

Report On

Kuehne + Nagel's E-Commerce Exploration: Connecting The
Bangladeshi E-Commerce Market To The World With Cross-Border
Solutions

By

Ruban Noel

20104042

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

BRAC Business School
BRAC University
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Declaration

It is hereby declared that

1. The internship report submitted is my/our original work while completing the 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 that 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:

Ruban Noel

20104042

Supervisor's Full Name & Signature:

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Letter of Transmittal

Tanzin Khan

Senior Lecturer,

BRAC Business School

BRAC University

KHA 224, Pragati Sarani, Merul Badda, Dhaka 1212

Subject: Submission of Internship Report on Kuehne + Nagel Limited

Dear Madam,

With immense pleasure, I present this internship report to you, which I have solely prepared to share my experiences as an Intern working for Kuehne + Nagel Limited in the Sea Logistics department.

The opportunity to work for an organization like Kuehne + Nagel Limited for 3 months (from October 1st to December 31st) has enabled me to gain some hands-on and practical experience. Working in such an organization has exposed me to the inner workings of a multinational organization. As a result, I have been empowered with different skills, knowledge, and a network of corporate individuals. Nevertheless, the successful completion of the BUS400 internship course and this internship report have only been made possible because of your guidance and supervision. I have not only made an active effort to incorporate all the knowledge gained from the previous courses but also integrated your feedback and suggestions.

I, the undersigned, prepared this report for your perusal. I also want to convey my earnest gratitude for the guidance you provided throughout the preparation of this report. While preparing the report, I did my best to adhere to all the rules, guidelines, and instructions you and BRAC Business School had outlined. Nevertheless, I would like to apologize if any errors are discovered. I trust that the report will fulfill all the criteria.

Sincerely yours,

Ruban Noel

20104042

BRAC Business School

BRAC University

19th February 2025

Non-Disclosure Agreement

This agreement is made and entered into by and between **Kuehne + Nagel Limited** and the undersigned student, **Ruban Noel**, of BRAC University.

Name: Ruban Noel

Joining Date: 01 October 2024

Department: Sea Logistics (Operational Care)

I hereby pledge to maintain strict confidentiality regarding any information about Kuehne + Nagel's software, policies, or internal or sensitive data I may encounter during my internship at Kuehne + Nagel Limited.

Ruban Noel

Bachelor of Business Administration (BBA)

BRAC Business School

BRAC University

Acknowledgment

This internship report on Kuehne + Nagel Limited, while being a solo endeavor, its preparation and completion required collaborative effort. The report would not have been completed without the support of a few key individuals over the past 3 months. To begin with, I would like to thank my academic internship supervisor, Ms. Tanzin Khan, for her guidance, wisdom, and assistance throughout the preparation of this report. Without her continuous supervision and feedback, finishing the report on time would have been difficult. In the same breath, I would also like to express my gratitude towards my workplace supervisor, Mr. Masud Karim, who has been a constant support and beacon for me at Kuehne + Nagel. Furthermore, I would like to thank members of the Sea Logistics department and my colleagues for their earnest assistance, patience, and dedication towards my training and learning throughout the internship period. Finally, I would like to express my heartfelt gratitude towards BRAC Business School and BRAC University as a whole for empowering me with knowledge, skills, and confidence for the next chapter of my life.

Executive Summary

This report delves into Kuehne + Nagel's potential entry into the E-commerce market and its impact on Bangladesh's logistics industry and e-commerce market. It dissects the consequences of introducing a cross-border e-commerce logistics service in Bangladesh, which can potentially change the fate of local digital businesses. The report also conducts environmental analyses using different tools to test the company's standing and performance in Bangladesh.

Key objectives of this report include formulating and recommending strategies that can be adopted by Kuehne + Nagel Limited to effectively disrupt the logistics industry in Bangladesh through its introduction of cross-border logistics services, evaluating the opportunities it will open up for digital businesses, and estimating the impact of the service on the company's revenue streams and awareness levels. A mixed-methods approach has been employed by combining qualitative and quantitative analysis to gather comprehensive insights.

The findings of this report are vital for Bangladesh's digital businesses, the logistics industry, the e-commerce market, and potentially the country's economy as well. By exploring the opportunities and potential impact of such a service, policymakers and logistics companies can gain valuable insights for boosting the country's footprint worldwide.

Keywords: Kuehne + Nagel Limited; Logistics; E-Commerce; Digital Businesses; Brand Awareness.

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List of Acronyms

B/L: Bill of Lading

CFS: Cargo Freight Station

VGM: Verified Gross Mass

ETA: Estimated Time of Arrival

ETD: Estimated Time of Departure

OCC: Operational Care Center

FOB: Free on Board

KN: Kuehne + Nagel Limited

RMG: Ready Made Garments

Chapter 01

Overview of the Internship

1.1 Student Information

Name: Ruban Noel

Student ID: 20104042

Program: Bachelor of Business Administration, BRAC Business School

Specialization: Major in Marketing

1.2 Internship Information

1.2.1 Company Information

Period: 01 October, 2024 - 31 March, 2025

Company: Kuehne + Nagel Limited

Department: National Sea Logistics

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

1.2.2 Internship Company Supervisor

Name: Masud Karim

Organization: Kuehne + Nagel Limited

Designation: Operational Care Manager

Department: National Sea Logistics

1.2.3 Job Responsibilities

Working as an intern under the Operational Care unit of the National Sea Logistics department, my responsibilities primarily consisted of the following - preparing Bill of Ladings (B/L), fulfilling shipping orders, finalizing shipment carrier booking, etc. Each activity required performing different tasks within the company's proprietary software, SALOG. Preparing the B/Ls of various shippers (often garment manufacturers) required linking all the House B/Ls under one Master B/L with the correct containers. It also involved finalization of cargo details, cost entry, scheduling route and date confirmation, etc. Moreover, it also involved communicating with different shippers as draft B/Ls had to be sent out to the shippers before printing out the final version. The B/L responsibilities were carried out bi or tri-weekly, whereas, the other responsibilities had to be carried out daily. Fulfilling the shipping orders required preparing an order invoice for each shipment within the software. On the other hand, finalizing the shipment carrier bookings involved updating the modes and dates of the shipment and confirming a schedule against the ones provided by carrier companies. All these activities made up a majority of my job responsibilities, aside from

this, attending weekly and monthly meetings and corrective tasks can also be included within the responsibilities.

1.3 Internship Outcomes

1.3.1 Student's Contribution Outcomes

During my tenure at Kuehne + Nagel Limited, I was assigned to the following customers - Sainsbury, Shop Direct, and Regatta. As per the job responsibilities, I had to deliver House B/Ls to different shippers working for the aforementioned customers on time. As an inherent part of that process, I had to input data and fill out the information to keep the company database and software up-to-date with all kinds of information. Furthermore, it involved effectively communicating with shippers constantly and correcting and revising B/L's as per their demands. Additionally, issuing the shipping order invoices and booking shipment carriers ensured Kuehne + Nagel could deliver the goods on time to its customers. Throughout my internship, I demonstrated a strong work ethic, adaptability, and a keen ability to learn quickly, as such on a macro level, I have contributed to Kuehne + Nagel's operations running smoothly by effectively carrying out all my responsibilities and delivering all the deliverables on time.

1.3.2 Benefits Gained by the Student

Working as an intern for Kuehne + Nagel Limited, I was exposed to the corporate environment for the very first time and the experience was eye-opening. Given the fact that the logistics and freight-forwarding sector is not often talked about and overlooked, I was able to gain knowledge not just about the freight-forwarding and logistics industry but also regarding supply-chain management.

Gaining operational experience in the logistics industry has allowed me to understand the role and importance of the sector as a whole. While my background is in Marketing, nevertheless, it made me understand how marketing for any goods or products can be rendered inconsequential without the support of a strong logistics system and infrastructure since it enables those goods to reach the customers. Aside from gaining knowledge and insights, I was also able to gain valuable work experience and develop new skills. In order to manage multiple tasks at the same time, I was able to become more efficient with my time and developed time management skills. Also due to the workload and cooperative nature of the work, my punctuality improved exponentially and I learned to communicate more effectively on an individual basis given every individual inherits a unique way of imparting knowledge. As for technical skills, using different software like SALOG, Microsoft Excel, and Microsoft Teams daily enabled me to learn new shortcuts and tools within that software. Perhaps, the most valuable benefit for me was gaining the ability to network with my coworkers as a consequence of the ‘On-the-Job Training’ method being utilized within the company. Networking is often regarded as one of the most essential and powerful skills in the corporate world and learning this skill will not only help solidify my future in the corporate world but also enhance my interpersonal skills in general. Lastly, this internship has taught me to adapt to new challenges and work effectively in a professional environment. On the whole, working as an intern in Kuehne + Nagel has helped me gain an understanding of my career aspirations and an invaluable learning experience which has been both the first and most important part of my professional career.

1.3.3 Problems/Difficulties (Faced During The Internship Period)

During my internship at Kuehne + Nagel, I faced several challenges that tested my abilities but allowed me to grow professionally in the corporate world. One of the primary challenges I faced from the very beginning was to familiarize myself with the industry terms and the proprietary software used by the company. Once I overcame that, dealing with the system and software issues became a massive problem since during peak work pressure, waiting for SALOG to function properly led to valuable time being wasted. Hence, balancing multiple tasks and meeting daily deadlines was often challenging and overwhelming. Another challenge that I faced was communicating effectively with different coworkers. While the challenges were numerous, nevertheless, it helped me become more adaptable and flexible which will certainly serve me well in my future career.

1.3.4 Recommendations To Kuehne + Nagel Limited

My time at Kuehne + Nagel as an intern was pleasant and while the working environment was friendly and cooperative, however, I believe the company may take the following steps to systemize and formalize the internship process to enhance the experience for interns even further:

1. Kuehne + Nagel should take measures to increase its brand awareness which can be done through the internship recruitment process itself and in turn, the company will gain access to a better talent pool.
2. Organizing a structured orientation program at the beginning of the internship period, focusing on familiarizing interns with industry-specific terms and concepts and other employees. This will also enable interns to feel welcomed to their new workplace.

3. Develop a dedicated training program separate from the on-the-job training and mentoring system which will aim to familiarize, train, and upskill interns in parallel to the proprietary software and all its functions. Clear guidelines and training on task prioritization and time management will also help interns handle multitasking more effectively. In this way, interns can be mobilized at a faster rate and more effectively with fewer possibilities of errors and a lower lead time.
4. Interns should also get to rotate and work with different customers to reduce boredom and maintain their productivity.

Overall, undertaking these initiatives would help the company in numerous ways since it would improve the internship experience for interns, ensure better productivity from the interns, and at the same time increase brand awareness for Kuehne + Nagel.

Chapter 02

Organization Part

2.1 Introduction

Kuehne + Nagel Limited is a globally recognized logistics and supply chain management leader, with a rich history dating back to 1890. It was founded by August Kuehne and Friedrich Nagel in Bremen, Germany, and has since evolved into one of the world's most trusted logistics providers. Headquartered in Schindellegi, Switzerland, Kuehne + Nagel operates in close to 100 countries supported by over 80,000 employees. With almost 4,00,000 customers, the company is renowned for its expertise in sea freight and air freight forwarding, making it the global leader in these segments. Kuehne + Nagel has built a reputation for enabling seamless international trade through its customer-centric approach and innovative logistics solutions. Acting as a crucial intermediary between buyers, shippers, and sellers, the company ensures the efficient movement of goods across borders. Overall, its ability to adapt to the complexities of global trade and its commitment to operational excellence has positioned Kuehne + Nagel as a key player in the logistics industry.

2.1.1 Company Fact Sheet



Figure 1: Kuehne + Nagel Limited's Logo

- **Company Name:** Kuehne + Nagel Limited
- **Company Type:** Service Provider
- **Industry:** Logistics & Freight Forwarding
- **Founders:** August Kuehne & Friedrich Nagel
- **Year of Founding:** 1890
- **Place of Origin:** Bremen, Germany
- **Headquarter:** Schindellegi, Switzerland
- **Regional Offices:** Europe, Africa, North America, South America, Middle East & Asia Pacific.
- **Number of Offices Worldwide:** 1300
- **Number of Employees:** Over 80,000
- **Services:** Sea Freight, Air Freight, Rail & Road Logistics, Contract Logistics, Project Logistics, E-commerce Logistics, Supply Chain Management.



Figure 2: Kuehne + Nagel Limited's Business Areas

2.2 Overview of the Organization

Kuehne + Nagel Asia Pacific is a subsidiary of Kuehne + Nagel Limited that oversees the operations of the Asian continent. Its network connects more than 150 locations in 21 countries with over 6,000 employees. As a part of its expansion, Kuehne + Nagel Bangladesh was established in Bangladesh in January 1997 and operates from Dhaka, Chittagong, and Mongla. Over time, the Bangladeshi wing has become a dominant force in the local industry, offering a vast and superior service. In Bangladesh, Kuehne + Nagel operates solely as a freight forwarder, meaning it owns no carrier or vessel. Neither does the company assume responsibility for collecting goods from manufacturers and maintaining a warehouse. Hence, the company collaborates with shipping companies such as Hapag-Lloyd, Maersk, CMA, and others to offload the shipping responsibilities. While, on the other hand, the warehousing and collection duties are handled by CFS (Cargo Freight Station) agents such as Summit Alliance Port (SAPL), Shafi Motors Limited (SML), etc. Effectively, Kuehne + Nagel Bangladesh ensures the coordination of the supply chain and deals with all the paperwork involved in the process. Also, Kuehne + Nagel

Bangladesh primarily deals with RMG (Ready-Made Garments) manufacturers within the country; therefore, most of their customers are such.

2.2.1 Vision

Kuehne + Nagel's vision is to become the most trusted supply chain partner supporting a sustainable future. To achieve its vision by 2030, the company's current roadmap consists of four cornerstones that reflect its priorities - Kuehne + Nagel Experience, Digital Ecosystem, Living ESG & Market Potential.

2.2.2 Mission

Kuehne + Nagel's mission statement is, "We shape the world of logistics with a strong determination to connect people and goods through innovative and sustainable logistics solutions. Every day, we go above and beyond to meet the needs of our customers. By anticipating challenges and applying our visionary mindset, we advance global trade and bring communities together".

2.2.3 Core Values

1. Fostering Innovation - "To us, innovation is the desire to develop customer-oriented solutions and to continuously improve our processes".
2. Connecting & Developing People - "Collaboration is not just a word, but something which we live and experience every day in our work".
3. Enabling Entrepreneurship - "We encourage to embrace responsibility and maximize the potential of each individual".

4. Delivering Quality & Excellence - “We constantly work on finding new ways of doing things for our customers”.

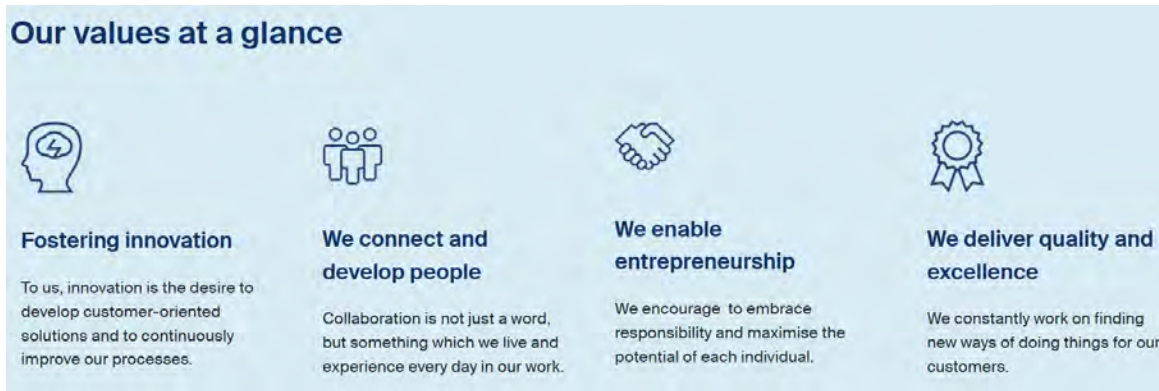


Figure 3: Kuehne + Nagel Limited's Values

2.2.4 Objectives

Kuehne + Nagel focuses on achieving the following objectives:

- To build a robust equipment and communication systems network that can handle passenger vehicle movements and exchange documentation through electronic platforms.
- Enabling sufficient freight volumes to transport and handle freight to an acceptable extent allows for profitability.
- Strategically planning operations to optimize cargo flow, without empty return trips and inefficiency.
- To expand business operations and revenue flow in domestic and international markets.
- Delivering outstanding service to existing customers while proactively caring for new customers entering the market.

2.2.5 Goals

Kuehne + Nagel is committed to achieving the following goals:

- To continuously improve the quality of operations, data, and services to achieve exceptional performance in all business areas.
- Encouragement of sustainable development through the protection, preservation, and conservation of a natural environment for the use of future generations.
- Talent, individual aspirations, and organizational requirements come together to create a focus on developing professional and leadership skills.
- The pursuit of environmentally friendly logistics to help make a better and more sustainable world.
- Instituting a clear and accurate emissions tracking system for all ocean carriers' movements from heaven to port and vice versa.
- To make a real difference today for the benefit of future generations.

2.3 Management Structure & Practices

Kuehne + Nagel Bangladesh utilizes a service-based divisional organization structure wherein the number of levels between the upper and lower management are few, and each division (or department in this case) is separated by their service offering (Sea Logistics/Air Logistics), and have control over their operations and resources (Sales and IT functions). The highest level of post in the company is the National Manager position whereas the lowest level is the Executive position. General Managers are in charge of divisions/departments and the Managers within each

department. In the case of Sea and Air Logistics, Managers are assigned to certain roles such as Operational Care or Process and Systems, and they are in charge of all the Executives working under their team. Whereas, in the other departments due to their size, General Managers directly oversee the Senior Executives (Team Leads) and the Executives (Specialists). The organizational structure and key personnel are as follows -

Name	Designation
Tarun Patwari	National Manager (NM)
Fazlur Rahman	General Manager Sea Freight (DAC ZS)
Tanjirur Rahman	General Manager Air Freight (DAC ZA)
Arifur Rahman	General Manager Sales (DAC ZV)
Milton Peris	General Manager HR (DAC ZP)
Touhidul Islam	General Manager Finance (DAC ZF)
Nazrul Islam	General Manager IT & System (DAC ZI)

Figure 4: Key Personnel of Kuehne + Nagel Bangladesh

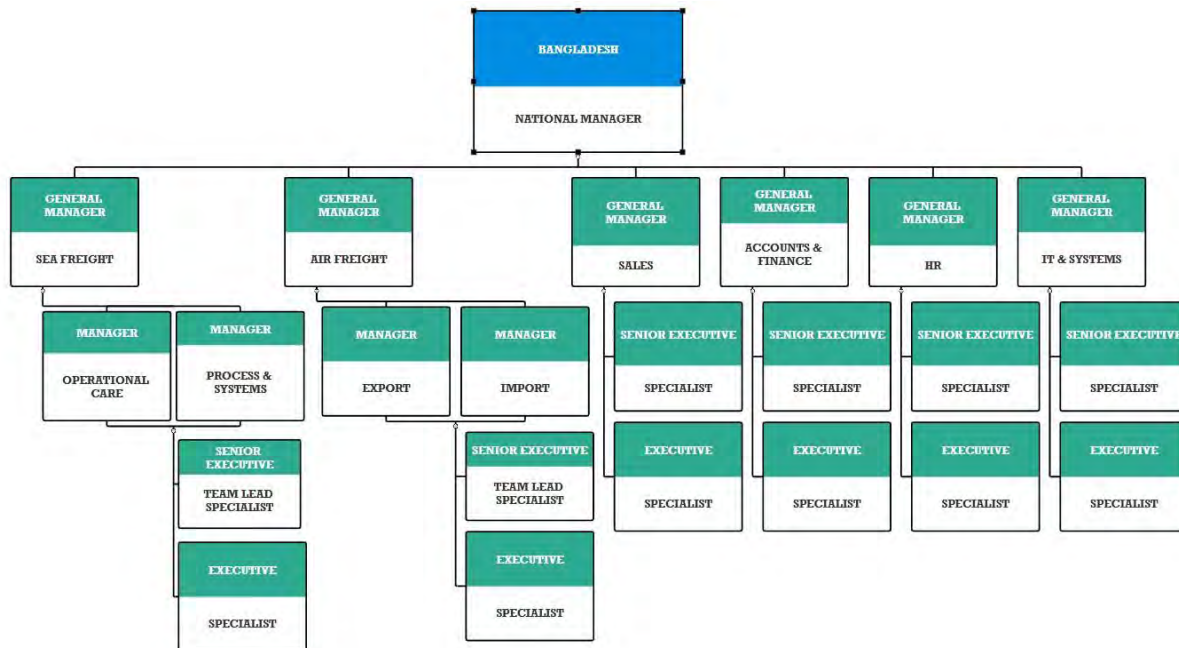


Figure 5: Organizational Structure of Kuehne + Nagel Bangladesh

For its operations, Kuehne + Nagel Bangladesh follows the corporate headquarters and takes a centralized management approach to its decisions. Since the administration in Bangladesh has limited powers to act independently, permission must be obtained from the regional headquarters before doing so. International corporations face problems with such a structure. Let us take the situation where the Operational Care team in Sea Logistics needed to hire new employees. At the same time, the division head and the Human Resources department would circulate the information internally. Management cannot post the recruitment notice unless they get approval from the regional headquarters. This organization's management is centralized, which explains why it has an authoritarian leadership style. The parent company defines policies, makes goals, and supervises all operations — the subordinates have no part in the decision-making. Recruitment, operations, training and career development, compensation, employee benefits, and shortly, event management, are the HR department's responsibilities. However, hiring cannot proceed without

permission from the headquarters, meaning you cannot onboard new employees unless admitted by them.

2.3.1 Leadership Style

In the context of Kuehne + Nagel Bangladesh, the leadership style is a mix of authoritative, leaning more towards a democratic style (participative or shared leadership). The Human Resources Head (ZP) is responsible along with the HR specialist for the decision-making process. The HR head or specialist decides on key decisions — such as recruitment, professional standards, and critical choices on workplace decorum and changes — in the organization. KN's operations have developed around this approach – they are strictly constrained by the company's policies and ensure the employees follow them. They promote conversations among individuals across the roles, from Trainee Consultant to Senior Business Consultant Manager, at the same time.

2.3.2 Recruitment Process

Kuehne + Nagel Bangladesh's recruitment process is simple, it consists of three stages for candidates who are applying to open positions. A case study assessment constitutes the first step. In the second stage, applicants are interviewed by the management team, which consists of the Human Resources Head (ZP), an HR specialist, and the head of the related department where a vacancy exists. The last stage is an interview with the Managing Director (MD) accompanied by senior Business Consultants or Managers.

2.3.3 Compensation System

In addition to their monthly salary, employees also get other benefits. These include festival bonuses, New Year gifts to senior level managers, as well as full reimbursement of costs incurred in work trips and field visits, for example, meals, hotel rooms, travel, etc. Office events, celebratory dinners, and after parties for anniversaries or for hitting profit targets are also organized by the company on such occasions.

2.3.4 Performance Appraisal System

Kuehne + Nagel employees are constantly being encouraged to improve their performance. The employees are given regular constructive feedback almost always after completing new tasks. The purpose of this communication is to help increase employee productivity and effectiveness. Employees live up to the company's growth by working overtime. The main reason is that such organization observes international time zones. Despite the demanding schedule, the company's work culture might be considered highly professional.

2.4 Financial Performance and Accounting Practices

The function of the financial management and accounts department of Kuehne + Nagel Ltd. is to handle the revenue collection and the payroll of employees. This department is involved with the management of the company's financial activities within the local and global markets. The key responsibilities of the Accounting and Finance Division include:

- Managing all the financial records of Kuehne + Nagel.
- Ensure all the reimbursements are done and all the claimable amounts are collected.

- Compiling accounts for the year.
- Maintaining monthly records of revenue, losses, and other outstanding documents.
- Preparing employee paychecks.
- Supervise the daily and periodic transactions between Kuehne + Nagel and its counterpart branches in the international market.
- Carrying out routine changes and upkeep of financial activities.
- Generation of reports of client's returns.

I could not assess the extent of the financial performance of this company as they did not provide the financial data. For confidentiality reasons, the Bangladeshi wing is not authorized and allowed to offer specific financial information, while annual financial data for the company is made public. For that reason, I could not present the financial results of the Bangladesh branch.

Kuehne + Nagel Bangladesh Ltd has a Finance and Accounts department that handles local and international transactions. They take care of tasks like making financial statements and managing employees' payroll. Kuehne + Nagel proprietary accounting software ACON 2000 is used for all accounting tasks, except payroll. The transaction tracking is used in all Kuehne + Nagel offices worldwide, and there is no variation. Functions of the Finance and Accounts department are processing payables and receivables payments, keeping records of all transactions, preparing employee payroll, preparing monthly profit and loss statements, etc. Then they compile annual financial statements and balance sheets and send reports to the company headquarters in Schindellegi, Switzerland. It calculates taxes and VAT, clears inter-company with other overseas offices, and updates ACON software. They are also in charge of managing debtor aging reports,

collecting receivables, and keeping ledgers per the company rules. Additionally, they give out money receipts and challans of VAT and non-VAT incomes, arrange for the purchasing of fixed assets, get quotations, approvals, etc., process vendor and administrative payments, prepare customer profitability reports, etc.

2.5 Marketing Practices

Marketing aims to ensure consumers become conscious of the product/service, and more broadly about their needs. Kuehne + Nagel Ltd. is a world-leading company providing logistical services as its core product. The distinct marketing strategy that the company uses sets it apart and helps it solidify its position as the leading global air and sea freight forwarder. A clear positioning plan, innovative product development, and target marketing that address the right market customer base.

2.5.1 Marketing Strategy

Kuehne + Nagel's approach to marketing is all about researching its scope and what it can accomplish. Through this research, the company learns where its past methods have fallen short and finds new ways of mitigating those shortcomings. The process continues, intending to continuously improve the level of service. Kuehne + Nagel can enhance its business operations by knowing where to put effort into it. But at Kuehne + Nagel Bangladesh Ltd. marketing potential is jeopardized due to constraints imposed by aspects of law. For example, many Bangladeshi customers fail to adhere to credit terms or make a timely payment. Out of more than 90% of its deliveries, the company mostly trades on a Free-On-Board (FOB) basis, with a maximum of 2-5% of its domestic shipments. The company's operations are not very profitable because of regulatory challenges. FOB activities in Bangladesh heavily depend on word of mouth by local purchasing

agents encouraging suppliers to do business with Kuehne + Nagel. Communications are handled by a sales representative of the company's Dhaka office, the salespeople are involved with the existing customers as well as the potential customers.

2.5.2 Target Customers

Kuehne + Nagel's primary target customers are purchasing houses, direct buyers, and regional suppliers. Major retailers are some of the company's key clients: Next Retail, Best Seller, Shop Direct, Galleria, KiK Textilien, Sainsbury's Supermarket and Regatta Great Outdoors. They are important customers — because they ship high volumes and do so consistently and regularly. However, Kuehne + Nagel Bangladesh Ltd. cannot engage directly with these clients. The company works instead with local vendors and purchasing houses and contacts these via the local branch as they manage those relationships.

2.5.3 Brand Positioning

Kuehne + Nagel Bangladesh Ltd. has become the largest sea freight provider in the country. In addition to its digital and sea freight solutions, the company successfully maintains its leadership position in the sector. The company operates a highly robust network for sea freight and benefits from it. Kuehne + Nagel established leadership in sea cargo forwarding through strategic positioning of great shipping services of world-class quality. Hence, it positions itself based on reliability and trustworthiness.

2.5.4 Medium of Promotion & Communication

From the point of view of promotion and communication, Kuehne + Nagel's corporate headquarters depends only upon LinkedIn as a marketing activity. However, Kuehne + Nagel Bangladesh does not conduct any commercial events or join online communities, and information about the company is only accessible through the company's website. It heavily relies on word of mouth and its established clientele. Most of its sales are made through the company's relationships with purchasing houses. Direct dealings and orders from buying firms are the most basic way the company promotes its services.

2.5.5 Marketing Gap

Kuehne + Nagel Bangladesh suffers from a major marketing vacuum because it lacks advertising, promotion, or communication. The company has is that it has no digital presence which is a huge folly in today's branding world. Although other logistics firms like Maersk and DHL spend a lot of money on promotion to popularize their brand, Kuehne + Nagel Bangladesh remains virtually unknown throughout the country owing to its low profile.

2.6 Operations Management & Information System Practices

At Kuehne + Nagel Bangladesh Ltd. the IT department guarantees that all work processes and operations are backed by technical and technological support. They have to do everything from monitoring IT equipment and server operations to server administration and managing LAN and WAN networks. They update computers, install computers, support SALOG and ACON, print cheques, and extract business computer data and connectivity. Responsibilities include

maintaining KNLogin and My KN+ systems, user ID management, hardware, and software maintenance data and email backups, and regional IT guidelines. In addition, the department supports local and overseas ISP/ISP problems, shares user training, and updates and monitors fax and address book services. What's most important though is that the IT team is always around and ready to help employees whenever they have any technical needs. Through the use of software and programs such as Microsoft Office, Microsoft 365, My KN, My KN +, KNLogin, KNESP, SALOG, and CIEL, the Company simplifies everyday tasks. Another important contributor to customer demands is the Operational Care Centre (OCC) staff. Once the CCL team generates the shipment or House Document, their responsibilities consist of issuing GSPs, managing Shipment Advice, and ensuring smooth and efficient operations.

2.6.1 Role of SALOG

'SALOG' is a platform that simplifies operations and enables documentation so all processes run together, in cohesion, and order. This application provides great help in everyday tasks, such as data collection, storage, processing, and structuring of data documentation.

After receiving the client orders, the Customer Care department uses SALOG to manage its shipments. Then the operations team generates the Bill of Lading (BL) used for shipment using the platform. However, BL calculations are dependent upon buyer and warehouse data. After this, the ship's schedule is modified, costs are entered into, the ship's total gross weight is verified, and stakeholder awareness is maintained throughout the process. Due to its uniqueness and functionality, SALOG is the main tool for operating these operations in Kuehne + Nagel Bangladesh. The key functions of SALOG include:

- Updating SI from such invoices or BL drafts from suppliers.
- Resolving problems with shippers' schedules for vessel departures and arrivals.
- Linking house BLs with master BLs to maintain a seamless document flow.
- Finalizing recorded gross mass (VGM) and applicable charges.
- Inform shippers and provide them with drafts of dummy BLs.
- Handing over the original BL to suppliers after print.

This integrated system can guarantee a smooth and efficient management of the shipment processes.

2.6.2 Sea Logistics Operations Overview

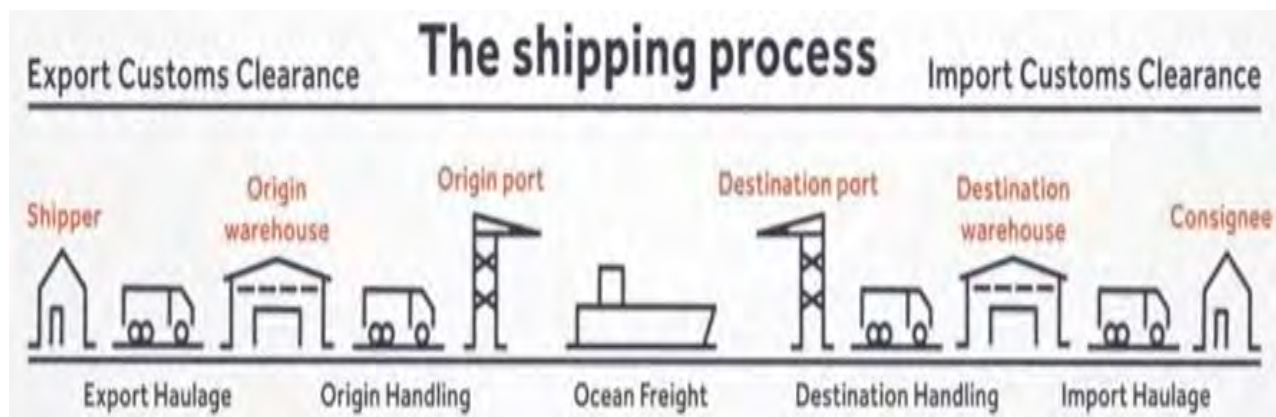


Figure 6: Import Sea Shipment Process



Figure 7: Export Sea Shipment Process

Kuehne + Nagel Client Service Division (CCL) helps shippers (exporters) and purchasers (importers) communicate to ensure shipments are done. Once things are executed, they are managed by the Operational Care Center (OCC) within the Sea Logistics Division using SALOG software supported by the System Integration Group and IT Division. The process involves six key steps:

1. **Client Interaction & Contract Creation:** All CCL arrangements are finalized with shippers and importers. Kuehne + Nagel issues a contract document that validates the shipment booking.
2. **Carrier Reservation & Communication:** The carrier, notifies the destination office abroad, and communicates with the beneficiary bank is the job of CCL.

3. **Document Submission & Shipment Order:** Shipments are requested to provide the required documents (invoice, packing list, shipment details). After this, Kuehne + Nagel then determines an order for the shipment.
4. **Cargo Transfer to Freight Station:** The cargo is loaded to Chittagong Cargo Freight Station (CFS). For the recipient, a delivery note is prepared, containing the number of Bill of Lading (B/L), vessel info, ETA/ETD, and the place, where cargo is located.
5. **Stuffing & Vessel Loading:** Stuffing (loading the cargo into containers) onto a vessel and shipping.
6. **Bill of Lading Issuance:** Kuehne + Nagel issues the Bill of Lading post-departure which details the shipper, consignee, product, and destination details. A shipper presents the B/L to the beneficiary bank to get payment.

2.7 Industry & Competitive Analysis

For the long-term sustainability of a company in the industry, it needs to leverage its competitive edge to survive the competition. Business sits in a sustainable position only if it secures a substantial market share. Consequently, an industry and competitive analysis is crucial. Using Porter's Five Forces and the SWOT models, we can identify Kuehne + Nagel's competitiveness in the industry.

2.7.1 SWOT Analysis of Kuehne + Nagel

SWOT stands for strengths, weaknesses, opportunities, and threats. It is a strategic tool, that can be used by a company to probe its competitive environment in the market and then decide on

strategies. Strengths and weaknesses, and opportunities and threats, are considered as two internal and two external factors respectively. A SWOT analysis of Kuehne + Nagel Bangladesh Ltd. will enable them to figure out general strengths, replicable strengths, and unique advantages within the industry.

Strengths:

- **Extensive Global Network:** Kuehne + Nagel Bangladesh Ltd. is a multinational organization that benefits from its broad global presence as it operates in and out of lots of locations all around the globe giving a fantastic competitive advantage, especially over local logistics and freight forwarding companies.
- **Innovative Technological Solutions:** The company possesses technological solutions for its customers that allow them to track, amend, and alter all orders seamlessly and visibly. Such features within the company's services help it to stand out from the competition.
- **Industry Leadership:** As a market leader, Kuehne + Nagel is number one in the world as a sea freight forwarder, offering assurance and reliability especially to both customers and local manufacturers as handing over vital cargo requires such qualities.
- **Established Customer Base & Loyalty:** The company's long history paired with its 400,000 satisfied customers has enabled it to sustain its operations and position in the industry across the globe. Such an advantage is essential yet comparatively unique to companies like Kuehne + Nagel since loyal customers provide a stable amount of revenue and require less investment compared to newer ones.

Weaknesses:

- **Lack of Promotional Activities:** The absence of promotional efforts and marketing initiatives limits the company's potential to reach new customers and employ talent, especially on the consumer end or amongst the general population, the brand is largely unknown. As a result, this allows its competitors to gain an edge by using promotional tools.
- **Poor Financial Benefits:** Firstly, there are no funded post-retirement benefits for employees. Though it is a common practice it might result in a turnover in the future with employees. Secondly, no bonus is given to employees during Eid and the year-end bonus only comprises a single month's salary. Such issues can accumulate over time and result in lower employee morale and motivation.
- **Limited Recruitment Strategy:** The company utilizes no promotional campaigns or employment announcements for recruitment. It is limited within the company, and hence the company cannot bring in top-skilled and competitive talent on a routine basis.

Opportunities:

- **Utilizing the Strong Demand for International & E-Commerce Logistics:** Global trade shows no signs of halting, and with booming e-commerce platforms across the world, Kuehne + Nagel Bangladesh Ltd. has a big opportunity in the freight forwarding industry as consumers and companies all over the world focus more on efficient, secure, and timely transportation/delivery of goods.
- **Leveraging Top Ranking in Freight Forwarding:** Having the world's leading air and sea freight forwarder position, Kuehne + Nagel Ltd. can expand its growth and maintain

its dominance in the market by introducing new and innovative services not feasible for its competitors to offer due to an absence of superior global logistics network.

- **Adopting Artificial Intelligence:** AI technologies and their integration can open new growth opportunities. Using sophisticated data tracking and recording systems to predict behavior and forecast customer demands more realistically; automizing operational processes and offering unique streamlined software solutions can enable the company to become more proactive to changing market requirements.

Threats:

- **Currency Exchange Rates:** Global currency exchange rates are in a constant state of flux, Kuehne + Nagel with its fixed pricing policies for its services may suffer greatly if one of the key currencies suddenly goes down in valuation. Such instances may result in lower profits and higher costs in certain markets, which may hurt the company in the long term.
- **Global Events:** Various events that derail a business can occur such as a pandemic or war. For instance, due to the COVID-19 pandemic and the Russia-Ukraine War, global supply chain and logistics have taken a substantial hit with reduced shipments, higher rates, and delays.

2.7.2 Porter's Five Forces Framework of Kuehne + Nagel

Kuehne + Nagel's competitive position can also be evaluated using Porter's Five Forces model to understand the degree of competition and the exogenous factors shaping the industry.

1. Threat of New Entrants: This force evaluates the ease of entrance for new and potential competitors. With the constant rise in global trade due to an evolving digitalized world, more logistics and freight forwarding companies are emerging. However, freight forwarding is a high-risk industry with large barriers to entry, involving challenges ranging from natural disasters to political complexities around the globe to many more. Furthermore, establishing a global logistics network requires building infrastructure and developing a dedicated workforce worldwide, consequently, both require the investment of capital and time in exorbitant amounts. On top of it, new entrants will also find it difficult to challenge market leaders like Kuehne + Nagel by offering lower price quotations. Therefore, the company will not likely face any new major challengers in the industry unless existing competitors scale up their operations.

2. Bargaining Power of Suppliers: This force evaluates the negotiation power of suppliers in terms of creating adverse or favorable scenarios for the company. Since Kuehne + Nagel is not directly dealing with its suppliers, the company is not involved directly in negotiations with its suppliers. Instead, the company's customers must make deals and negotiate with the suppliers. Kuehne + Nagel has specified fixed rates for its customers and suppliers such as SAPL, Vertex, and Shafi Motors. Additionally, the company also offers flexibility and customization in its services, therefore, suppliers have limited ability to bargain with the company.

3. Bargaining Power of Customers: This force evaluates the negotiation power of customers/buyers/clients in terms of creating adverse or favorable scenarios for the company. In the freight forwarding industry, the influence of clients is enormous because freight forwarding companies must constantly analyze and optimize their efficiency and

productivity per client's expectations. Nevertheless, a diversified client base and the cost of switching to competitors provide ease for Kuehne + Nagel, hence, clients end up with moderate bargaining power. One key factor that works favorably for the company is that it provides high-quality logistics solutions, enabling it to maintain its position while bargaining with its clients.

- 4. Threat of Substitutes:** This force evaluates the potential and ease of customers switching to the products or services of the competitors. Kuehne + Nagel's impeccable data management, and digital and integrated solutions through systems such as OPS and ESP, made the company's value proposition unique to its clients. Competitors such as Maersk, with its fleet, still do not threaten Kuehne + Nagel substantially even though it does not own any fleets. Kuehne + Nagel's long history, reputation, and strong relationships with its customers ensure its customers do not switch to its competitors.
- 5. Competitive Rivalry:** This force evaluates the level of competition between competitors in an industry. Bangladesh's freight forwarding industry has a high degree of competitive rivalry since a few players like DHL, Maersk, DSV, DB Schenker, and FedEx are always at the top. Kuehne + Nagel however have managed to secure long-term, loyal customers like NEXT, ALDI, and SAINSBURY. Despite the competitiveness in the market, Kuehne + Nagel has gained an edge through its efficiency and service quality. Though Maersk is the biggest competitor, Kuehne + Nagel edges it out through its expertise and customer care. An established clientele has created a safety net for the company, making it immune to competitive moves made by its biggest competitors.

2.8 Summary & Conclusions

Kuehne + Nagel Bangladesh, set up in 1997, is a leading freight forwarder in Bangladesh. Mainly a freight forwarder, the company works with shipping companies for shipments and CFS agents for warehousing. Some key aspects of the Bangladeshi wing include:

- A centralized management with little local decision-making power.
- A strong focus on RMG sector customers.
- Light marketing with a large amount of word of mouth.
- Operational efficiency through Advanced IT systems (SALOG).
- Limited service offerings in Bangladesh despite the robust global network.
- Lacks direct customer engagement, but has strong customer relationships with major retailers.
- There is little or no digital presence with borderline zero promotional efforts compared to competitors.

As a global logistics leader, Kuehne + Nagel Bangladesh suffers from operational constraints and marketing limitations. The company retains its stronghold in sea freight forwarding, made possible by its global network, nevertheless, limited local autonomy and no marketing presence impedes further growth. Although the company's business practices and word-of-mouth marketing have effectively established a clientele, it may hinder its ability to take advantage of the fast-growing e-commerce industry. Ideal expansion prospects lie ahead for the company as long as these

limitations are addressed; its established infrastructure, high efficiency of operations management, and strong global backing are in place to support new endeavors.

2.9 Recommendations

Here are the key recommendations for Kuehne + Nagel Bangladesh in the context of the analysis that has been carried out:

1. Marketing Enhancement -

- The company should engage end-users through social media platforms.
- The company should undertake marketing activities to increase its brand awareness amongst the Bangladeshi population.
- The company should have a Bangladeshi marketing team.

2. Employee Development -

- The company should broaden the financial incentives for its employees with more bonuses throughout the year centering different events.
- The company must provide funded post-retirement benefits, especially to employees with long tenure.
- The company should give its employees the facilities to set up their career paths and specific avenues of advancement for a given role.

3. Recruitment Strategy -

- The company must also recruit from external sources and should not only be limited to internal recruitment.
- They should create business case competitions and campus ambassador programs across universities.
- To help attract and hire skilled graduates for the company, it should create internship and MTO programs.

4. Operational Autonomy -

- Decentralization of authority with more power to decide on the local market operations.
- Construct operational strategies that fit the Bangladeshi market requirements.
- Make engagements and decisions faster.

5. Service Diversification -

- The company should enter the e-commerce logistics market.
- The company must diversify by offering more warehouse management services, etc.
- Create and provide services to transport goods to the end consumers.

6. Technology Integration -

- The company needs to find artificial intelligence solution methods to make their services more lucrative.
- The company should focus on developing front-end technologies that will engage the customer.

7. Customer Engagement -

- The company should develop options and services to create end-customer engagements.
- The company must have a customer feedback loop for the services it offers.
- The company must start to implement customer loyalty schemes.

Chapter 03

Project Part

3.1 Background

The logistics industry in Bangladesh is often overshadowed and overlooked by the more dominant and booming industries. However, its contribution to the economy as a whole and its function as the backbone of all exports is undeniable. At present, the RMG industry's exports are the largest contributors to the growing logistics industry, and such has been the case for a significant time. On the other hand, Bangladesh's economy has been rapidly developing, and at the same time, the country's government has slowly been trying to reduce its dependency on the RMG industry to fuel its economy by shifting its focus to the IT industry alongside a few others. Due to this shifting focus, the country has experienced a sharp rise in digitalization. With this rapid digitalization, internet access increased substantially. Paired with rising access to mobile technology, internet penetration in the country reached nearly 45% in early 2024 (Kemp, 2024).

Over the past decade, the country has also witnessed the emergence and rise of the e-commerce market. With internet users having access to products from different locations across various platforms, the buying habits among Bangladeshis have been changing. More and more have opened up to the concept of online shopping, hence, platforms such as Daraz, Foodpanda, Facebook Marketplace, and more have been thriving in the last few years. However, the rise of the e-commerce market has partly been enabled by the emerging logistics companies in the country, which help to facilitate all the required features of online buying and selling through last-mile and reverse deliveries. Companies such as Pathao, RedX, and Paperfly have become notable entities

in the logistics industry in a short period due to their last-mile delivery services. On a macro level, both the logistics and e-commerce industries are booming industries in Bangladesh. Both industries are estimated to grow and increase in valuation substantially over the next half a decade. Nevertheless, gaps exist within both sectors, specifically in the logistics industry. However, government policies have been changing, and such gaps provide lucrative opportunities to existing companies in the logistics industry. Overall, given the current trends and opportunities that are present within Bangladesh, the logistics industry indicates the most potential within itself.

3.2 Problem Statement

One of the major gaps within the e-commerce market is the lack of cross-border logistics services, which have yet to be widely available to local online businesses and consumers, meaning consumers are unable to buy products from abroad, and businesses are unable to sell their products to foreign consumers without hassle. From financial regulations to customs clearance issues, cross-border trade and transactions in Bangladesh involve a significant investment of time and money. Despite the presence of international players such as Kuehne + Nagel, DHL, and CMA CDM, such services are yet to be introduced in the country due to policy and compliance-related issues, which would require such companies to engage in underhanded activities.

Furthermore, in the case of Kuehne + Nagel Bangladesh, it only provides freight forwarding services in the country despite having the local expertise and facilities to enter the e-commerce market. Kuehne + Nagel provides e-commerce logistics solutions elsewhere in the world through inbound and outbound shipments, cross-border deliveries, reverse logistics, last-mile deliveries, and more. However, the company relies solely on its freight forwarding and transporting business.

The solution to both of the aforementioned issues is through the entrance of Kuehne + Nagel Bangladesh into the e-commerce market with cross-border delivery services.

3.3 Literature Review

The logistics industry in Bangladesh has played a pivotal role in contributing to the country's economic growth over the years. However, the logistics industry is often undermined and overlooked. Nevertheless, this industry has been expanding significantly. Moreover, the industry has been attracting international entities. As per Mordor Intelligence (2023), the Bangladeshi Freight & Logistics industry is valued at USD 28.7 Billion, and while the market concentration is low, opportunities are plentiful, especially due to the rising e-commerce market. The valuation of this industry is expected to exceed USD 50 billion by 2031. As a result, more international logistics companies are entering the industry or expanding their operations in the Bangladeshi logistics industry. On the contrary, the logistics industry in Bangladesh is also congested, unreliable, unsophisticated, and fragmented (Dappe et al., 2019). As a result, e-commerce platforms in Bangladesh mostly operate within the country's borders due to the logistical limitations imposed by high costs and fragmentation. The issue arises due to the local players having a limited global network while international companies such as Bollore Logistics (CMA CGM), Kuehne + Nagel, and DHL bar themselves due to issues relating to non-compliance. Kuehne + Nagel Limited, the world's No. 1 sea and air freight forwarder, has operated in Bangladesh for over 25 years. Though the company provides extensive e-commerce logistics services outside of Bangladesh, the country only has access to the company's freight forwarding services. As a consequence, not only has the revenue stream of the Bangladeshi wing become narrow, but it also has been missing out on vital opportunities present within the country's market, specifically in the E-commerce market. Though

the company's clients are numerous international brands worldwide, it primarily moves goods for RMG manufacturers in Bangladesh. While the RMG industry remains the biggest contributor to GDP, nevertheless, it has been shrinking due to economic changes and global events, as such, the industry has suffered an export decline of nearly 6% in the Fiscal Year 2024 (Textile Insights, 2024). As per RMG Bangladesh (2024), the industry has been experiencing increased business closures, declining profitability, and rising costs. Overall, such trends are considered warning signs for Kuehne + Nagel Bangladesh, as RMG manufacturers comprise most of its customer base. Therefore, the company must enter booming markets such as the E-commerce market to diversify its services and revenue streams, especially because it offers a broad range of E-commerce logistics services elsewhere in the world. The offerings range from e-commerce inbound logistics to fulfillment and warehousing to last-mile delivery to cross-border logistics to reverse logistics (Kuehne + Nagel, n.d.). As per an ECDB report (2024), Bangladesh is the 42nd largest E-commerce market with a CAGR of 21.59%. This indicates a lucrative opportunity for companies from various sectors to tap into a booming market, especially for logistics providers such as Kuehne + Nagel, since cross-border e-commerce remains limited (Lloyd's Bank, 2024). More importantly, government intervention and interest in such endeavors have been noticed recently, making it easier for consumers to buy and sell products internationally. In 2023, the Commerce Ministry started drafting policies for 'Cross-Border Digital Trade Guidelines 2023', which intended to make cross-border trading easier for businesses and consumers domestically and internationally (Kashem, 2023). While there are intermediaries such as Backpack and Ubuy, however, the cost of their services is hefty. Moreover, local logistics companies such as Pathao, RedX, Paperfly, etc. do not provide any cross-border logistical services, nor do they have global reach or presence to introduce such a service. Combining all of these facts demonstrates that

Kuehne + Nagel possesses the capabilities and global reach to introduce its e-commerce logistics solutions in Bangladesh and utilize the opportunities available in the e-commerce market to do the following - diversify and enhance its revenue streams in the country, increase its brand awareness among local business and consumers by delivering products to consumers, and provide the window for digital businesses in the country to go global.

3.4 Significance

This study is of significant importance to the economy of Bangladesh as a whole since it explores the impact of the logistics industry on the e-commerce market. The logistics industry in Bangladesh has yet to witness the forthcoming disruptor, and due to poor governmental oversight and policies, the industry is being held back from reaching its full potential. This study will shed light on the potential of growing industries such as the logistical and e-commerce industries. With the introduction of cross-border e-commerce logistical services by Kuehne + Nagel in Bangladesh, the country may potentially unlock a high-impact market to the world. Consumers within Bangladesh will be able to buy products from world-renowned platforms such as Amazon and eBay directly without paying high customs fees. More importantly, consumers all around the globe can freely order products from Bangladesh, enabling an inflow of revenue and allowing the country to earn a surplus of foreign currencies. The local e-commerce businesses stand to benefit the most from such a logistical service being introduced in the country, enabling them to scale up and grow their business to an unprecedented level. Altogether, the study aims to offer holistic recommendations for Kuehne + Nagel, policymakers, and the government. The end goal of this study is to contribute to the exploration of new sustainable industries in Bangladesh and the possible contribution of those industries in diversifying the country's economy.

3.5 Methodology

For the research design of this study, a mixed-methods approach has been utilized by incorporating both qualitative and quantitative analysis. First, the qualitative analysis is done by examining Kuehne + Nagel's internal documents and conducting interviews with key individuals involved in the Sea Logistics department. On the other hand, quantitative analysis is done by conducting an online survey. Utilizing such a mixed methods methodology will yield a comprehensive understanding of the opportunities, potential impact, and outcome of introducing Kuehne + Nagel's e-commerce services. The aforementioned analyses have been made possible due to the research design integrating exploratory and descriptive research approaches to address the objectives of exploring opportunities and challenges for e-commerce logistics services in Bangladesh in the context of e-commerce logistics through last-mile delivery, reverse logistics, and cross-border solutions; gauging the level of brand awareness for Kuehne + Nagel among local digital businesses and strategizing by utilizing opportunities available with e-commerce logistics in Bangladesh to diversify its revenue streams.

As for the data collection method, different approaches were undertaken to conduct the research to gain a comprehensive view of the given issue. Hence, the following sources were used to collect primary data - internal company documents sourced from the company server and website were used to extract relevant data, and survey data sourced from the online Google Form survey circulated among Facebook business pages and groups. On the other hand, secondary data was obtained through online sources such as Statista, Mordor Intelligence, World Bank, ECDB, and more. Overall, this diversity in the data sources has enabled the study to be conducted effectively.

In order to conduct a thorough analysis of each objective of the study, appropriate and specific instruments and sources of information were used for each objective. For the first objective, semi-structured open-ended interviews of Kuehne + Nagel staff (5 participants) were carried out. The method of sampling was purposive sampling to ensure relevant expertise. Though only five open-ended interviews were conducted due to time constraints, only relevant employees hailing from business development, customer care, revenue management, process optimization, and operation care teams were specifically interviewed to gather all the necessary information. Furthermore, internal documents alongside secondary data such as market reports, scholarly papers, and relevant articles were utilized to strengthen the analysis. As a result, qualitative insights were gained regarding the market gaps within the e-commerce market and current and potential operational challenges.

For the second and third objectives, an online survey was created through Google Forms to gather information. The questionnaire included close-ended Likert-scale and Multiple-Choice questions to minimize the response times. The survey's target population was local digital/online businesses that operate through websites or social media platforms. The Stratified Random Sampling technique was used to ensure a fair and unbiased representation of digital businesses across different types, sizes, and categories. The sample size was set to 100 respondents considering a small population size of 500 for a descriptive study and time constraints, a minimum sample of 100 responses was required, while 139 responses were estimated to be the ideal sample size. As a result, quantitative data were gained regarding the service demand for cross-border e-commerce logistics services and brand awareness regarding Kuehne + Nagel among local digital businesses.

3.6 Research Objectives

The purpose of this study is twofold: first, to analyze the logistics industry of Bangladesh in the context of the e-commerce market and to explore the opportunities that are present within that market for Kuehne + Nagel. The aim is to examine the market potential of introducing a cross-border e-commerce logistics service in the country while also analyzing the competitiveness of Kuehne + Nagel against local and international competitors. Secondly, the other goal of this report is to determine the level of brand awareness amongst the local digital businesses regarding Kuehne + Nagel and how the introduction of its cross-border logistical services can assist in building its brand awareness. Therefore, the key objective of this report is to investigate the potential strategies that can be undertaken by Kuehne + Nagel Bangladesh to leverage its e-commerce logistical services to diversify its revenue streams and increase its brand awareness. The objectives can be distilled into the following -

1. Assess e-commerce market challenges and opportunities for the logistics industry and Kuehne + Nagel to introduce an e-commerce logistics solution involving cross-border, last-mile, and reverse e-commerce logistics services in Bangladesh.
2. Gauge and measure service interest for cross-border e-commerce logistics services and brand awareness among local digital businesses regarding Kuehne + Nagel.
3. Formulate and recommend strategies to enhance and diversify revenue streams and increase brand awareness among businesses by introducing cross-border e-commerce logistics services.

3.7 Findings & Analysis

3.7.1 Challenges & Opportunities In E-commerce Logistics

Findings from the Interviews

The logistics industry's expansion into the E-commerce market in Bangladesh holds immense potential, given its growth rate, valuation, and opportunities. Nevertheless, foundational issues rooted within the industry itself and governmental oversight and lack of enforcement will impede this market from reaching its full potential.

“The logistics and freight forwarding industry in Bangladesh has several problems. Poor infrastructure makes transportation and storage inefficient. Customs procedures are often slow and complicated, causing delays in moving goods. Fluctuating market situation due to external events also creates uncertainty. Above all else, non-compliance with regulations has been a persisting and long-standing pain point.”

The above statement reflects the challenges in the logistics industry and corroborates the findings of other previous studies. Poor infrastructure, non-compliance, customs complexities, and the external environment are often regarded as the biggest challenges for the industry. The emphasis on the issue of non-compliance has been a long-standing issue that the company has had to deal with ever since it started its operation in the country. Non-compliance encapsulates the failure to adhere to established rules, regulations, standards, and policies present within the country, furthermore, in the case of Bangladesh, it also includes engaging in illegal activities such as bribery. Due to these issues, Kuehne + Nagel has struggled to offer competitive pricing to its customers since the company has a strict policy of not engaging in non-compliant activities (i.e.,

bypassing/overlooking procedures, accepting orders for restricted items, etc.). Such issues related to non-compliance are likely to be amplified as e-commerce businesses sell products directly to consumers. In such scenarios, the hidden movement of illegal and restricted goods may skyrocket with fewer verification processes due to their B2C structure.

Poor infrastructure and external events such as a pandemic and war also pose significant challenges for Kuehne + Nagel. Due to corruption and government oversight, logistical infrastructure and procedures have yet to reach global standards. This is further compounded due to the fragmented nature of the logistics industry itself, making it difficult to ensure adherence to pre-determined standards. Hence, transportation and storage facilities are of low standard and inefficient. At the same time, slow and complicated customs procedures involving different authorities and policies cause significant delays in moving goods. On top of these issues, changes in the external environment due to geopolitical tensions and fluctuations in global currencies hinder the flow of goods even further. As a result, minimizing costs and maximizing profits has become a giant obstacle for the company to tackle.

“Currently, Kuehne + Nagel Bangladesh concentrates only on its existing RMG partners and customers. Though reliable and sustainable in current conditions, it should also pursue growing markets to diversify its revenue stream.”

The above statement highlights a core concern regarding Kuehne + Nagel Bangladesh as members of the business development team and revenue management and pricing teams express their concerns regarding the company’s high dependency on the RMG industry. While the RMG industry still acts as the bread and butter of the Bangladeshi economy, increased global competition and pressure from international watchdogs have been forcing the industry to narrow down and

consolidate. These developments over the past decade have resulted in lower volume and value of exports, consequently raising questions regarding the sustainability of the industry in the long term.

“Kuehne + Nagel Bangladesh has the technology to provide a smooth and connected logistics experience for merchants and end-users. We use advanced digital tools to make our services efficient and reliable.”

On the other hand, as the above statement reflects, respondents are confident in the company's technological capabilities to expand into new markets, such as the e-commerce market. Kuehne + Nagel utilizes different software solutions in its current operations, which simplifies and streamlines the order placement and tracking processes accessible and transparent to its customers. The utility of such tools and software can be transferred and expanded for other operations, and more importantly, the company has the expertise to develop customized front-end software solutions for end-users.

“Bringing Kuehne + Nagel's cross-border e-commerce services to Bangladesh has the potential to disrupt the market. The e-commerce sector is growing fast, and our reliable logistics can solve many of its current problems and gaps, especially with cross-border logistics. This would open up opportunities for sellers and empower domestic buyers, setting a new standard in the industry.”

Across all the interviews, respondents have agreed that a prime opportunity within the e-commerce market is the lack of direct cross-border logistics solutions. Currently, a cross-border last-mile delivery solution for businesses is yet to be introduced. While there exists a high level of competition in e-commerce logistics with the likes of Pathao Courier, RedX, SteadFast, and more,

they operate domestically only and do not possess the global infrastructure or capabilities to provide cross-border solutions. Moreover, though DHL and FedEx operate in Bangladesh and offer international courier services, and different delivery providers such as Backpack, Ubuy, and Express Shop Bangladesh exist, availing such services often involves a long delivery period and substantial service charges. The introduction of a cross-border delivery solution in Bangladesh holds the potential to revolutionize both the logistics and e-commerce sectors. Cross-border last-mile delivery and associated services such as warehousing, fulfillment, and reverse logistics can help bridge the service gap in the e-commerce market. With the introduction of cross-border logistics services in Bangladesh, consumers in the local market will gain access to a bigger market and an increased number of product choices, especially in terms of branded high-value items. On the other hand, local e-commerce businesses will gain access to new markets abroad and offer competitively priced quality products to international consumers, paving the path for unprecedented growth potential. Kuehne + Nagel Bangladesh has the capability and scale to establish an efficient and simplified cross-border last-mile delivery solution that can effectively disrupt the e-commerce and logistics markets with lower-cost, fast, automated, and simplified international deliveries.

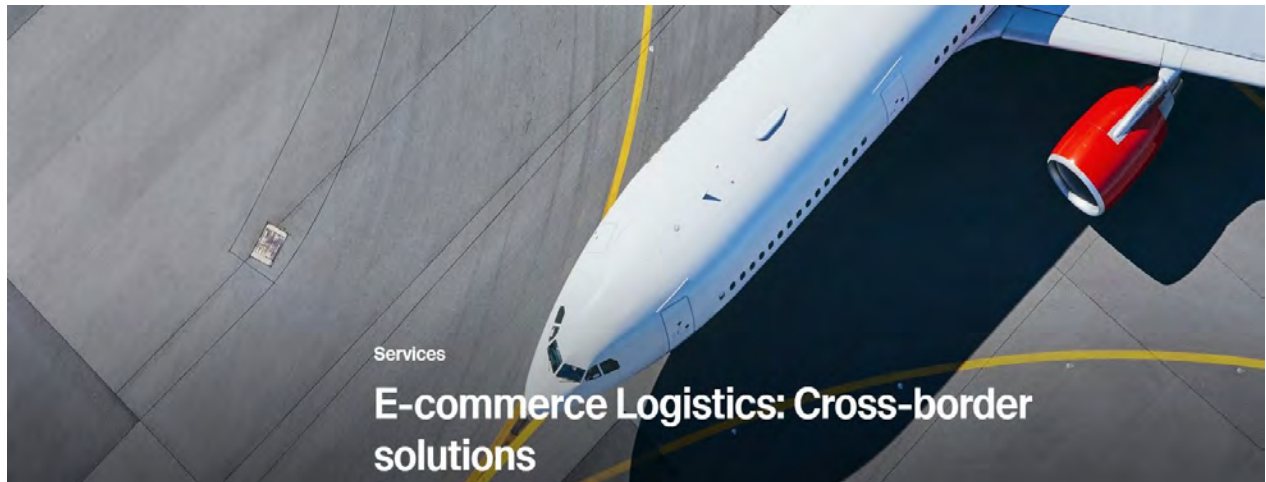


Figure 8: Kuehne + Nagel’s Cross-border E-commerce Logistics Solution

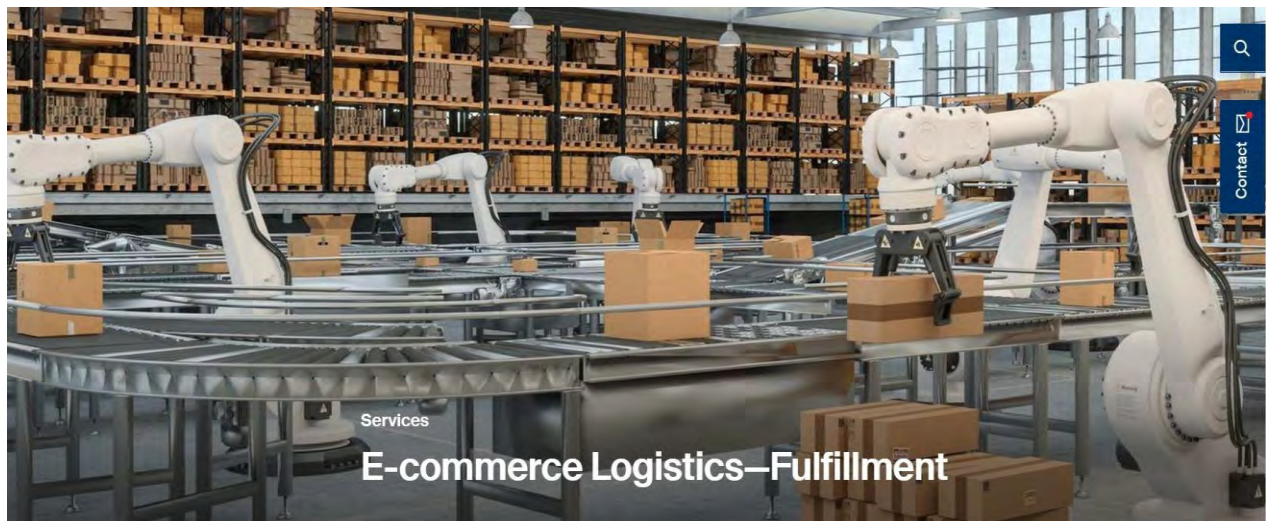


Figure 9: Kuehne + Nagel’s E-commerce Logistics Fulfillment Solution

3.7.2 Service Interest For Cross-Border E-commerce Logistics & Brand Awareness Regarding Kuehne + Nagel

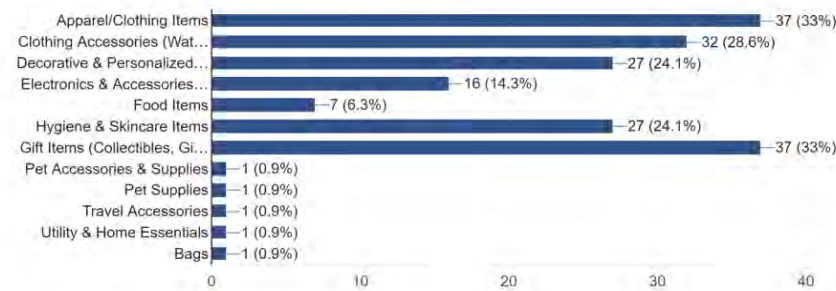
Findings From the Survey

The survey has revealed key insights regarding the current situation involving international shipments for e-commerce businesses, the market interest in cross-border e-commerce logistics solutions in Bangladesh, and Kuehne + Nagel's brand awareness level.

Business Profile

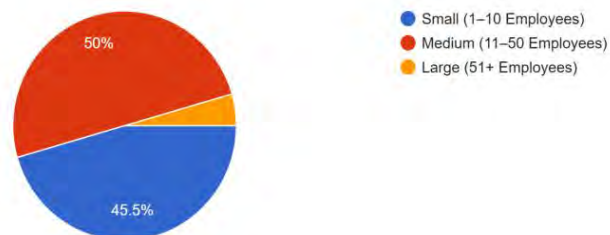
What type of products does your business offer?

112 responses

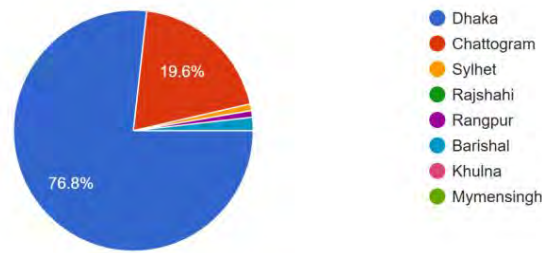


What is the size of your business?

112 responses



Where is your business based out of?
112 responses



- The above questions in the survey intended to form a profile for all the businesses that participated in the survey. To ensure a fair representation and gauge the realistic interest in international logistics services, gathering information from businesses of various sizes selling different types of products and hailing from different locations across the country.
- A majority of online businesses (89.3%) in Bangladesh have started their journey in the past half-decade or so, highlighting both the increasing digitalization of the country and the growing e-commerce market. Additionally, 70.5% of the participating businesses operate through social media platforms such as Facebook and Instagram, which highlights the popularity of such platforms in the country and the convenience of using such platforms to reach the highest number of people.
- A majority of the responses were from small to medium businesses, comprising almost 96% of the responses. This indicates that most of the businesses that operate digitally in Bangladesh are still at a growing stage and have the potential to grow.
- Additionally, most businesses (a combined 96%) located in Dhaka and Chattogram highlight certain factors contributing to the rise of digital businesses. Following the

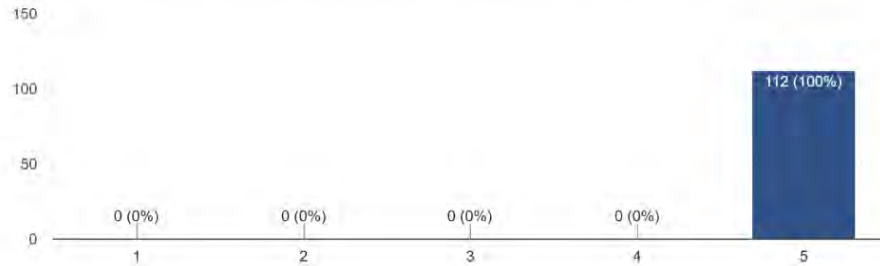
responses, both Dhaka and Chattogram are highly urbanized; the population with medium-high levels of income is also significantly compared to the rest of the country, and consequently, the population has more access to mobile and digital technologies.

- Finally, the responses indicate that most online businesses are either selling clothing/apparel items (33%), gift items such as collectibles, gift boxes, etc. (33%), or clothing accessories such as watches and shoes (24%). This partly reflects Bangladesh's expertise in producing clothing items and the equivalent demand for them in the market. The rise of clothing accessories and gift items shops has been a more recent trend as the demand for affordable and quality clothing accessories has increased. At the same time, aside from customizable gift boxes, different types of gift items are imported from China to meet the needs of the local market.

Current Market Conditions & Limitations

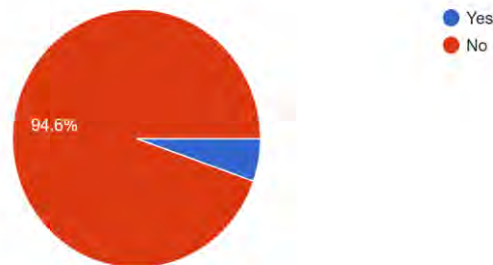
How important is having a reliable international logistics service for your business growth?

112 responses



Does your business currently ship products internationally?

112 responses

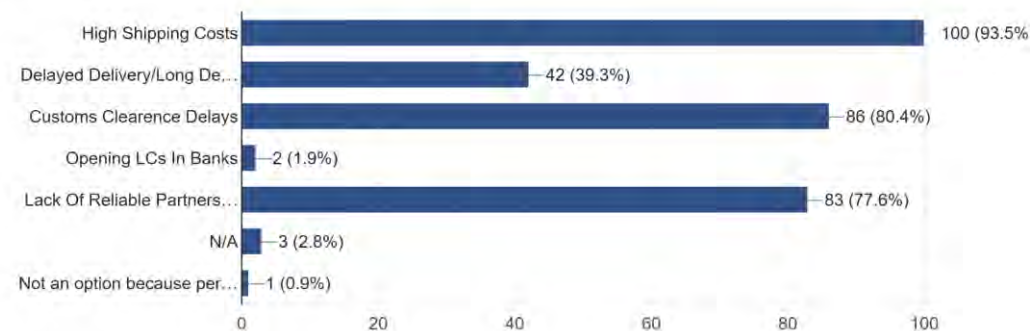


- The above two questions intended to understand the perception of digital businesses regarding the relationship between business growth and having access to international markets. Furthermore, the aim was also to gauge the number of businesses that currently ship products internationally.
- 100% of the respondents/businesses in the survey have rated the importance of reliable international logistics partners/services in foreign markets as highly important for business growth. This strongly hints at the fact that all these businesses have an underlying desire

for international expansion, and they perceive it to be a guaranteed path for their business's growth, especially considering 94.6% of businesses currently do not ship internationally.

Regardless of your business's current geographical target market, what challenges do you anticipate the most with international logistics?

107 responses



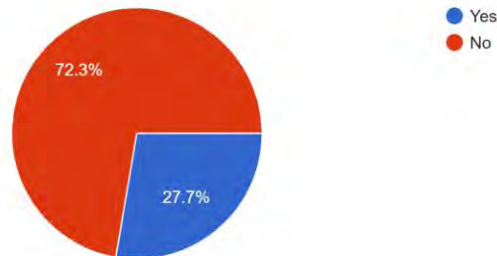
- This question probed for the factors behind the lower levels of international shipping and the anticipated challenges with international logistics amongst e-commerce businesses in Bangladesh.
- Most online businesses do not ship internationally owing to high shipping costs (93.5%), customs clearance delays (80.4%), lack of reliable partners (77.6%), and delayed delivery/long lead times (39.3%). Such concerns and barriers to international shipping highlight the convoluted customs processing in Bangladesh since the existing procedures and regulations are the primary reason behind the high shipping costs and long delivery times. Furthermore, the lack of reliable logistics partners in destination countries is also a concern for most local e-commerce businesses since ensuring the safety of products and their timely delivery becomes much more difficult to maintain.

- By combining all the responses from this section, it can be concluded that with the help of a reliable logistics partner such as Kuehne + Nagel, businesses will be able to pursue the international market given they are also offered competitive prices and quotations, a simplified customs & payment process, and fast international delivery times. Local e-commerce businesses have expressed a keen interest in the international markets. Despite the latent high interest, local e-commerce businesses can only enter the international market if it is financially viable, as the aforementioned challenges related to international shipping dull out their primary aspect of competitiveness, which is price.

Awareness Level Regarding Kuehne + Nagel

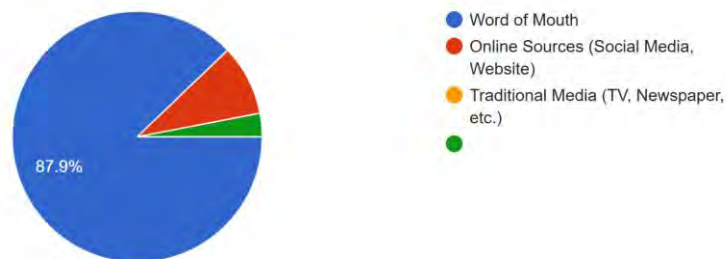
Are you familiar with Kuehne + Nagel?

112 responses



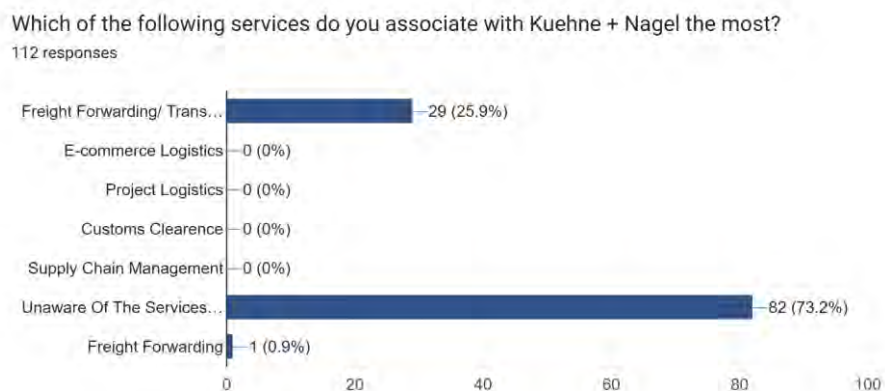
If yes, how did you first learn about Kuehne + Nagel?

32 responses

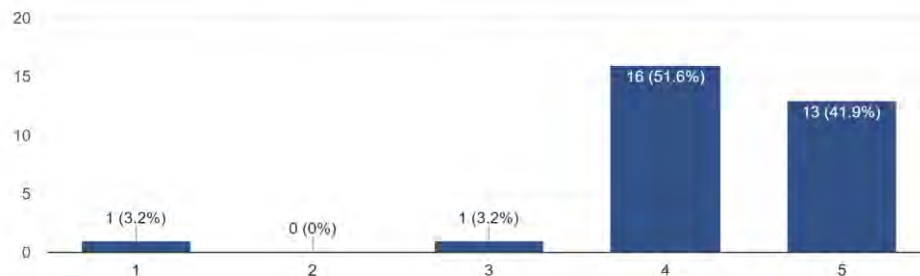


- The above questions attempted to gauge the awareness level of local businesses regarding Kuehne + Nagel and its current medium of promotion.
- The responses indicate that Kuehne + Nagel has a relatively low level of brand awareness among local e-commerce businesses, with only 27.7% or only 32 out of 112 of the businesses indicating familiarity with the company. This highlights the company's low profile in the country and its conservative marketing strategy and focus on the RMG industry.

- Moreover, the primary way the 32 businesses that have expressed familiarity with the company was through word of mouth, accounting for 87.9%, while online sources such as the company website and social media platforms only accounted for 9.1% of the responses. This reflects the minimal communication conducted by the company. Though its existing strategy of utilizing word-of-mouth marketing to promote itself has proven to be effective, it also highlights the company's absence from digital platforms.



If you are aware of Kuehne + Nagel and their reputation, what would you rate its reputation compared to other logistics providers (e.g., DHL, FedEx)?
31 responses



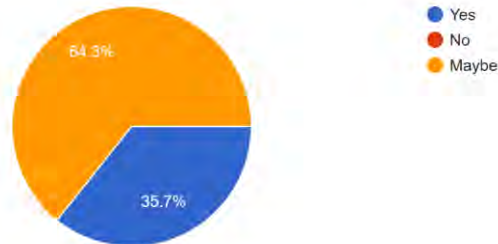
- With this set of questions, the aim was to gauge the awareness of respondents regarding the services provided by Kuehne + Nagel and its reputation.

- The businesses that are familiar with Kuehne + Nagel, around 30, rate its reputation very highly when compared to competitors like DHL and FedEx. This highlights that the company does hold a favorable image within the relevant markets.
- The positive perception is, however, negated further by the confusion and unawareness about Kuehne + Nagel's service offerings. 73.2% of respondents are unaware of the company's provided services, while almost 27% associate the company with freight forwarding/transportation. Hence, it can be evaluated that the company's other key services, like e-commerce logistics and project logistics, have zero recognition.

Service Interest & Preferences of E-Commerce Businesses

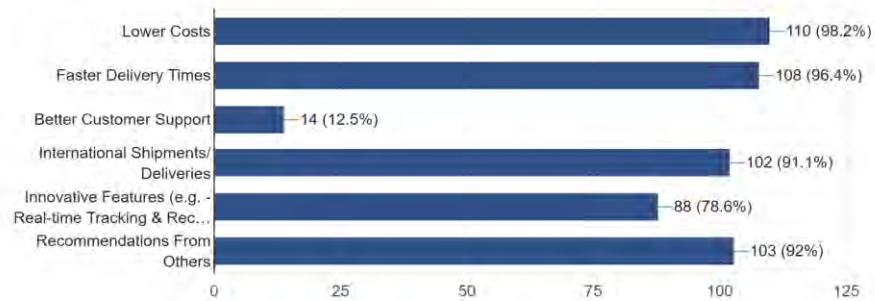
Would you consider using Kuehne + Nagel as your international logistics provider if they introduced cross border e-commerce logistics services in Bangladesh?

112 responses



Which factors would convince you the most to switch to Kuehne + Nagel from your existing logistics provider?

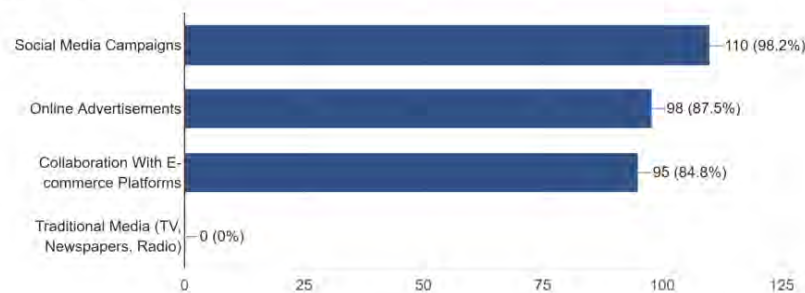
112 responses



- These questions aimed to identify the interest in cross-border e-commerce logistics services and the winning factors and features that would be required by the potential customers for this service.
- The responses indicate clear customer priorities around cost, speed, and customs process simplification regarding international shipments. These priorities highlight the current pain points of online businesses in both domestic and international shipments. More importantly, this reflects the strong potential for growth for Kuehne + Nagel in the

Bangladesh market, with 35.7% of respondents expressing definite interest in using Kuehne + Nagel for cross-border e-commerce logistics services, while 64.3% of the respondents indicated possible interest. As for the factors that would contribute to e-commerce businesses switching over to Kuehne + Nagel in the event such a service is offered, the company would have to provide lower costs, faster delivery times, recommendations from others, and international shipment capabilities, as indicated by the respondents. These factors will be vital in winning over customers from competitors in the market.

What promotional activities or platforms would most effectively increase your awareness regarding Kuehne + Nagel and a cross-border e-commerce logistics service?
112 responses



- Through this question, the goal was to probe the preferences of digital businesses regarding the medium of promotion and communication for the company's brand awareness campaigns and the introduction of e-commerce logistics services.
- The majority of the respondents indicated that Kuehne + Nagel should utilize social media platforms and develop marketing campaigns around them to effectively increase awareness levels. A strong preference for online advertisements and collaboration has also been expressed by the businesses. In tandem with the other responses, the e-commerce logistics

service gap presents a significant opportunity for Kuehne + Nagel. However, it will require the company to undertake trust-building activities and awareness campaigns.

3.7.3 Major Findings

1. Challenges in the logistics industry of Bangladesh include poor infrastructure, complicated customs procedures, market fluctuations due to external events, and widespread non-compliance with regulations. In regards to the challenges in e-commerce logistics, direct cross-border solutions are non-existent, while the current solutions are expensive and inconvenient for businesses.
2. Opportunity exists for Kuehne + Nagel Bangladesh in cross-border e-commerce logistics as no major company currently offers direct cross-border last-mile delivery in Bangladesh all the while, e-commerce businesses consider international growth to be essential for growth and have expressed a strong interest in cross-border e-commerce logistics services.
3. The level of awareness is low amongst e-commerce businesses in Bangladesh regarding Kuehne + Nagel itself and an even lower level of awareness regarding the company's offered services. Trust-building and targeted marketing are necessary if Kuehne + Nagel decides to introduce cross-border e-commerce logistics services.

3.8 Recommendations

In line with the last objective of this study, the following are recommendations for Kuehne + Nagel based on the findings from the survey, interview, and secondary sources.

Introduce & Launch Cross-Border E-commerce Logistics Service in Bangladesh

- **Service Offering & Proposition** - Kuehne + Nagel should develop and launch a cross-border e-commerce logistics solution for the e-commerce market in Bangladesh. It should be a holistic e-commerce logistics solution that must integrate services cross-border last-mile delivery, warehousing and fulfillment, and reverse logistics. However, onboarding customers successfully to this service will require addressing customer pain points such as competitive pricing, which will require the company to set service pricing in such a way that it is not only lower than the current offerings from DHL and delivery service providers such as Backpack and Ubuy. Additionally, Kuehne + Nagel must ensure a quick speed of delivery by leveraging existing global infrastructure and expertise, cutting down on the lead time and simplifying the customs process. Furthermore, it should develop a front-end tracking system through a website or software specifically for e-commerce platforms to ensure transparency and provide peace of mind for its customers and end consumers.
- **Service Positioning** - the cross-border e-commerce logistics service should be positioned as a solution to current market limitations of international shipping, such as high costs, customs delays, and lack of reliable partners. Thus, the focus should be on cost savings and convenience. Furthermore, Kuehne + Nagel must also position it as a solution for local e-commerce businesses that wish to expand internationally. The service can be framed as an ‘Accelerant of Growth & Prosperity’ for e-commerce businesses. More importantly, the

company must capitalize on the fact that such a service will be the first of its kind in Bangladesh. Utilizing the ‘First Mover Advantage’ is a necessity since such a comprehensive end-to-end solution is likely to become the industry standard and benchmark for others to follow.

- **Service Differentiation** - the key point of differentiation for such a service will be the end-to-end seamless and direct cross-border logistics solution for e-commerce platforms, a service that has yet to be introduced in the Bangladeshi e-commerce market. Moreover, there should be further differentiations in terms of technological integration and ethical business practices. The company must utilize its technological prowess and network to automate processes and provide unique features such as integration with the platform, delivery recall, customized labeling, repackaging, or reworking of returns for back-to-stock inventory and more. There should also be an emphasis on the adherence to ethical business practices of the company since it is an aspect at which the company already excels. In this way, Kuehne + Nagel will be able to stand out from its competitors.
- **Service Implementation** - considering this will be a completely new service both for the country and the company, a phased rollout of all the associated services with cross-border logistics may help the company to gauge market demand and preferences more accurately. More importantly, Kuehne + Nagel should contact local e-commerce businesses and platforms for collaboration and partnership. Such a move will be vital for familiarizing the market with the company, brand, and service. Moreover, it will ensure the acquisition of services and aid in trust-building activities for the company as collaborators and partners recommend the company to other businesses and platforms.

Diversify Company Revenue Stream By Offering E-Commerce Logistics

- **Market Expansion** - given that Kuehne + Nagel primarily focuses on the RMG sector and is the company's key source of revenue in Bangladesh, entering the E-commerce market will help the company to reduce its dependency on the declining RMG sector. On top of it, due to certain factors such as the e-commerce market growth rate (21.59% CAGR), lack of direct competitors and availability of services, and the Bangladeshi government's increasing interest in the market, Kuehne + Nagel will have the opportunity to move in early and set itself as the benchmark. In this way, the revenue streams of the company will not only increase and be diversified, but it will also be sustainable, considering the e-commerce market in Bangladesh is projected to remain in the growth stage for the foreseeable future. Lastly, the company may also explore the possibility of providing domestic logistical solutions for e-commerce platforms besides additional service streams within e-commerce logistics, such as drop-shipping and inventory management.
- **Pricing & Revenue Model** - as most e-commerce businesses will be new entrants to the international market, Kuehne + Nagel must have a transparent fee structure and offer lower prices even though no direct competition exists for the company and its service. Hence, to promote and sell the service in the initial stages, the cost/fee/price of availing the service must also be perceived to be low. This may be achieved by setting pricing models such as psychological discount pricing, volume discount pricing, and perhaps even loss leader pricing. Though these pricing models may not be profitable for the company immediately, the company will be able to establish its presence in the market in a short period. Furthermore, the company should set up a flexible and destination-based payment system and utilize systems such as the Bangladesh Electronic Fund Transfer Network (BEFTN).

Such a system will allow the cost to be adjusted per the destination country, enable local businesses to pay at their convenience and facilitate transfers between domestic and international banks.

Develop Brand Awareness By Leveraging the Newness of E-Commerce Logistics Services

- **Awareness Building Opportunities** - while Kuehne + Nagel concerningly has a low level of awareness and an even lower level of awareness among businesses regarding its services, the company is presented with an opportunity to establish its brand image as an e-commerce logistics service provider. In addition, its favorable reputation, paired with its global recognition as a freight forwarder, can be further utilized to develop the brand's identity as a trustworthy and reliable logistics provider in the Bangladeshi market efficiently and effectively.
- **Marketing Channel Strategy** - Kuehne + Nagel at present benefits from a strong reputation propagated by its word-of-mouth marketing. Although this approach of marketing has served the company well up to this point, it will need to broaden its horizon while entering the e-commerce market. This entails implementing a multi-channel approach for the cross-border e-commerce logistics service. The primary channel should include social media platforms such as Facebook, LinkedIn, Instagram, etc., and the use of online advertisements on these platforms. Given that Kuehne + Nagel already has a presence on LinkedIn, the company should utilize LinkedIn marketing in Bangladesh to leverage its international corporate marketing approach. Furthermore, the company should utilize its business development and sales teams to leverage word-of-mouth marketing further through targeted outreach to e-commerce business associations.

- **Communication Strategy** - to increase the efficacy of its communication, the company must highlight the following in its communication -
 1. Kuehne + Nagel's role as a brand in introducing a new and revolutionary logistics service such as cross-border e-commerce logistics.
 2. Kuehne + Nagel's e-commerce logistics capabilities and service in light of the current offerings and competition.
 3. Kuehne + Nagel's global expertise and network, and more importantly, the newness and unique value proposition of cross-border logistics in Bangladesh.
 4. Kuehne + Nagel's role as a facilitator and a friend for local e-commerce businesses to expand their businesses internationally.
 5. Kuehne + Nagel's guarantee of competitive and transparent pricing of services (e.g., no hidden charge guarantees, etc.) and delivery time.
 6. Kuehne + Nagel's quality assurance and the reliability of its services through recommendations and testimonials from initial clients.
 7. Kuehne + Nagel's trustworthiness and commitment to compliance from its strict adherence to regulations and ethical business practices.

3.9 Limitations of the Study

This study has been conducted thoroughly to minimize any possible gaps. However, pre-existing research and information regarding Kuehne + Nagel Bangladesh's marketing and branding activities are sparse. Such an information gap resulted in undertaking exploratory research activities to gain all the necessary information, and as a consequence, the gathered information was difficult to cross-check against any pre-existing information or study. Furthermore, reaching out to different online businesses on an individual basis and convincing consumed a considerable amount of time. Hence, due to time limitations, gathering the ideal number of responses became an insurmountable task.

3.10 Conclusion

This study set out with the goal of exploring the opportunities and challenges in the Bangladeshi e-commerce logistics market for Kuehne + Nagel Bangladesh, particularly in terms of cross-border delivery. Research has revealed the untapped potential of cross-border e-commerce logistics in Bangladesh, where local e-commerce businesses face high shipping costs, customs delays, and limited global partnerships for logistics. Further findings through a survey indicate strong interest in cross-border logistics services, with businesses emphasizing affordability, speed, and simplified customs processes.

Though Kuehne + Nagel has been present in Bangladesh for over 25 years, its service offerings remain limited in the country, focusing solely on its freight forwarding services and the RMG industry as its customers. The company also has limited marketing in the country due to authoritative limitations. This was further reinforced through the findings as it revealed that

Kuehne + Nagel's brand awareness among local e-commerce businesses remains low, presenting a challenge for market penetration.

Given the gap in the e-commerce market for cross-border logistics, Kuehne + Nagel Bangladesh has significant opportunities to diversify its revenue streams and enhance its brand awareness by entering the e-commerce logistics market with cross-border delivery solutions. Leveraging its global infrastructure and expertise, the company can address current market gaps, including high shipping costs and inadequate international logistics support for local businesses. However, success hinges on overcoming challenges such as low brand awareness and regulatory hurdles. Hence, Kuehne + Nagel is recommended to introduce an end-to-end cross-border logistics service, implement competitive pricing strategies, and execute targeted marketing campaigns to raise brand awareness. With the right approach, Kuehne + Nagel can establish itself as a leader in the e-commerce logistics sector in Bangladesh, fostering economic growth and enabling local businesses to scale globally.

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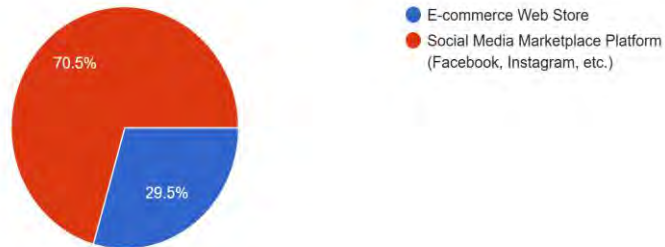
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Appendix

Survey Questionnaire & Responses

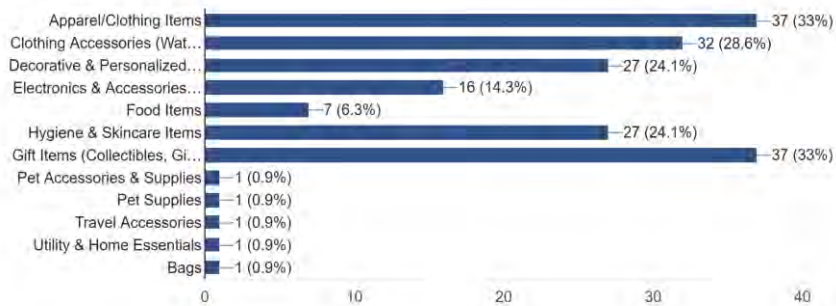
What type of digital business do you operate?

112 responses



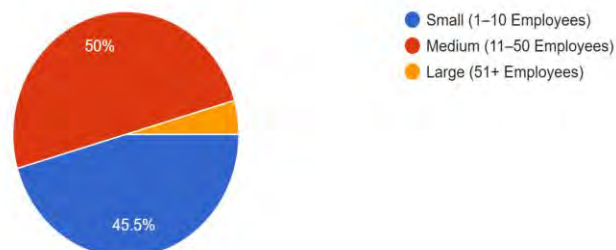
What type of products does your business offer?

112 responses

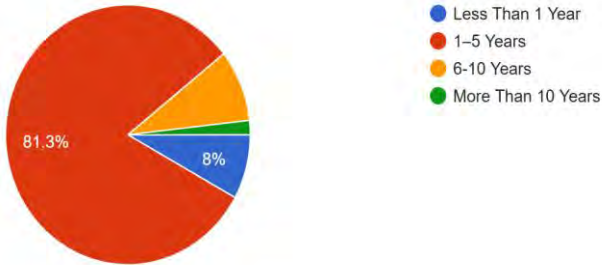


What is the size of your business?

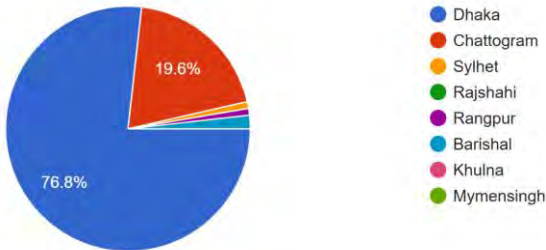
112 responses



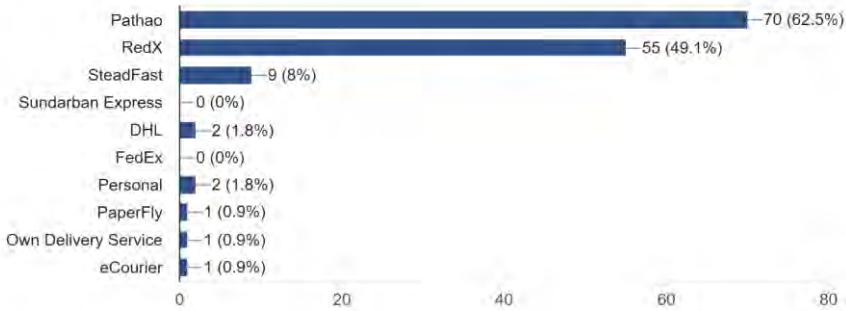
How long has your business been operating?
112 responses



Where is your business based out of?
112 responses

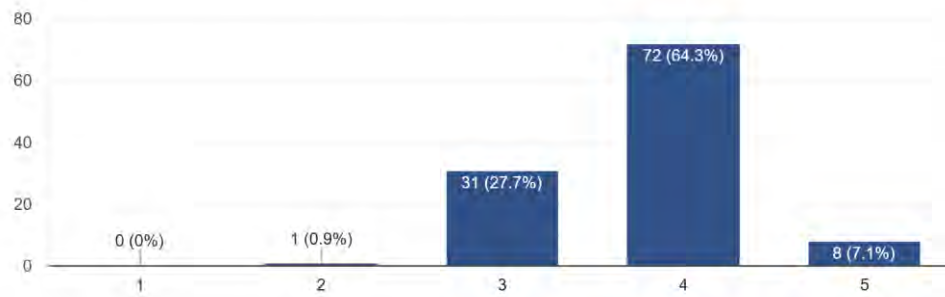


Which Logistics Service Provider/s is your business currently partnered with?
112 responses



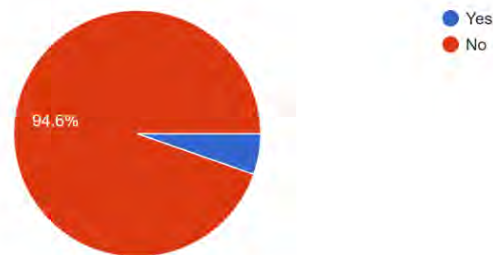
How satisfied are you with your current logistics provider(s)?

112 responses



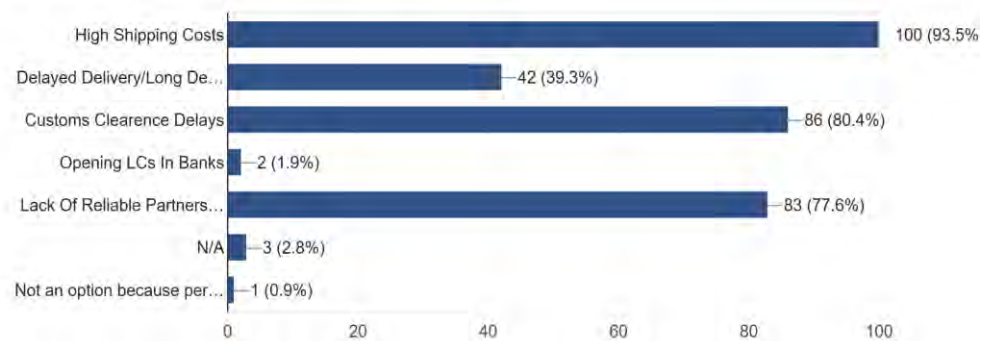
Does your business currently ship products internationally?

112 responses



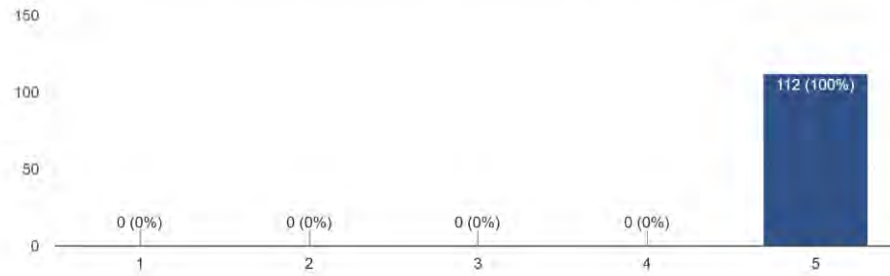
Regardless of your business's current geographical target market, what challenges do you anticipate the most with international logistics?

107 responses



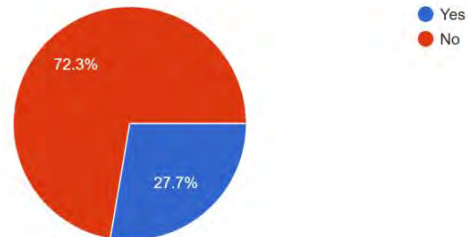
How important is having a reliable international logistics service for your business growth?

112 responses



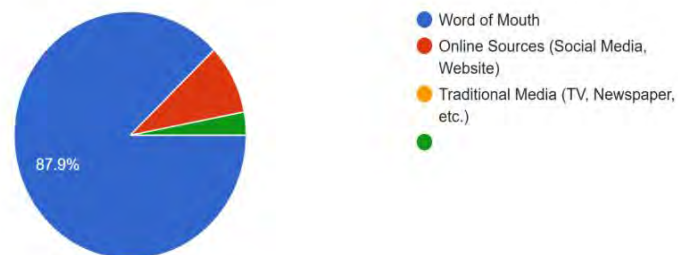
Are you familiar with Kuehne + Nagel?

112 responses



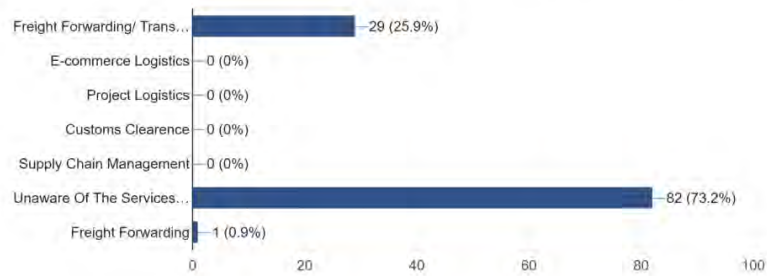
If yes, how did you first learn about Kuehne + Nagel?

32 responses



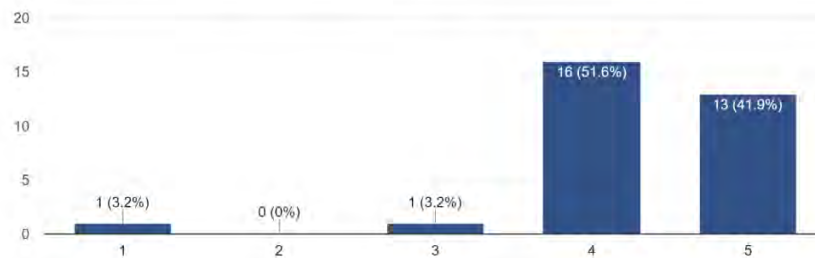
Which of the following services do you associate with Kuehne + Nagel the most?

112 responses



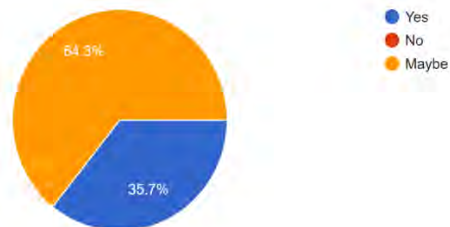
If you are aware of Kuehne + Nagel and their reputation, what would you rate its reputation compared to other logistics providers (e.g., DHL, FedEx)?

31 responses



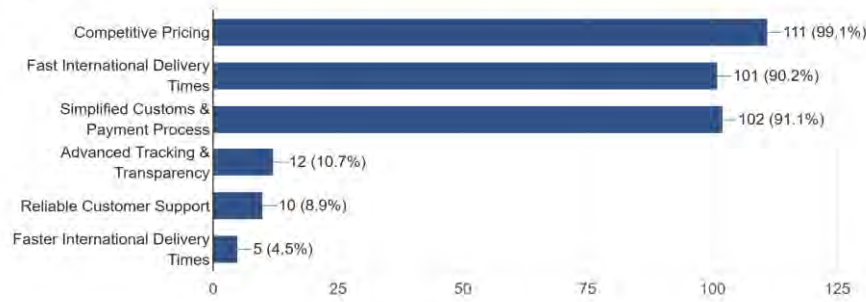
Would you consider using Kuehne + Nagel as your international logistics provider if they introduced cross border e-commerce logistics services in Bangladesh?

112 responses



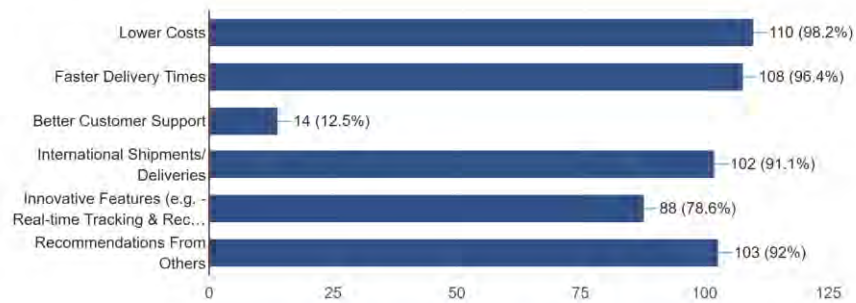
If yes, what features would you prioritize in their e-commerce logistics services?

112 responses



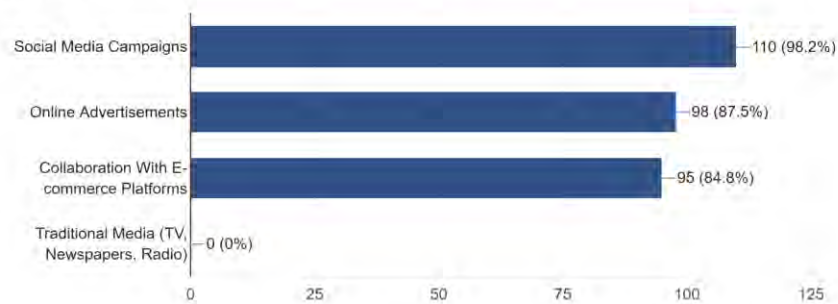
Which factors would convince you the most to switch to Kuehne + Nagel from your existing logistics provider?

112 responses

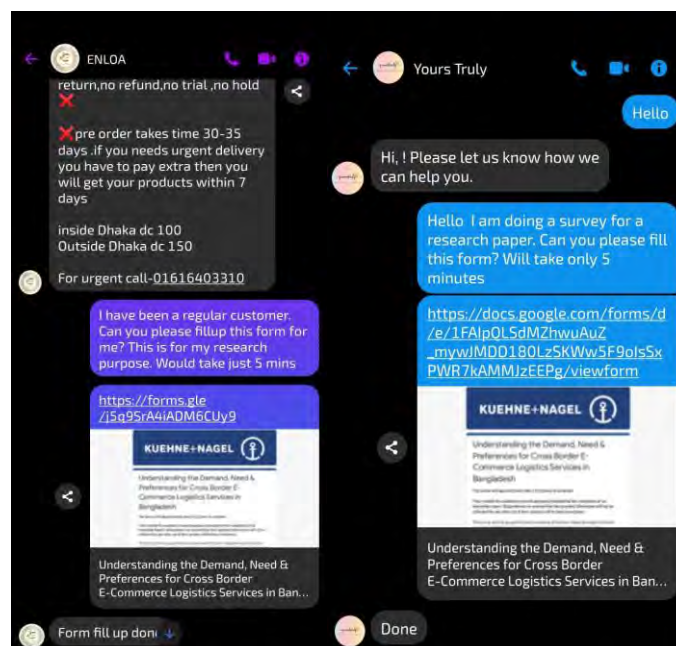
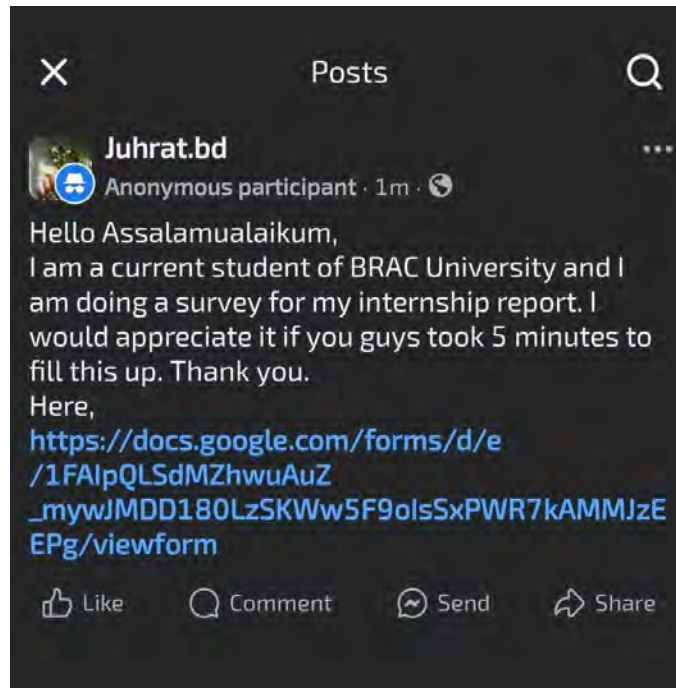


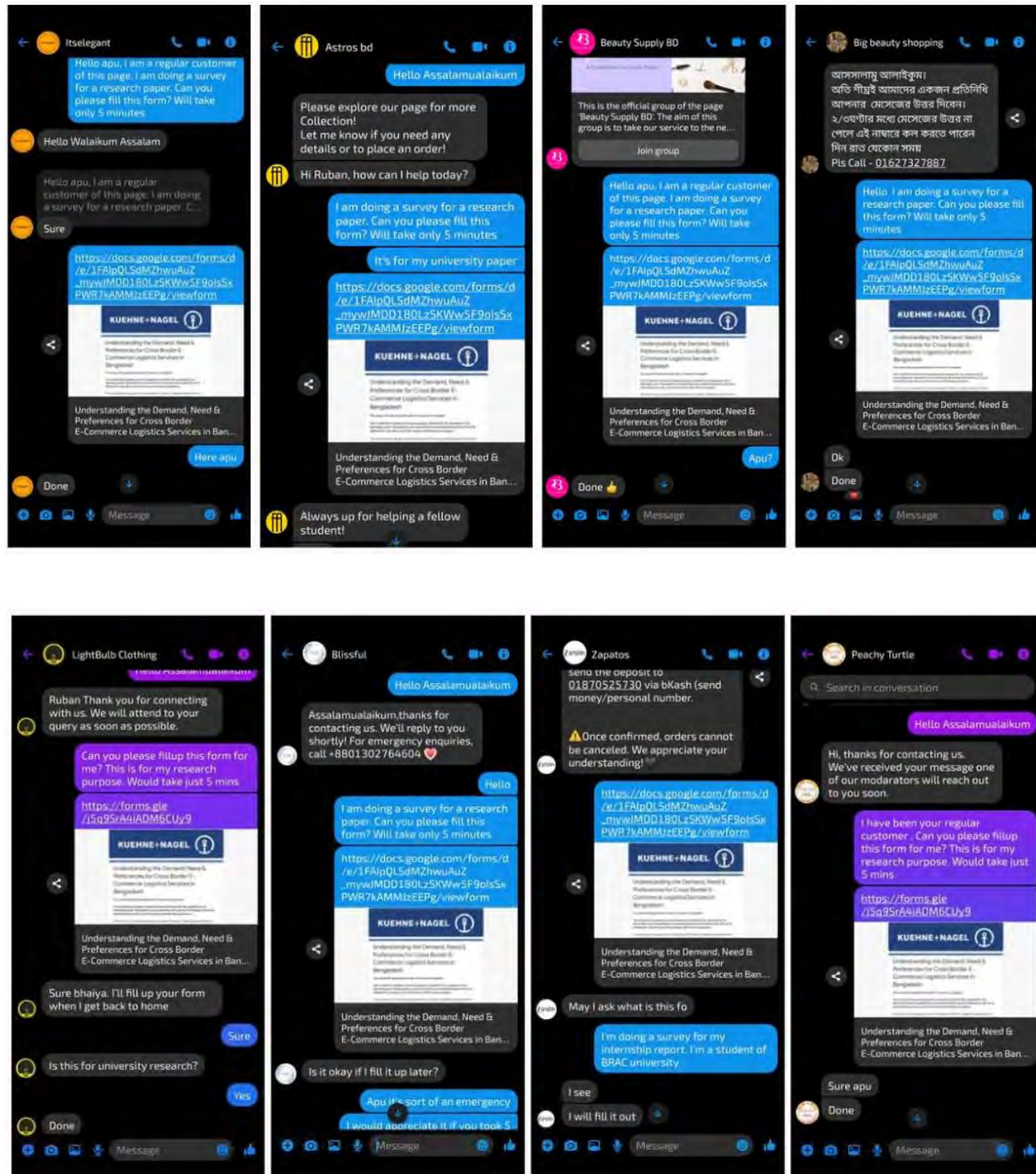
What promotional activities or platforms would most effectively increase your awareness regarding Kuehne + Nagel and a cross-border e-commerce logistics service?

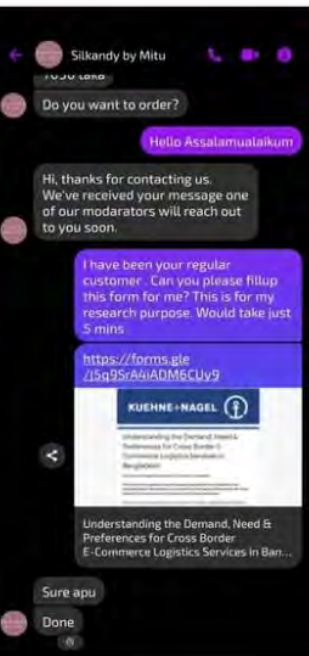
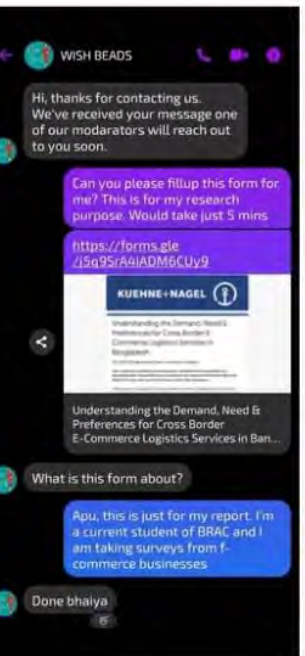
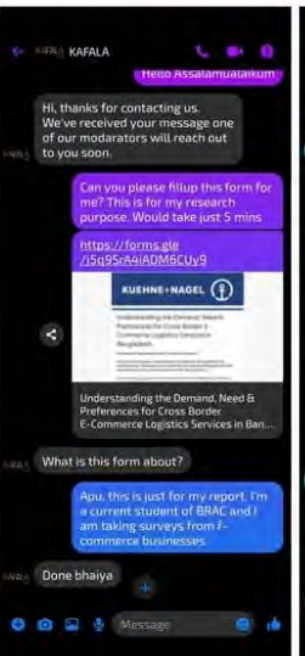
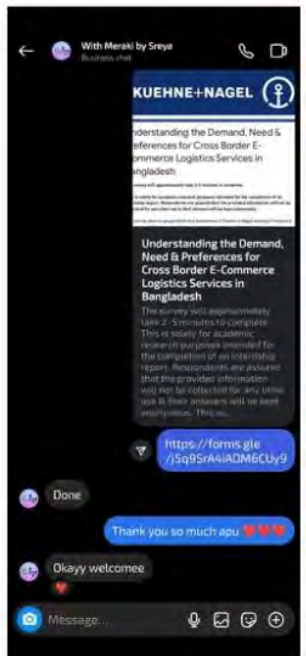
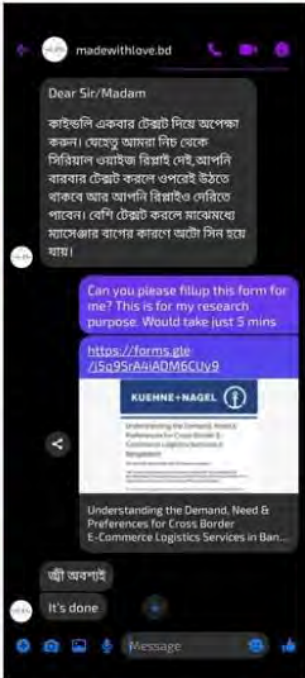
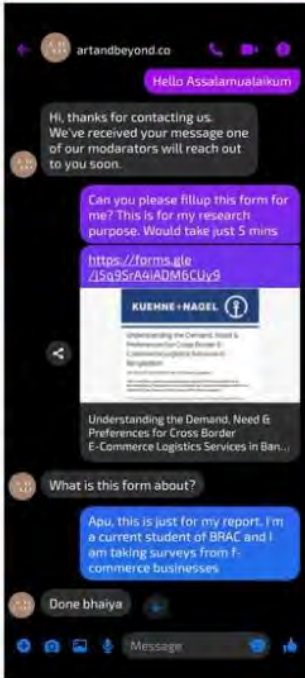
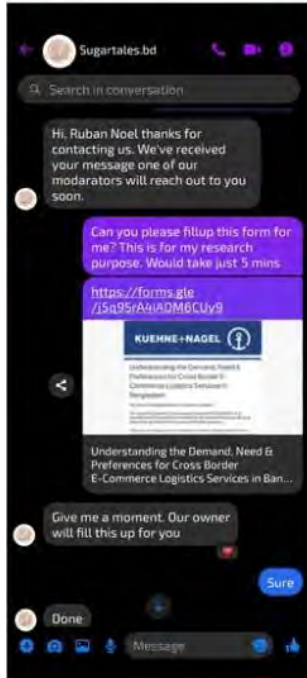
112 responses

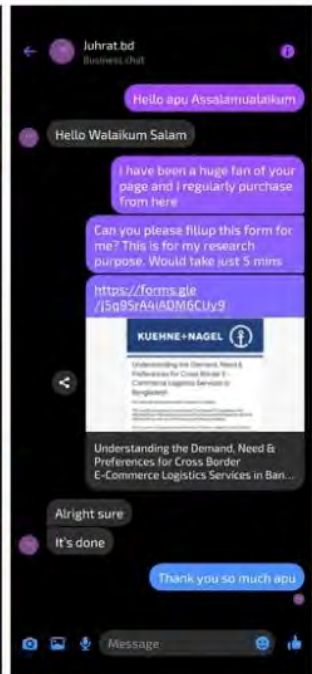
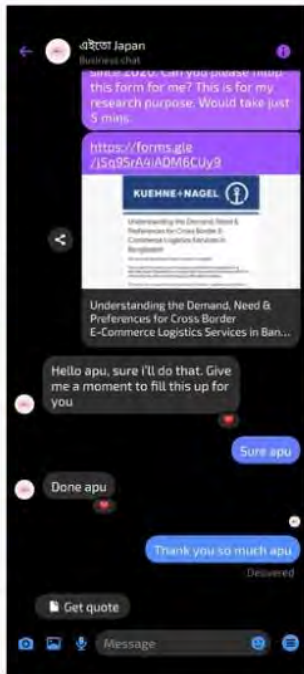
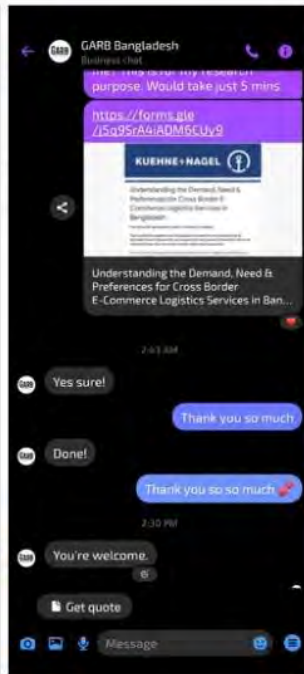
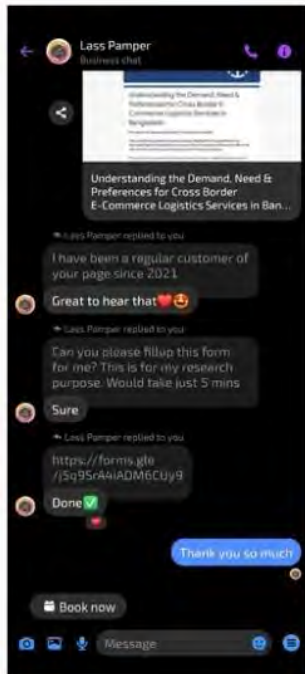


Survey Circulation









Interview Questions

1. As a consumer, do you often purchase products or services from e-commerce platforms or social media stores?
2. Have you ever attempted to purchase products from an international website? What challenges and hurdles did you face while doing so?
3. As a long-term employee of Kuehne + Nagel Bangladesh, what do you think are the biggest challenges of the Logistics & Freight Forwarding Industry in Bangladesh?
4. At present, do you think Kuehne + Nagel Bangladesh can scale up operations and expand its services to other markets?
5. As per recent reports, Bangladesh is the 42nd largest E-commerce market in the world, with a CAGR of 21.59%. Do you believe Kuehne + Nagel Bangladesh should pursue this growing market to diversify its revenue stream and increase its brand awareness?
6. Do you think Kuehne + Nagel has the technological capabilities to offer an integrated and seamless logistical experience both to merchants and end-users?
7. Kuehne + Nagel already offers cross-border e-commerce logistical services in other countries; do you think introducing this service for the booming e-commerce market in Bangladesh has the potential to disrupt the market?

List & Information of Interviewees

Name	Designation	Specialization
Mirza Mashrur Mumin	Customer Care Specialist	Business Development & Sales
Afsana Zaman	Operational Care Specialist	Operations
Mahamudul Hasan	Customer Care Specialist	Revenue Management & Pricing
Shanta Rahman	Process Excellence Specialist	IT & Systems Process
Safinaz Mostafa	Customer Care Specialist	Sales

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