraz
- Effective recruitment, training, retention and coaching will be done to achieve the mission of Daraz and create valuable resources for the company
- Building an effective culture for the company where the employees get the opportunity to grow and contribute to the company
- Along with the company, helping the growth to the e-commerce industry of Bangladesh by setting the trend for the market

3.6 Daraz Bangladesh Hierarchy Organogram

From the beginning of the journey on 2015, Daraz Bangladesh has grown a lot since then. For the last two years, the company has expended a lot. Recently 19 hubs outside of Dhaka city have been established as well as increasing the number of offices inside Dhaka city. Daraz also welcomed a lot of sellers onboard since they came to Bangladesh. As the operations are growing, the organogram is also becoming complex. A simple hierarchy description is shown in the figure below:

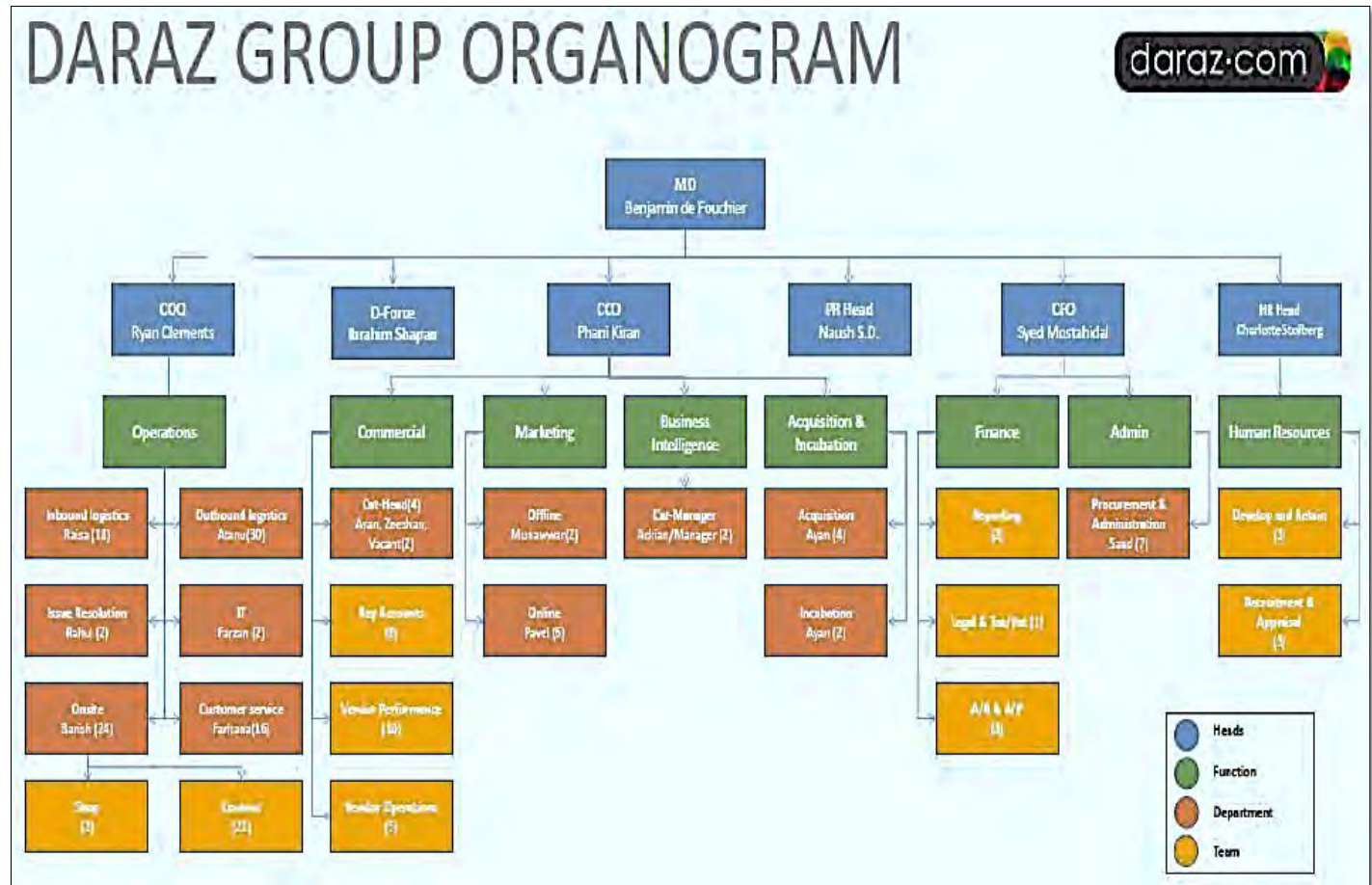


Figure 2: Hierarchy Organogram of Daraz BD

3.7 Daraz Bangladesh Crucial Departments

Contingent upon the size, each association requires some sort of progressive structure to mitigate the operation appropriately. In absence of the correct authoritative strategies it turns out to be really hard for the association to actualize operational procedures and accomplish the objectives. Being a multinational association and to manage its operation effortlessly Daraz has some dedicated division with the right kind of people. The major departments of Daraz Bangladesh are listed underneath:

- Administration
- Business Development
- Customer Service

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- Commercial
- Category Management
- Graphics and Design
- Human Resources
- Information Technology
- Issue & Resolution
- Finance
- Operations
- Onsite and Content Management
- Sales Management
- Marketing
- Public Relation

Organization

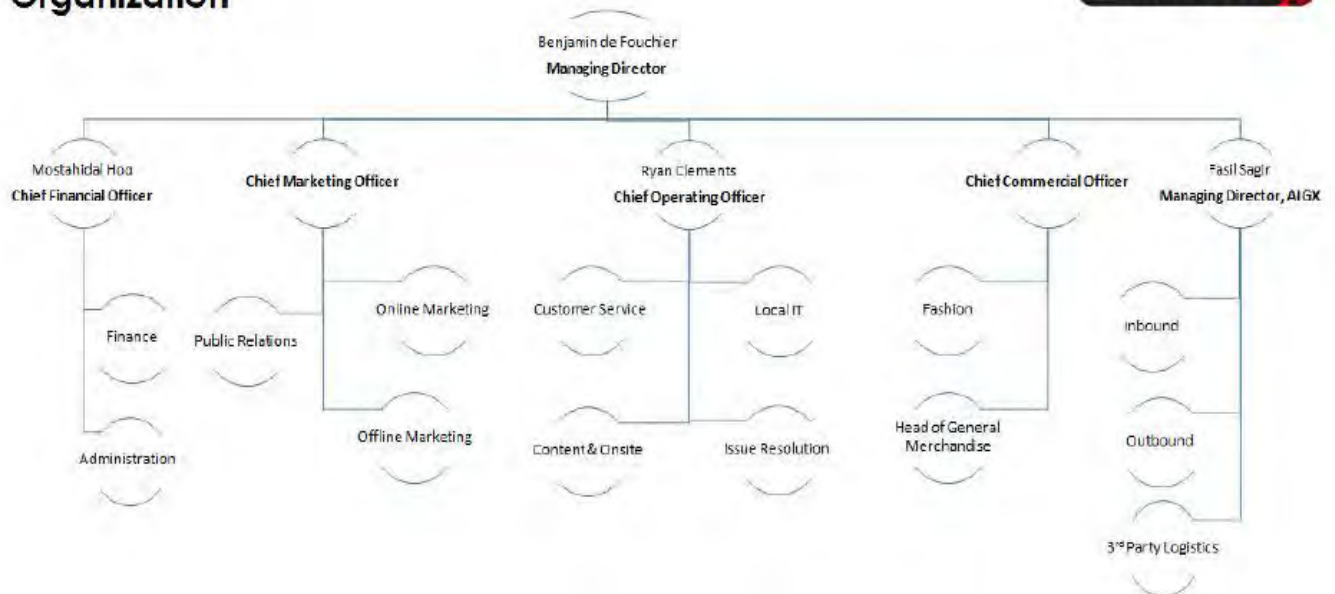


Figure 3: Daraz Bangladesh Departments

3.8 Outline of operations department

The operations team of Daraz Bangladesh is the biggest department of the company which consists of many departments within it. A brief idea of the organogram is given below but the full outline is mentioned in the appendix section.

- Head of Operations
 - Operation Manager (Inbound)-
 - Inventory
 - Inbound
 - Aftersales
 - Shipping
 - Operations excellence
 - Operation Manager (Outbound)-
 - Network
 - Own fleet
 - 3PL

4. Job Description and Observation

4.1 Description of the job

Operation is the largest department of Daraz Bangladesh and the overall performance of the company depends heavily on the act of this team. This department deals with getting the products from the marketplace, running the warehouse and delivering the products to customer. As I have completed my internship in the operations department, I had to experience and learn what each operation sector does. However, large part of my employment I was assigned work with the inventory management team as I joined as a permanent employee at Daraz. Working hours included 9 hours a day from 9.30AM to 6.30PM from Sunday to Thursday. My workstation was the Tejgaon branch of Daraz which is their main operation office.

Through these 3 months, my work included a project for which I had to report updates to the manager of operation. All the work done in this period had major impact in the operation of the company and focused on adding value to the chain of service. Besides learning and working on everyday activities, my project was about revamping the packaging of Daraz Bangladesh. In this time frame, I had to create two different guidelines for inside Dhaka and outside Dhaka delivery packaging. From working with this department, I have gained a lot of experience and learned many things.

4.2 Key responsibilities

There are three parts of my job which includes, learning how the overall operations work, doing regular tasks and implementation of projects. Some of the main responsibilities of this job have been listed below:

- Warehouse management – Inbound process, Inventory, Outbound process
- Marketplace analysis for finding new trends
- Returns and shipment management
- Researching customer needs and preference
- Preparing ongoing report for orders
- Forecasting materials needed for upcoming month or events
- Collaborating with different departments

- Make budget for internal cost calculation
- Design the packaging for the company
- Find suppliers and negotiate prices with them
- Make cost calculations and conduct field tests for new material
- Create guideline for the packaging of the company
- Train the packaging stuff with the new guideline
- Convert products to retail inbound from marketplace inbound
- Transfer products to different warehouses around Bangladesh

4.3 Challenges and experience

In every job, there are challenges to overcome and working in the operations department of Daraz is no different. Daraz has a unique environment as the company needs to take care of both the seller and buyer needs. Thus, for any changes both sides need to be considered. The biggest challenge of my job was to find the perfect packaging solution which had 3 factors. These are: protective, cost effective and low waste. The packaging had to protect the products from damage while minimizing the cost and having lower waste. Keeping all of these points in mind, extensive research had to be done and tests had to be conducted to ensure the proper solution.

My time at Daraz has taught me a lot of things including how to adjust to the office environment and deal with stress. I had to learn and work on a specific project in this time period. This project has taught me to organize the process of work, make decisions about various activities and deal with different set of people. Monitoring the workers as if they were following the guidelines turned out to be more challenging than actually planning for the work. Moreover, my experience has taught me how modifications need to be done after launching any new policies.

4.4 Observations

The time I have spent at Daraz was filled with different obstacles. Operation is a very large department and has a lot of different parts within it. I got to be a part of that team and learn from the current employees. I also got to implement some changes through my project on packaging. A lot of the new policies have already been implemented while some are still waiting for approval. Some observations and recommendations I have got from my time there are shared below:

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- Daraz ought to contribute on training their third party delivery partners so they can do their work properly
- In order to create accountability, the overall system has a greater lead time and this needs to be addressed more carefully
- Due to constant growth, the office space of Daraz has become smaller than required and steps need to be taken to get a better work location
- The development and training programs should be more centered with the goal that they key individuals of the organization can improve themselves
- All the rocket internet individuals ought to keep up connection with other neighborhood organizations as the entire division is new, thus, the shared advantages is as critical as rivalries
- As a startup asset choice is critical and a large portion of the startups make their greatest oversights here, so, Daraz requires being more particular on its choice procedure

5. Research Background

5.1 Origin of the Report

The purpose of this report is to fulfill the requirement for completing the internship program. From the three month period of my internship at Daraz Bangladesh and under the supervision of Dr. Mamun Habib, this report has been prepared.

5.2 Objective of the Study

- General Objective

As a requirement to complete the graduation of „Bachelor of Business Administration program of BRAC University“ this report has been created and this is the general intention for it as per policy of the university.

- Specific Objective

In order to understand where Daraz Bangladesh stands in the mind of customers this study was done. This report tries to analyze and explore the procedure of customer experience. The specific intentions of this research are mentioned below:

- Measuring the customer experience level
- Ranking which factors affect the customer experience most
- Finding the different areas leading to customer experience
- To find the gaps and processes to improve overall experience
- Enhancing the understanding of corporate research

5.3 Scope of the Study

Initial survey will provide us the regarding the experience of Daraz Bangladesh and as the population of this research is the previous and current customers of the organization; it will give us the accurate information. This paper is focusing on the experimental type of research. Here both primary and secondary data has been taken into account. From analyzing previous studies the questionnaire was developed. For the survey, the research only focuses on people who have already had interactions with Daraz.com.bd and had shopping experience. The service and quality are

measured gender, age and occupation wise. We have 15 questions in short so that it will be easy for the respondent to response.

5.4 Significance of the Study

By doing this research we have gained some potential information of the customer experience and what are their lacking and how to overcome it. Moreover, this research has also found the level of customer expectation and behavior regarding e-commerce stores. This report has the potentiality to help the practitioners regarding the very topic of customer experience. It has the clear knowledge about how the survey has found the customer perceptions and executes the result to convey it to the generals who need the research for their fair decision. Again based on the results it will be helping the organization by giving some recommendations. Furthermore, the paper has been focused in finding the way towards customer satisfaction as their experience leads them to it. The company can also have the clear idea about what general customers want and does not want.

5.5 Methodology

The topic for this report was selected focusing on the organization I am doing my internship on, which is Daraz Bangladesh. After discussion with my respective advisor, this topic was approved for the internship report. This research is basically following the descriptive research method. Descriptive research is used for describing characteristics of any population, phenomenon and organizations. When there is a basic understanding of the nature of the problem, this research is appropriate. Moreover, it is a quantitative research as the responses are associated with numbers which conveys the importance of each factor.

5.5.1 Sources of Data

There are two ways to collect data and these are:

- Primary Sources
- Secondary Sources

In this research, both primary and secondary sources were used to collect information. Relevant books, journals, research paper and websites were used to collect secondary data. Moreover, data collected from the internal documents of the organization was also a source for secondary data. For

primary data, practical work experience, observations and interaction with the customers through the use of questionnaire played a big role.

5.5.2 Respondents & Sampling Procedures

For this research, the overall population can be considered as the customers of Daraz Bangladesh. People who have had at least one experience on shopping at Daraz.com.bd are the population for this report. Sample is a subset of the population that is selected for a research. Thus, from the total customers only some people were taken as the respondent for this research.

There are two major categories for sampling and these are:

- Probability sampling
- Non probability sampling

As in this research population is known, probability sampling has been used. To be more precise, the sample random sampling technique was followed for this report. From secondary data it has been found that, Daraz Bangladesh has an average of 600 customers a day. From those customers, randomly chosen 209 respondents were taken to collect the information for this report.

5.5.3 Sample size

This research took in the survey of 209 customers to understand their perspective of Daraz Bangladesh. The survey was conducted on online platforms with the help of Google form. The questionnaire was created from the knowledge gathered by reading previous studies. By filling up the form, customers of Daraz Bangladesh presented the insight on which factors play the most significant role in shaping their experience.

5.5.4 Research Instruments/Questionnaire

Various types of questions can be used in the survey question. In this paper, some basic questions followed the simple attitude scale for survey. However, mostly Likert scale was used for measuring attitude of the respondents. Respondents indicated their own perspective by checking how strongly they agree or disagree with a statement. For this research, the questionnaire consisted of 15 questions about customer's experience with Daraz Bangladesh.

5.5.5 Analysis and Presentation of Data

The survey data has been analyzed using SPSS software. Some chart and tables have been utilized to examine the gathered information and give visible portrayal of the investigation.

5.5.6 Findings Interpretation

The gathered information were dissected efficiently and brought up in the report in a systematic way and lastly appeared as discoveries at the final part of the report.

5.6 Limitation of the Study

This research has some limitations. Firstly this research was limited to only some customers, while other stakeholders of the company (i.e. website visitors, general people, employees) were not taken as samples. Secondly this research only employed some developed questions which were created after analyzing other papers before conducting the survey. The third limitation is that the evaluation of all the e-commerce stores was not undertaken, so comparison could not be made. Moreover, some issues were not considered while developing the criteria, which might influence the results, such as: number of visits before purchasing. Lastly, the administration of the company was not willing to unveil some data due to privacy reasons which could have been useful in this research. For example, data from company analytics could have given a better insight about the customer traffic of the organization. However, for this report, even though some restrictions were faced, the personal survey conducted on the customers gave it a great understanding about the experience factors.

6. Analysis and Interpretation of the Data

For any sort of business, customers are the most important factor. The vast majority of the business associations in the advanced world are driven by customers, attempting to meet their desire in the most ideal way. Every business generally attempts to snatch their most potential customers to expand their share in the competitive market. At the point when the items and services given by the organizations meet the desires of the consumers then the demand is fulfilled and customers return to repurchase items and become loyal to that organization. In the e-commerce area of Bangladesh consumer loyalty is likewise imperative as in light of the fact that the opposition in this division has been expanding. To hold on to the most loyal customers and to draw in potential clients, a business should be able to offer what their consumers need and desire. Thus, a survey on customer experience can lead the business to make the right decisions.

For this research 209 responses were considered and the participants were the customers of Daraz.com.bd. Survey is made in view of a few factors that have specifically or in a roundabout way effect on the consumer experience level.

Statistics

N	Valid	209
	Missing	0

6.1 Basic Questions:

This part of the questionnaire consists of some basic questions which reflect that customer's demographic and preference. Survey Poll is made in light of a few factors that have specifically or by implication impact on the consumer satisfaction level.

In the following section, description of the survey result is given:

6.1.1 Gender

Please indicate your gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	72	34.4	34.4	34.4
	Male	137	65.6	65.6	100.0
	Total	209	100.0	100.0	

Table 1: Gender indication



Figure 4: Gender indication

The survey was done to find customer experience and it consisted of 209 respondents. Out of those participants, around 65% was male and the rest 35% was female. This was mostly because Daraz Bangladesh has more male customers than female at this point. Although further analysis needs to be done to understand why the ratio varies, for this research, the survey was done on 137 men and 72 women.

6.1.2 Occupation

What is your occupation?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Business Owner	45	21.5	21.5	21.5
	Employee	33	15.8	15.8	37.3
	Enterprise officers	11	5.3	5.3	42.6
	Housewife	7	3.3	3.3	45.9
	Intern	3	1.4	1.4	47.4
	Student	109	52.2	52.2	100.0
	Other	1	.5	.5	47.8
	Total	209	100.0	100.0	

Table 2: Occupation indication

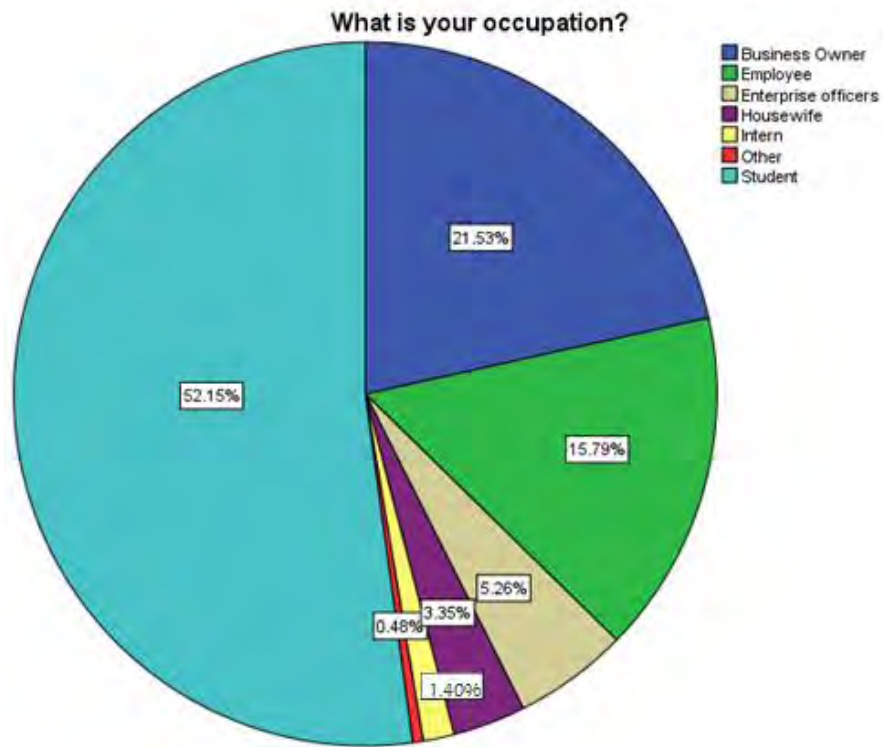


Figure 5: Occupation indication

For this survey, people with different professional background were considered to get the complete picture of customer experience. However, out of the hundred percent respondents, majority were students. This survey reached approximately 52% students and 21% business owners along with 16% employees of different organizations.

6.1.3 Age group

Which of the following age groups are you in?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-25	101	48.3	48.3	48.3
	26-35	77	36.8	36.8	85.2
	36-45	21	10.0	10.0	95.2
	46 and above	10	4.8	4.8	100.0
	Total	209	100.0	100.0	

Table 3: Age group indication



Figure 6: Age group indication

In terms of age group, most respondents were from the range of 18 to 25 years old, whereas, the least number of participants were from the 46 and above group. As the concept of online shopping is fairly new to our country, it has been seen that most customers consist of the younger generation. Still e-commerce businesses have a long way to go but attracting more aged people will prove to be challenge for these companies.

6.1.4 Frequency of online shopping

How often do you use online e-commerce website for shopping?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	At least once time so far	34	16.3	16.3	16.3
	Occasionally (Once in 5/6 months)	39	18.7	18.7	34.9
	Often (At least once a month)	63	30.1	30.1	65.1
	Rarely (once in a year or 2 years)	37	17.7	17.7	82.8
	When there is an offer	36	17.2	17.2	100.0
	Total	209	100.0	100.0	

Table 4: Frequency of online shopping



Figure 7: Frequency of online shopping

The questionnaire was given to people who have at least visited or purchased something from Daraz.com.bd once in their life time. The number of regular or returning customers in this survey is the highest, which is about 30% of the total. There were significant numbers of people who only shop when there are some kinds of offer or discount available at the website. In this research, there were also people who rarely and occasionally shop from Daraz Bangladesh.

6.1.5 Factors affecting the experience most

Please tell us which of these factors affected your experience the most					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Payment options	32	15.3	15.3	15.3
	Overall organization/navigation	3	1.4	1.4	16.7
	Product selection	27	12.9	12.9	29.7
	Timely delivery	20	9.6	9.6	39.2
	After sales service	30	14.4	14.4	53.6
	Promise fulfillment	50	23.9	23.9	77.5
	Shipping options	14	6.7	6.7	84.2
	Customer service	14	6.7	6.7	90.9
	Pricing	15	7.2	7.2	98.1
	Ease of ordering process	4	1.9	1.9	100.0
	Total	209	100.0	100.0	

Table 5: Factors affecting the experience most

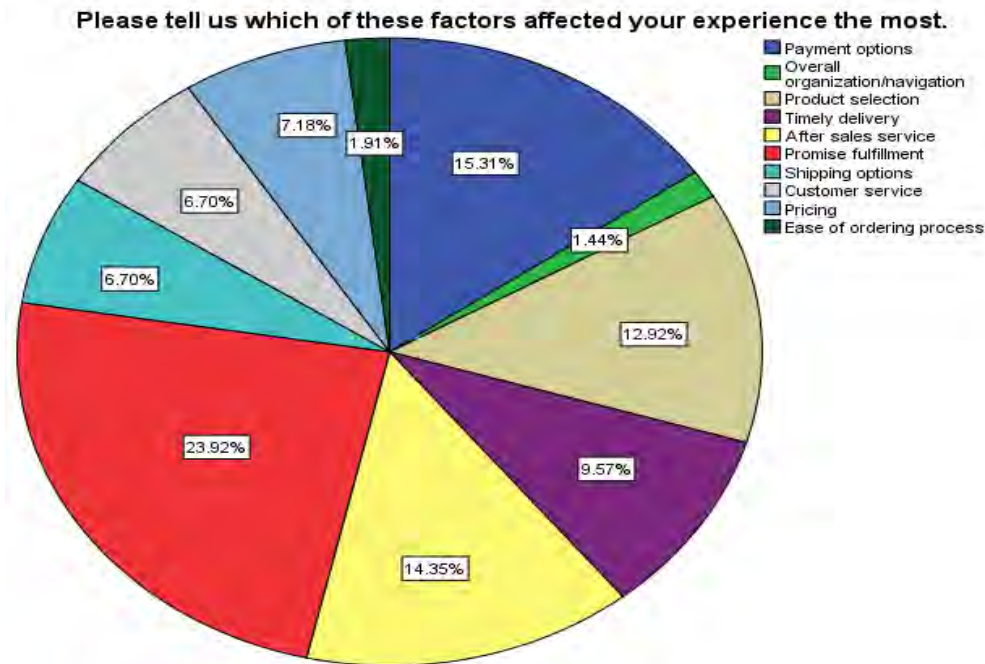


Figure 8: Factors affecting the experience most

In order to understand the effect of different factors on customer's mind, they were asked to point out the factors that they think matters the most during shopping online. In this section, most customers pointed out the pricing as the most important reason affecting their experience. Product selection and clarity of information provided are also rated highly in this section.

6.1.6 Reason for visiting Daraz.com.bd

What prompted your visit to Daraz.com.bd site?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Interested in purchasing products/services	82	39.2	39.2	39.2
	Looking for contact information	49	23.4	23.4	62.7
	Looking for customer support	39	18.7	18.7	81.3
	Researching product information	39	18.7	18.7	100.0
	Total	209	100.0	100.0	

Table 6: Reason for visiting Daraz.com.bd

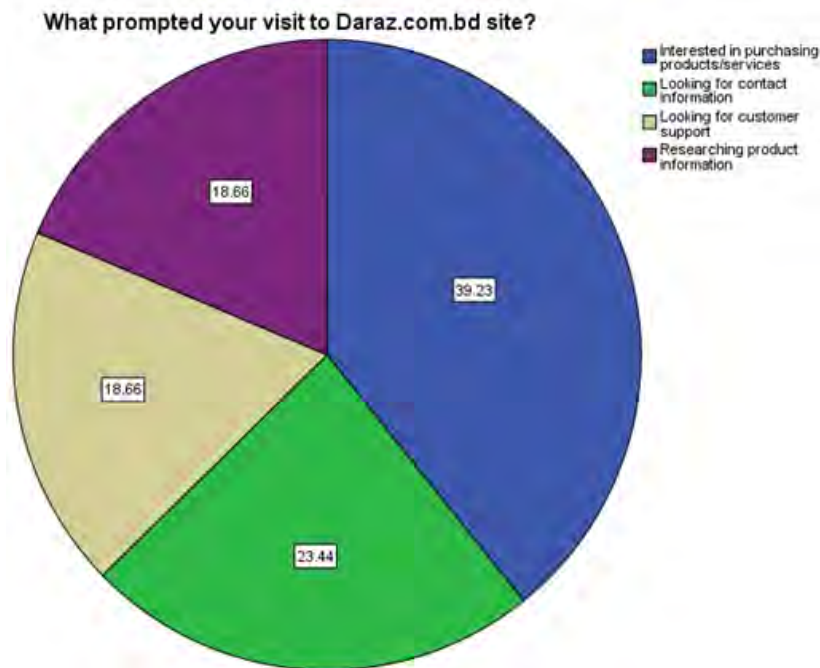


Figure 9: Reason for visiting Daraz.com.bd

In order to understand what customers want from the company, it is also important to know what they are looking for in the website. While most customers visited Daraz website to buy products, some people just wanted to find product information and check for customer support option. Some customers prefer to place orders through the Daraz customer service and not from the website.

6.1.7 Satisfaction regarding shopping experience

You are satisfied with your shopping experience at Daraz Bangladesh					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	16	7.7	7.7	7.7
	Agree	76	36.4	36.4	44.1
	Neutral	83	39.7	39.7	83.8
	Disagree	20	9.6	9.6	93.4
	Strongly disagree	14	6.7	6.7	100
	Total	209	100.0	100.0	

Table 7: Satisfaction level



Figure 10: Satisfaction level

In the case of satisfaction with Daraz shopping, respondents were mainly neutral about the topic. There are many factors that play into customers' overall satisfaction level and so far Daraz has not peaked in this section. However, there are some customers who have ranked Daraz highly regarding satisfaction but still a lot of attention needs to be given here to ensure a positive score.

6.2 Customer experience Level:

For this section of the questionnaire, customers were given a statement and five options to choose from. According to the customer's perception, they can easily mark how much they believe the statement reflects their experience. The standards for rating are:

1	very important
2	important
3	Neutral
4	Less important
5	not important

In this section, there were 8 questions which were related to the factors identified in the literature review section. Different researches were conducted in the light of customer experience and relevant research data has shown that the following topics are important for understanding which factors are mostly affecting the experience. Moreover, one of the previous questions also has shown that these factors are most often selected by consumers to be essential. Thus, in the following section, the preferences are ranked and explanations of the survey result are given below:

6.2.1 Promised services are delivered

Provide what the company promise					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	very important	69	33.0	33.0	33
	important	74	35.4	35.4	68.4
	Neutral	56	26.8	26.8	95.2
	less important	4	1.9	1.9	97.1
	not important	6	2.9	2.9	100
	Total	209	100.0	100.0	

Table 8: Promised services are delivered

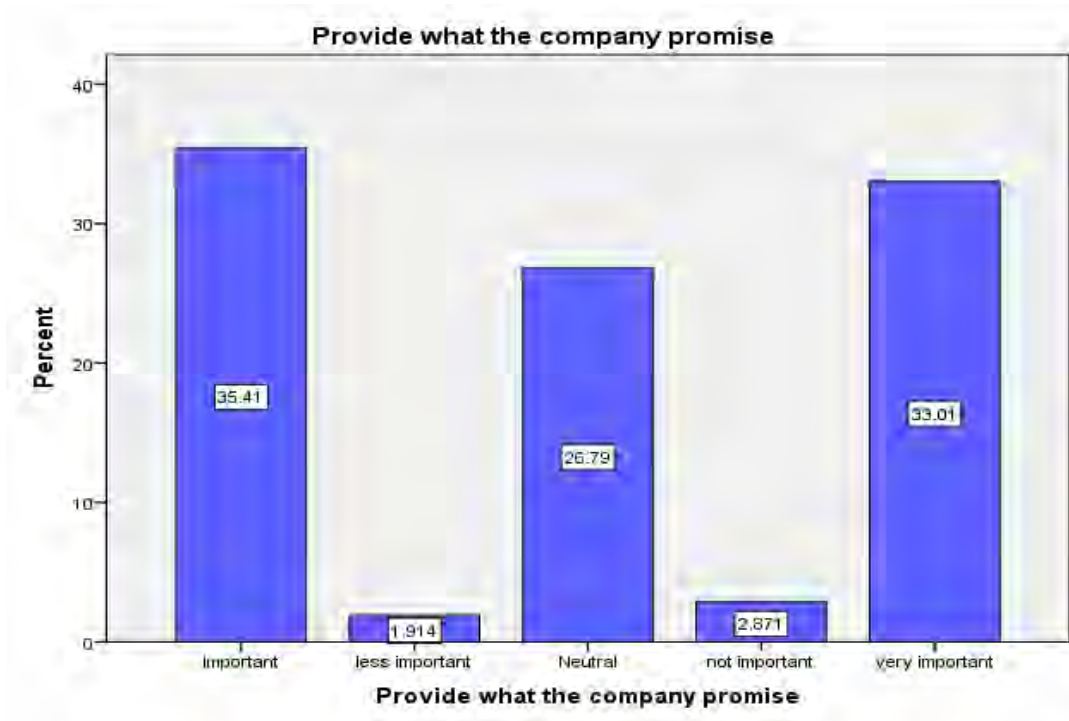


Figure 11: Promised services are delivered

When people were asked whether or not important to provide what a business promises, the largest number of people said yes. While almost the same numbers of people were most concerned about the statement. Thus, it can be said that even though there are some disagreement involved, the number of agreed customers are pretty high.

6.2.2 Daraz.com is responsible and caring

Responsible and cares for customers					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	very important	72	34.4	34.4	34.4
	important	78	37.3	37.3	71.7
	Neutral	46	22.0	22.0	93.7
	less important	5	2.4	2.4	96.1
	not important	8	3.8	3.8	100
	Total	209	100.0	100.0	

Table 9: Daraz.com is responsible and caring



Figure 12: Daraz.com is responsible and caring

When it comes to taking on responsibly for mistakes and care about customer concerns, it felt very important to the customers. 37% people ranked it as important and almost the same amounts of people ranked it as very important. However, some people do feel like it is not needed, it's still a lower number than people who feel the opposite.

6.2.3 Ensures error free product

Error free product delivery					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	very important	75	35.9	35.9	35.9
	important	80	38.3	38.3	74.2
	Neutral	39	18.7	18.7	92.9
	less important	5	2.4	2.4	95.3
	not important	10	4.8	4.8	100
	Total	209	100.0	100.0	

Table 10: Error free product delivery



Figure 13: Error free product delivery

Most people feel that Daraz Bangladesh is able to deliver problem free goods to their doorstep which leads to an overall percentage of 38 who feel it's important to do so. Nevertheless, still a small number of people feel otherwise as they have disagreement with the statement. Thus, telling us how it's okay to have some small faults in the product. From this it is clear that, this section needs more attention from the company to have a smooth service flow to ensure the best product delivery to the customers.

6.2.4 Rating online Daraz platforms

Online platforms such as: websites, blogs, social media pages are well maintained					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	very important	56	26.8	26.8	34.4
	important	65	31.1	31.1	69.8
	Neutral	33	15.8	15.8	91.8
	less important	22	10.5	10.5	97.5
	not important	33	15.8	15.8	100
Total		209	100.0	100.0	

Table 11: Rating online Daraz platforms

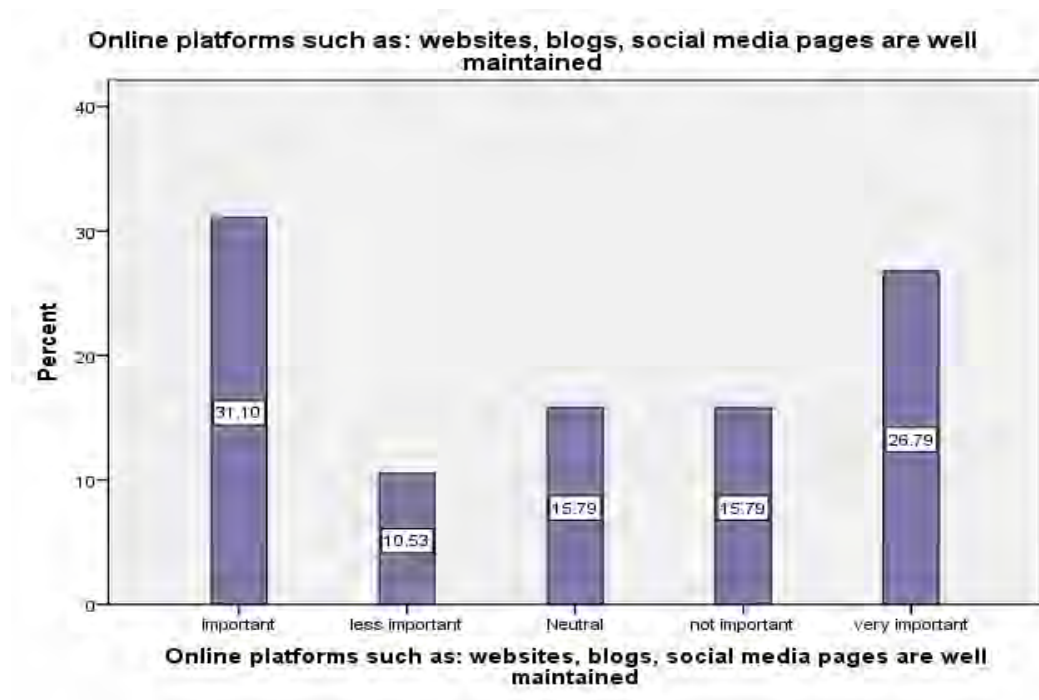


Figure 14: Rating online Daraz platforms

At the point when individuals were asked regardless of whether Daraz Bangladesh has well organized online platforms, the biggest number of individuals said yes. While some of the participants were impartial about the announcement demonstrating that they had blended experience with the organization. However, still about 15% of the respondents feel that Daraz should focus less on this. Hence, more work is needed to find out the specific problem areas and improve those.

6.2.5 Significance of the payment system

The payment system					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	very important	72	34.4	34.4	34.4
	important	74	35.4	35.4	69.8
	Neutral	46	22.0	22.0	91.8
	less important	12	5.7	5.7	97.5
	not important	5	2.4	2.4	100
	Total	209	100.0	100.0	

Table 12: The payment system

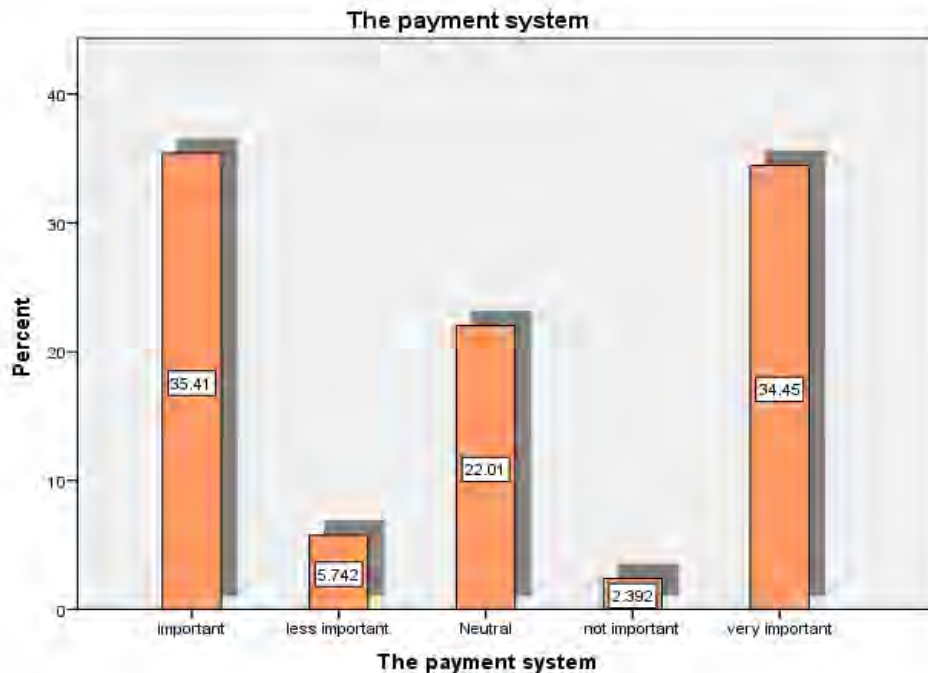


Figure 15: The payment system

A great number of people feel that the payment system affects their purchase decision. Daraz Bangladesh provides a lot of payment options, including, cash on delivery, Bkash, mobile payment, swipe on delivery etc. and people have agreed that this affects their experience. About 35% of people believe that the payment methods given are important while around only 2% don't agree to this statement.

6.2.6 Product match the virtual image

Virtual images of the products exactly match the real products					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	very important	69	31.8	31.8	31.8
	important	77	35.5	35.5	67.3
	Neutral	57	26.3	26.3	93.6
	Less important	7	3.35	3.35	96.9
	not important	6	2.8	2.8	100
Total		209	100.0	100.0	

Table 13: Product match the virtual image

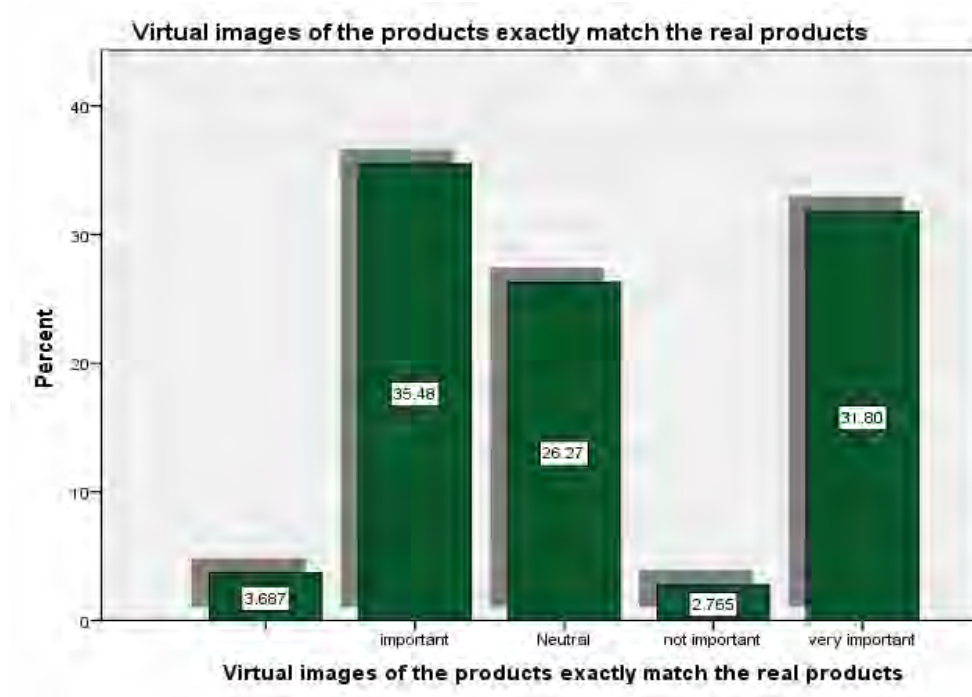


Figure 16: Product match the virtual image

With regards to physical products matching the pictures of the website, it is considered a very big factor that influences customer experience. 35% individuals feel its important while 31% feels it's absolutely necessary. On the other hand only few customers were disagreeing with the majority which indicates that they are fine even when products are not an exact match to the pictures shown.

6.2.7 Aftersale service

Post sell services provided by Daraz.com.bd					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	very important	41	19.6	19.6	19.6
	important	68	32.5	32.5	52.1
	Neutral	44	21.1	21.1	73.2
	less important	26	12.4	12.4	85.6
	not important	30	14.4	14.4	100
Total		209	100.0	100.0	

Table 14: Aftersale service

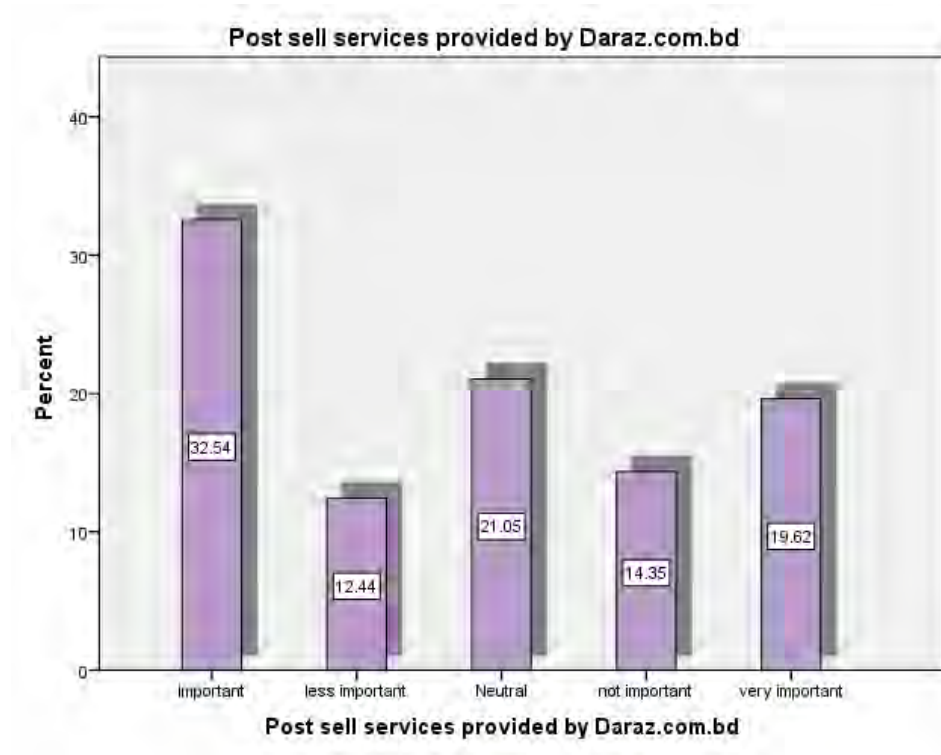


Figure 17: Aftersale service

Daraz Bangladesh has a different department of people working on issue regulation of post-sale and about 32% of Daraz customers feel that this service is necessary. Although there are some disagreements on this statement, still the higher score on agreement proves that people are fairly satisfied about this factor. In this way, one might say that despite the fact that there are some disappointments included; the quantity of fulfilled clients is entirely high.

6.2.8 On time delivery

On time delivery					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	very important	73	34.9	34.9	34.9
	important	85	40.7	40.7	75.6
	Neutral	35	16.7	16.7	92.3
	less important	4	1.9	1.9	94.2
	not important	12	5.7	5.7	100
Total		209	100.0	100.0	

Table 15: On time delivery

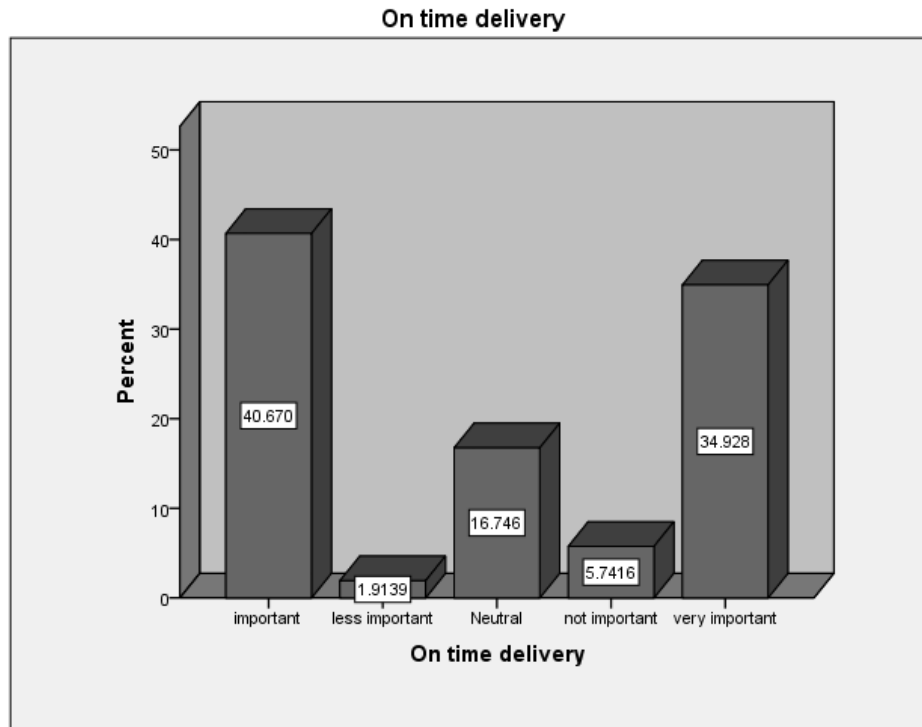


Figure 18: On time delivery

Delivery on time is one of the very significant factors that can help a company grow by a lot when it is positive. In the case of Daraz Bangladesh, around 40% respondents have indicated that they would put delivery system as important. Although, there were some negative answers and some people felt neutral about it, overall this factor was very positive for Daraz Bangladesh.

7. Findings

7.1 Factor Comparison

	Provide what the company promise	Responsible and cares for customers	Error free product delivery	Online platforms are well maintained	The payment system	Virtual images and products exactly match	Post sell services	On time delivery
very important	69	72	75	56	72	69	41	73
important	74	78	80	65	74	77	68	85
Neutral	56	46	39	33	46	57	44	35
less important	4	5	5	22	12		26	4
not important	6	8	10	33	5	6	30	12

Table 16: Factor Comparison

When customers were asked about specific factor importance, while some sections scored very highly, others were thought to be less significant. These points are described below:

- The highest score in the very or most important section was given in the factor of providing error free product delivery
- On time delivery got the most when it comes to importance between all the other factors
- People were mostly neutral about getting the exact product and service they were promised which leaves some scope of cutting back
- Post sales services were thought to be less important than other factors , which suggests that the customers expect to get the correct service the first time and not wait for aftersales to take care of it
- The least important factor among the others was the online platform performance. People seem to be less caring about how well organized the company's social media pages are maintained

Although all of the factors that were put in the survey were highly scored on the importance scale, these results can give an insight to the customer's view. Daraz Bangladesh can now focus on the

most important factors more to improve those and deal with the other less important elements later on.

Moreover, Customers were more neutral when they were asked about their satisfaction level with Daraz. It is clear that there are some factors that are leading them to this situation as it is essential to contain more satisfied and loyal customers.

7.2 E-commerce service factors

E-commerce holds great opportunity for attracting customers all over Bangladesh, yet it can also be a challenging task to ensure and create a great place for addressing different customer needs. As e-commerce is still a growing industry, there are many factors that need improvement. New methods according to this country's special needs have to be addressed. For this reason, huge amount of attention is needed to find the factors that the customers are looking for and through this research the following points have been found.

Promise fulfillment

Organizations should always give highest priority to make sure they can fulfill the services they have promised. They also must provide the correct outcomes in time and guarantee that afterward purchasing customers don't have any complains. In the survey, there were mentions of how customers wanted to see the delivered products matching the product description on the website.

Efficiency and Effectiveness

Online shopping organizations requirement includes a chance to be productive on using their assets. So as to giving better services and taking it to a great caliber benefits they require to make the whole organization more proficient. They have to bring effective manpower, proficient conveyance framework etc. to ensure the best service to the customers.

Improving website functions

The survey conveyed many points regarding the website view preference which can make the customer experience better. Responsive design that allows the customers to find what they are looking for in the website should be a part of the Daraz website. Product information should be

concise but accurate while presenting to the viewers. Moreover, the website should contain fresh material and upload more images and instructions for the convenience of the users.

Security

One of the most prominent fears regarding online shopping is the privacy of information. People do not feel comfortable when they are asked to provide their personal information in the website, especially when its payment related information. Thus, it is very important that the websites can provide and let customers know that their security will always be prioritized.

Reliability and Responsiveness

For any organization, it is necessary to make sure people perceive them as reliable and for an e-commerce company this can prove to be very challenging. As most of the actions of an online shopping business are non-physical, it's hard for people to trust on these sites. Thus, creating a good face value and a responsible image to customers should be the company's first priority.

Aftersales and compensation

Assuming that customers are faced with any administrative slips or mistakes, at that point organizations must offer choices for recovery. This will create trust towards the organization. Daraz Bangladesh has a good policy in this case as for any returns with valid reasons; customers can get their money back.

Customer service

As online shopping is only the way to communicate through a virtual medium, it is necessary to have customer care service nearby. If customers face any kind of difficulties, customer service can help fix that and this gives the company a higher score in reliability factor. Thus, Daraz must make sure that the customer care service is well trained and can fix customer issues in a short time.

Process explanation

Organizations should always focus more on services to get greater amount client devotion. At any of the company's customers face any administrative issues with the service provided; organizations

have to guarantee best possible recuperation to the consumers. Thus, the overall process of using the website should be made clear to the customers.

Improved delivery system

From online services, people expect to get their products delivered straight to them at their convenience. Hence, it becomes very important that a company can ensure smooth delivery service. Customers put high preference in the factor that the delivery system is well communicated. For example, if the time and date of delivery can be set before rather than just showing up at someone's door, it will be more preferred by the customers.

Follow up

Customer's wishes should be dealt with properly as it is beneficial for the company. For any carrier difficulty an employee needs to face the customer with appreciate behavior. Customers should always get the feeling that their problems are important to the company. Thus simply by following up with the customers, satisfaction can be ensured.

8. Recommendations

In this developing and competitive world, it's extremely essential for all the companies to establish a stable relationship in the marketplace through increasing overall sales by means of pleasing their customers as much as possible. As an e-commerce firm, it's very essential to preserve pace with the modern structures. Some factors that Daraz Bangladesh needs to look over are mentioned below:

- Plans need to be developed to find how the factors that affect customers should be ensured better to increase sales
- More promotional activities need to be done to increase public awareness
- There should always be double checking to ensure error free products go to customers
- Daraz should focus on individual customer needs more and provide solutions instantly
- More big brands need to join as Daraz vendors and the company should work on making sure that the big companies come to Daraz in future
- More preference to website content should be given so that customers have a clear idea of the product they will be getting
- Large market analysis should be done to find specifically for each factors what steps should be taken
- Customer review should be gathered to understand which elements are missing from the service provided

The e-commerce industry is a very fast moving development sector and as a lot of new competitors are emerging day by day, Daraz needs to make sure they secure their customer loyalty at this moment. By providing better service and focusing on improving customer experience this can easily be done.

9. Conclusion

This report was attempted to have an overview of the factors that can influence customers to purchase from an online store. Day by day, e-commerce is becoming the most popular activity and part of life and it is essential to understand what are these key terms that, the companies should be looking for to provide better customer experience. Retaining customers is one of the most difficult jobs and as companies constantly worry about it, it's high time that they try to find the reasons behind customer satisfaction as well. This research tries to find the factors by going through several previous researches and also focuses on actual customer data which is found by a survey.

While in past the basic intention of businesses were to create new customers and finding ways to retain them, in the last few decades the firms are emphasizing more on creating new customer base than retaining them. However, with the change in environment, the situation is opposite now and hence factor analysis has higher value in today's business strategy development. The experience of a customer will ensure whether or not that person will revisit the website and purchase from it. Thus, understanding the factors seemed very significant to the development of the business.

Through this research, it has been found that which factors affect the customers' experience the most as in the survey they have directly indicated how much important each element gets from them. Moreover, by studying previous researches, it is easier to understand how much priority should be given to each of the factors. More research needs to be done in this area as this was just a simple framework for future reports. All of the factors found and mentioned in this paper need extended overlook to understand how to deal with these. Not only through organizational research, even though academic papers some of these answers can be found as focusing only on one specific organization is not enough.

To sum up, it is effective and worthwhile for any enterprise that, each affiliation strives to perform their best to get the reward of customer loyalty. To capture more market share, it's important to have a mix of strategies which ensure faster delivery, better aftersales service, customer care services and many other factors. Daraz Bangladesh has to focus more on implementing these elements which was discussed in the findings section to ensure better customer experience.

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Appendix

Research questionnaire:

E-commerce experience evaluation – Daraz Bangladesh

1. Please indicate your gender
 - Male
 - Female
2. Which of the following age groups are you in?
 - 18-25
 - 26-35
 - 36-45
 - 46 and above
3. What is your occupation?
 - Student
 - Government employees
 - Enterprise officers
 - Employee
 - Business Owner
 - Housewife
 - Other
4. How often do you use online e-commerce website for shopping?
 - Often (At least once a month)
 - Occasionally (Once in 5/6 months)
 - Rarely (once in a year or 2 years)
 - When there is an offer
 - Never
5. Please tell us which of these factors affected your experience the most:
 - Promise fulfillment
 - Overall organization/navigation
 - Ease of ordering process

Factors effecting customer experience of Daraz Bangladesh

- Product selection
 - Timely delivery
 - After sales service
 - Payment options
 - Pricing
 - Shipping options
 - Customer service
6. What prompted your visit to [Daraz.com.bd](https://www.daraz.com.bd) site?
- Researching product information
 - Interested in purchasing products/services
 - Looking for contact information
 - Looking for customer support
 - Other
7. You are satisfied with your shopping experience at Daraz Bangladesh
- Strongly agree
 - Agree
 - Neutral
 - Disagree
 - Strongly disagree

Tell us how much these elements affect your experience: (8-15)

8. provide what the company promise
- very important
 - important
 - Neutral
 - Less important
 - not important
9. responsible and cares for customers
- very important
 - important

Factors effecting customer experience of Daraz Bangladesh

- Neutral
- Less important
- not important

10. error free product delivery

- very important
- important
- Neutral
- Less important
- not important

11. Online platforms such as: websites, blogs, social media pages are well maintained

- very important
- important
- Neutral
- Less important
- not important

12. The payment system

- very important
- important
- Neutral
- Less important
- not important

13. Virtual images of the products exactly match the real products

- very important
- important
- Neutral
- Less important
- not important

14. Post sell services provided by [Daraz.com.bd](https://www.daraz.com.bd)

- very important
- important

Factors effecting customer experience of Daraz Bangladesh

- Neutral
- Less important
- not important

15. On time delivery

- very important
- important
- Neutral
- Less important
- not important

Factors effecting customer experience of Daraz Bangladesh

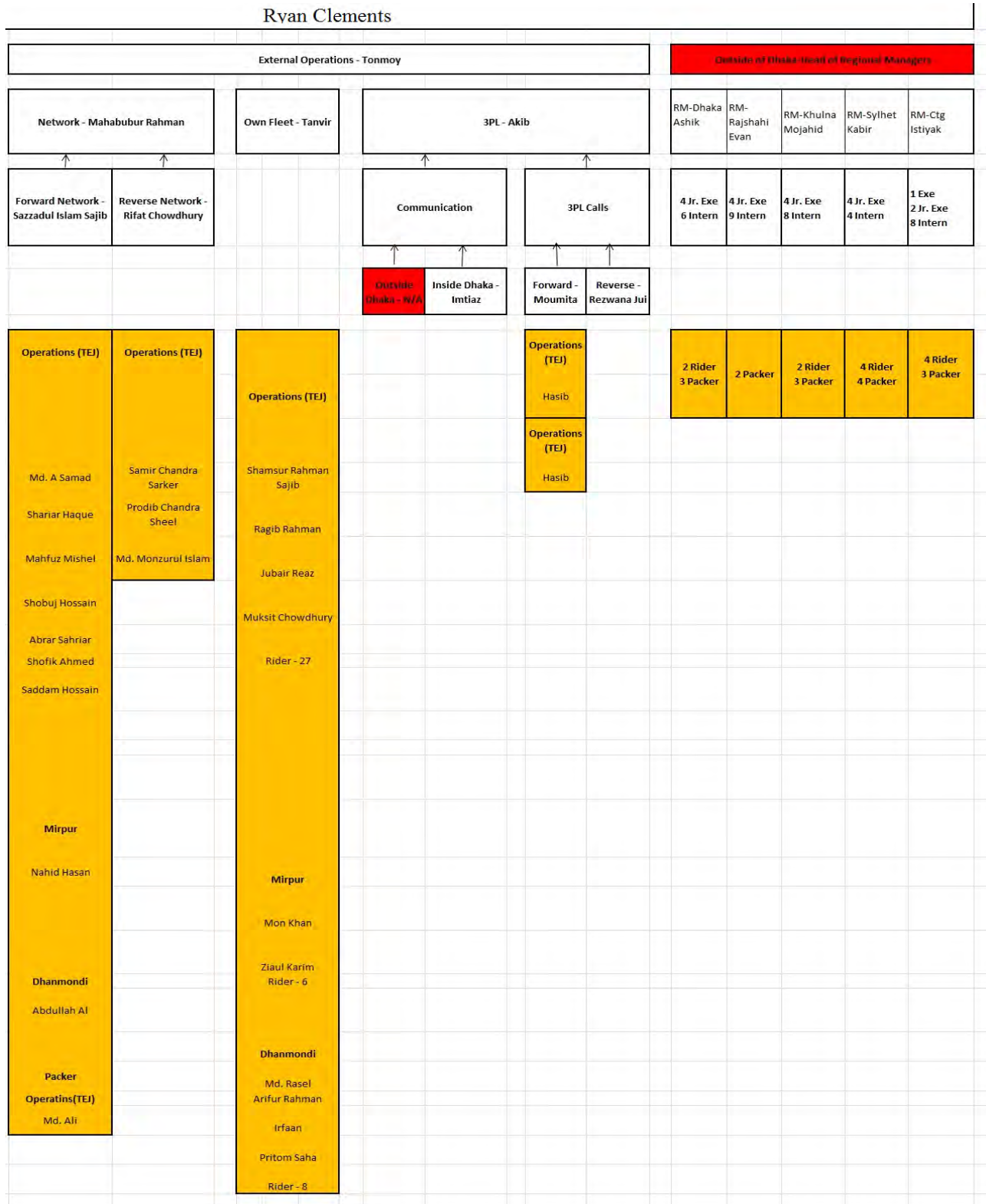


Figure 20: Outbound team